

# ST ANDREWS HOSPICE LIMITED

England & Wales · Charity number 1011117

## Details

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Other names	ST ANDREWS HOSPICE
Status	Registered
Legal form	Charitable company
Company number	<a href="#">02710865</a>
Registered	1992-05-13
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	St. Andrews Hospice Peaks Lane Grimsby DN32 9RP
Phone	01472350908
Email	<a href="mailto:hello@standrewshospice.com">hello@standrewshospice.com</a>
Website	<a href="http://www.standrewshospice.com">www.standrewshospice.com</a>

## Activities

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**Objects:** TO PROMOTE THE RELIEF OF SICKNESS BY SUCH CHARITABLE MEANS AS THE COMPANY SHALL FROM TIME TO TIME THINK FIT

**Activities:** St Andrew's Hospice provides specialist palliative care for people of all ages who have a progressive life limiting illness and also provides support and advice for their families and friends. We provide care for adults living in North East Lincolnshire and for children living in N E Lincolnshire, N Lincolnshire, Lincolnshire, Hull and East Riding.

## Classification

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- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

## Geography

- East Riding Of Yorkshire
- Kingston Upon Hull City
- Lincolnshire
- North East Lincolnshire
- North Lincolnshire

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,314,510	£6,773,072	£10,337,043	155
2024-03-31	£5,291,551	£6,270,375	£9,772,478	147
2023-03-31	£5,295,648	£5,422,274	£10,508,136	141
2022-03-31	£5,307,614	£4,983,333	£10,628,776	113
2021-03-31	£4,936,274	£4,925,524	£10,264,848	118

## Trustees

Name	Role	Appointed
<b>Rachel Amanda Harvey</b>	Chair	2021-05-10
Cristopher John Cooper		2026-01-09
David James Laing		2024-02-19
Jane Bake		2019-04-01
Jonathan Stuart Beach		2025-09-01
Nigel Tranter		2016-09-28
Nyasha Sabina Sigauke		2025-07-22
Peggy Anne Spaight		2019-11-07

**ST ANDREWS HOSPICE LIMITED**

England & Wales - Charity number 1011117

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# Accounts

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**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025.**



**Company Number: 02710865**

**Charity Number: 1011117**

**St Andrew’s Hospice Limited**  
**(A Company Limited by Guarantee)**

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**For the year ended 31 March 2025**

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# **St Andrew's Hospice Limited**

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## **ACKNOWLEDGEMENTS**

The Trustees sincerely thank St Andrew's Hospice's partners, supporters and donors for their ongoing support, and their efforts and generosity through the last year.

Members of the public who donate and raise funds for St Andrew's Hospice, whether through taking on fundraising challenges, leaving a gift in their will or by donating directly, provide a vital source of income for our work for which we are truly grateful. The Hospice simply could not provide the valuable care and support to our service users and their families.

We are also most grateful to our corporate partners who similarly support us in a wide variety of ways including donations, corporate volunteering and fundraising activities.

We would like to thank all the charitable trusts, foundations and grant funders whose support has also been invaluable in enabling us to fund projects that we might not ordinarily have been able to, and improved the experiences of so many of our service users and families.

We thank our Vice-Presidents for their ongoing commitment to St Andrew's Hospice.

Finally, we must thank our staff and volunteers who continue to demonstrate the kindness, care and expertise that make our Hospice services happen. You contribute so much to ensure that as many people as possible get the high-quality end of life care and personal support that they deserve.

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**CHARITY INFORMATION**

**Company number**  
02710865

**Charity number**  
1011117

**Registered Office**  
St Andrew's Hospice  
Peaks Lane  
Grimsby  
DN32 9RP

**Vice Presidents**  
Mr I Davey  
Mr H Greenwood

**Directors**  
Ms R Harvey Chair  
Mr I Hargreaves Vice Chair  
Mr N Tranter  
Mrs J Bake  
Mr A Millson (Resigned 31<sup>st</sup> January 2025)  
Ms P Spaight  
Mr M Wade (Resigned 31<sup>st</sup> December 2024)  
Mr D Laing  
Mr P Wisher (Appointed 1<sup>st</sup> July 2025)  
Dr N Sigauke (Appointed 22<sup>nd</sup> July 2025)  
Mr J Beach (Appointed 1<sup>st</sup> September 2025)

**Senior Management Team**

Michelle Rollinson	Chief Executive
Lesley Charlesworth-Browne	Deputy Chief Executive
Karen Higgins	Director of Clinical Services
Shelley Burrows	Director of Governance & Quality
Jacqui Hall	Director of People and Operations
Soraya Jenney	Head of IT and Digital Transformation
Marcus Hassall	Director of Finance

**Solicitors**  
Wilkin Chapman Grange  
New Oxford House  
Town Hall Square  
Grimsby  
DN31 1HE

**Auditors**  
BHP LLP  
Rievaulx House  
1 St Mary's Court  
York  
YO24 1AH

# **St Andrew's Hospice Limited** **(A Company Limited by Guarantee)**

## **Annual Report and Financial Statements** **For the year ended 31 March 2025**

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### **STATEMENT FROM THE CHAIR OF TRUSTEES**

Welcome to St Andrew's Hospice's Annual Report for 2024-25. I am proud to say that this has been another year of progress for the Hospice, despite the significant challenges facing the health and care sector, and hospices in particular.

St Andrew's is an independent Hospice charity that delivers its service and activity to NHS patients in our local area, without charge. We are funded principally by the enormous generosity of our local community, supported by NHS Humber and North Yorkshire, and NHS Lincolnshire Integrated Care Boards. The support St Andrew's has received through donations, gifts and legacies in the past year has been fundamental in the progress that we have made.

This Annual Report demonstrates how, building on the successes of previous years, we have continued to develop and improve the care that we deliver, and the support we provide to meet the needs of the community, with our patients and their families at the very centre of all we do. Every year, there are new challenges to be faced, but also new opportunities to develop our teams, our facilities, and the care and support that we give.

The wider picture across the UK demonstrates the challenges facing the Hospice sector, with increasing staff costs in a competitive market, and continuing pressure on running costs. In addition, statutory funding from government has remained restricted, and the wider cost of living challenges facing our communities has made for a difficult environment for raising funds. However, St Andrew's has in 2024-25 received so much support from the local community that it has been able to take forward service developments, even as other Hospices have been forced to make reductions in their services.

We have been able to take forward the next steps in building our clinical teams, with a comprehensive programme of reviews, which were designed to ensure that our staff could maximise the contribution they make to patients and families, and building into our plans a commitment to training, development and career pathways at all levels. By developing every person in our teams, we provide improvements to the care we offer.

This has been the first year of delivery for our new 5-year strategy. The key aims of the strategy are to maintain a key place for the Hospice in the local health and care system to advocate for, and support improved Palliative and End of Life Care, to continually improve the effectiveness of all of our services, and to increase our engagement and impact within our local communities. Through the progress made this year, our communities continued to access high quality, compassionate, effective, responsive care and support, when they, or a loved one, have been diagnosed with a life-limiting illness. That remains the driving force behind everything we do.

From a financial perspective 2024-25 was a successful year for St Andrew's. Despite forecasting a significant deficit for the year, St Andrew's benefitted from the incredible generosity of our communities, particularly in terms of legacies, where a number of exceptionally generous individuals were kind enough to remember us in their wills. The final full year surplus for the Hospice was £564,565 – building reserves for further investment in the design and development of services, and helping secure the future sustainability of our hospice.

Our total of donations, gifts and legacies for 2024-25 was £2,507,357, more than double the value in 2023-24. Such an exceptional total is unlikely to be matched in 2025-26.

Our Trading Company produced income of £2,609,945, an increase of £351,645 on 2023-24, and continuing the established trend of year-on-year improvement. The retail team of staff and volunteers are continuing to develop new ideas into additional support for the Hospice, and have further ambitious developments planned for 2025-26 and beyond. All of our customers and retail donors have made a tremendous contribution to the Hospice this past year. To aid the reader, these figures comprise "Income from Retail Operations" for the Trading Company plus "Retail Donations and Gift Aid". Adding these elements together shows the full picture and contribution of our Trading Company, and highlights its ongoing importance to the Hospice.

Our Grant fundraising has enabled us to undertake additional developments, expenditure and projects. In the year to 31<sup>st</sup> March 2025, we have accounted for £355,198 of funds from these sources, some of which

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**STATEMENT FROM THE CHAIR OF TRUSTEES**

will sustain multi-year projects. This included the first 25% of a specific government grant for capital expenditure, which will exceed £350k of support once the final 75% is received in 2025-26.

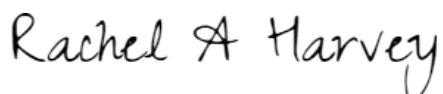
Nevertheless, the underlying position remains challenging going into 2025-26, with continuing pressures on pay costs in particular, and an underlying deficit of almost £750k per year – a position common across the hospice sector. The Grant support provided by the DHSC is non-recurrent, and as yet there is no agreement on appropriate statutory funding arrangements for hospices.

The financial challenges for Hospices are likely to exist for a number of years, given the evolution of the care system and reducing public funding. We remain committed to getting the best value from all funding streams to ensure the quality of our care meets the needs of our patients, their families and carers. We aim to do this by looking forward, improving and innovating to ensure that the Hospice has a sustainable future.

There is so much to celebrate from 2024-25, and so much to look forward to in terms of further improvements to respond to the needs of our community - expanding, professionalising, and continuing to develop our organisation.

I would like to thank my fellow Board members and our committed staff and volunteers for their hard work and determination in keeping St Andrew's Hospice thriving and for continuing to deliver high standards of care and support for our patients and community, and the generosity of the community – without their support, St. Andrew's Hospice could not provide the amazing care and support that it does.

I am so very proud to be the Chair of such a compassionate and caring organisation, and I look forward to seeing the further improvements that we are making in 2025-26. Our dedicated and passionate staff and volunteers provide excellent care for every person who comes into contact with our charity – they are the heart of St Andrew's Hospice.



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Signer ID: TNSPEARLCM...

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Rachel Harvey  
**Chair, St Andrew's Hospice**

## **REPORT FROM THE TRUSTEES**

### **Strategic Report**

The Trustees present their annual report, strategic report and the audited consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice, which applies to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102).

### **Company Status**

The charity is constituted as a company limited by guarantee and is therefore governed by its Articles of Association. The liability of the members in the event of the company being wound up is limited to £1. The company is a registered charity and acts entirely as a non-profit making organisation.

### **Objectives and Activities**

The charity was registered in 1980, after the formation of a group of dedicated local people in 1979, their inspiration being prompted by a national conference on the growth of the Hospice movement. They all felt that if there was a better way to respond to the needs of the terminally ill and their families, then every effort should be made, however daunting the challenge. As early as 1980, day care was offered once a week in 'borrowed' premises. A property was purchased in 1983, and by December 1986 both in-patient and day care for adults was operational. It wasn't until 1999 that the need for care of children and young people was identified, and the children's unit opened in 2001. In 2014/15 significant redevelopment took place on our site in Peaks Lane, to provide improved purpose-built facilities for our patients, encompassing all services for both adults and children under one roof.

### **How Our Activities Deliver Public Benefit**

The main areas of our charitable activities are caring for people of all ages with a progressive life-limiting illness and also supporting their families and carers. All care is offered without charge to patients.

Information included in the other sections of the Annual Report identifies, in more detail, the public benefit that the Hospice provides. Much of it is taken from our Quality Accounts which are prepared annually for NHS England, and which are also available on our website, for others to read.

In setting objectives and planning for activities, the Trustees have, as is their duty under legislation, given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity (PB2)".

In particular, we consider how our planned activities will contribute to the aims and objectives we have set, delivering care and support to our service users, their families and other carers.

### **Our Primary Aim**

"To promote the relief of sickness by such charitable means as the Company shall from time-to-time think fit" (from the Articles of Association of the Charitable Company).

St Andrew's Hospice provides specialist palliative and end of life care for babies, children, young people and adults who have a progressive life-limiting or life-threatening illness.

Specialist palliative care is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual.

## **REPORT FROM THE TRUSTEES**

### **Palliative Care:**

- Provides relief from pain and other distressing symptoms;
- Affirms life and regards dying as a normal process;
- Intends neither to hasten or postpone death;
- Integrates the psychological and spiritual aspects of patient care;
- Offers a support system to help patients live as actively as possible until death
- Offers a support system to help the family cope during the patient's illness and in their own bereavement;
- Uses a team approach to address the needs of patients and their families, including bereavement counselling, if indicated;
- Will enhance quality of life and may also positively influence the course of illness;
- Is applicable early in the course of illness, in conjunction with other therapies that are intended to prolong life, such as chemotherapy or radiation therapy, and includes those investigations needed to better understand and manage distressing clinical complications.

### **Criteria for Care**

Anyone, of any age, with a progressive life-limiting illness can access the services offered at St Andrew's Hospice.

### **Driving Force**

There are currently many local people not accessing hospice care due to their lack of understanding regarding the care that hospices deliver.

We want to change peoples' perceptions regarding hospice care. We can offer our expert services to benefit many more local people.

### **Regulation**

The care and support services are registered and monitored by the Care Quality Commission (CQC). The most recent inspection of St Andrew's Hospice, Adult and Children's Services took place on 31<sup>st</sup> October 2023.

The Hospice retained its 'Good' rating, with 'Outstanding' for Responding to Patients' Needs.

Any significant incidents, complaints, or accidents are brought to the attention of the CQC, which allows us to work closely together to maintain safe, effective, responsive, caring and well led services.

Other regulators to which we are registered are the Charities Commission, the Fundraising regulator, and the Gambling Commission (for the St Andrew's Hospice Lottery). The Gambling Commission carried out an inspection seven years ago and no material issues were identified.

### **Fundraising**

In the years since the 2015 Etherington report, the world of charity fundraising has seen increased scrutiny around some of its practices. The subsequent introduction of the Code of Fundraising Practice (the code) by the Fundraising Regulator is a means by which charities can voluntarily register and demonstrate their commitment to good practice. St Andrew's Hospice has chosen to voluntarily register with the Fundraising Regulator and is compliant with the code. The Hospice uses the code to support and guide our fundraising work and, its provisions are woven into our operational / campaign / event planning approaches, and our audits; this includes training for fundraising staff.

The Hospice also has a policy and procedure infrastructure which includes (amongst other things) a Vulnerable Persons Policy and a Fundraising Policy; these policies reflect the requirements of the code and wider regulation (for example the Lottery and the Gambling Act) and are audited to ensure that our practices are in alignment.

## **REPORT FROM THE TRUSTEES**

The code and the Hospice's overall policy infrastructure guide our Marketing, Communications and Promotional activities, some of which informs how the public might engage with our campaigns, participate in raising funds or, donate to the Hospice. Such media (digital, online and offline) reflects the code and includes things, as appropriate, such as the use of Fundraising Regulator logos, organisational / charity information, how funds will be used and the distinction between "in aid of" and "on behalf of" activities.

St Andrew's Hospice engages only thoroughly vetted 3<sup>rd</sup> party commercial participators for the purposes of fundraising; (for example, our lottery is managed by an External Lottery Manager (ELM)) and monitors their activity routinely, collaboratively and as part of our quality and assurance infrastructure (e.g. audits).

The Hospice has a complaints policy and procedure and established approaches regarding the management of complaints and feedback and the resulting lessons learned. This sits as a part of our quality and assurance infrastructure which is overseen at Board level. No complaints have been received in 2024/25 in respect of our fundraising practices under the code; feedback and comments that fall short of formal complaints are recorded and resolved with lessons learned as part of our usual processes and day to day activities.

### **Volunteers**

Despite the uncertainty of recent years, we are fortunate to have retained many of our volunteers and we are now seeing an increase in applicants offering their support. Our volunteers remain the largest group of people undertaking roles right across our organisation.

Through our volunteer coordination team, we have continued to promote a variety of roles we offer and showcase the real impact our volunteers have on the lives of our patients and their families, holding volunteer recruitment and engagement events.

We currently have over 400 committed volunteers who generously give their time to St Andrew's Hospice. They are involved in a wide range of supporting roles, from helping in our retail shops, coffee shop, supporting our patients, driving, undertaking administrative duties, or working hard to maintain our beautiful gardens in all weathers.

Our volunteers are all much respected and play an integral part of the workforce at St Andrew's Hospice. We are enormously grateful to each one for their time, dedication, and commitment to our Hospice.

### **Relationships**

We are committed to working collaboratively with our colleagues both within the statutory and the voluntary sector, to ensure a seamless service for patients and their families and to prevent duplication of services, thereby delivering care in the most cost effective and efficient way possible.

We have continued to focus on collaborative and partnership working across North East Lincolnshire Health Care Partnership and the wider Humber and North Yorkshire Integrated Care Board. We have also developed our relationship with Lincolnshire ICB, and other service partners across greater Lincolnshire. Nationally driven changes in health and social care structures do create barriers to be overcome, but the focus on engagement and collaboration remains critical.

Local health and care partners continue to work together in a more integrated way, to form new solutions to respond to the increasing demand for care and support as well as other complex issues facing us collectively. We have also developed our working relationships across Humber and North Yorkshire and Northern Lincolnshire footprints, focussing on palliative and end of life, and hospice care services. This collaboration will help improve the experiences of people with a palliative diagnosis and those who care for them.

## REPORT FROM THE TRUSTEES

### Our Mission, Vision, and Values

*Our vision is of a community where people can openly discuss death and dying; making each day count; and die with dignity and respect, in the place they choose, knowing their loved ones are supported.*

*Our mission is to provide individualised, high-quality holistic care and support, advocating for personal choice, for those affected by a life-limiting illness.*

#### Our values

*Care, compassion and respect for all.  
Work together and value difference.  
Be positive, proud and professional.  
Innovate and strive for excellence.*



*As custodians, we strive to preserve and enhance the reputation and brand of St Andrew's Hospice for the future, ensuring we are always advocates for our values and purpose.*

We will achieve these by:

- Demonstrating concern for the holistic care of the patient, and to offer support not only to the patient, but also to those who care for them, both during illness and into bereavement.
- Communicating and liaising with all involved in the care of the patient, ensuring an integrated, seamless service is provided.
- Valuing the dignity and individuality of all patients and their rights to self-determination.
- Providing a flexible approach to care, wherever possible, in a manner and place of the patient's choosing: support in the early stages, in-patient and wellbeing service, clinics and support at home.
- Generating commitment and teamwork, bringing together the expertise and skills of a multidisciplinary team to meet the highest possible standards, addressing the patients' medical, nursing, social, emotional and spiritual needs, thereby enhancing the quality of life of the patient, and supporting those who care for them.
- Providing continuing education and training opportunities for all staff in order to develop commitment, expertise, specialism, innovation and the sharing of knowledge.
- Developing St Andrew's Hospice as an education, training and research unit offering placements to students from all disciplines.
- Ensuring the quality and standard of service is of a consistently high level, undertaking regular audit and responding to changing needs.
- Providing the most effective care in the most cost-efficient manner.
- Being respected by health care professionals for the excellence of our service; to be respected by the public for our open and ethical behaviour, and for our dedication to the highest possible standards of care.

## **REPORT FROM THE TRUSTEES**

### **St Andrew's Hospice Strategy 2024 - 2029**

Our strategy sets the strategic direction of the hospice through to the financial year 2029/30.

This strategy guides the range and quality of services we provide, ensuring we continue to make a significant contribution to the integrated care systems of North East Lincolnshire and Humber and North Yorkshire. As part of the integrated care system, we are committed to delivering the six ambitions of the National Palliative and End of Life Care Partnership:

1. Each person is seen as an individual;
2. Each person gets fair access to care;
3. Maximising comfort and wellbeing;
4. Care is coordinated;
5. All staff are prepared to care;
6. Each Community is prepared to help.

It is important to us that we share our strategy with our partners and community, and that we use it to guide the services we deliver, and collaborate on, to align our approaches to meet the needs of our community.

#### **Our Strategic Priorities**

##### **Strategic Priority 1 – Inform and Influence**

As the system lead for All Age Palliative and End of Life Care, we will extend our influence across the community to improve the care and support for all those affected by a life limiting illness.

##### **Strategic Priority 2 – Increase our Impact**

We will continue to develop services within the hospice and in the community to meet the growing needs of all patients, their families, and carers.

##### **Strategic Priority 3 – Involve and Integrate**

We will work in partnership with our community to help and equip them better to understand and support each other through life-limiting illnesses, as a compassionate community.

## **REPORT FROM THE TRUSTEES**

### **Our Services**

The care and support teams at St Andrew's Hospice consists of professionals with expertise and training in palliative care. As well as having access to Palliative Care Consultants for both adults and children, Specialist Doctors and Nurses, a wide range of therapists and allied healthcare professionals are employed, such as Physiotherapist, Palliative Care Social Workers, Bereavement Counsellors, Spiritual Lead, Lymphoedema Specialists, Complementary Therapists, and a Therapeutic Activities Co-ordinator, making up the multidisciplinary team. The care and support teams are fully integrated with the administrative staff, and closely supported by volunteers in all departments.

Patients accessing either the Adult or Children's services have access to a comprehensive range of facilities and care, including emotional and social support, sensory equipment, gym, quiet reflective gardens, memory making activities, friendships and peer support, therapeutic activities, cinema, and so the list goes on.

Families and carers can access emotional, social and bereavement support as well as Carers and Children and Young Peoples Groups. Parent and Patient/Carer Forums are established and are working well, ensuring that service delivery planning and facility design is coproduced by patients and carers.

#### **Adult Service**

We are proud to offer individualised, compassionate holistic care to everyone, in our local community who needs us. We support our patients and their families through their entire journey; from the moment they receive a life-limiting diagnosis through to inpatient stays and even ongoing bereavement support.

#### **Inpatient Care**

The adult inpatient unit at St Andrew's Hospice is a welcoming, homely environment where patients can receive round-the-clock care and support. We provide symptom control, respite, rehabilitation, and end-of-life care for people over the age of 18, with a life-limiting illness.

Our inpatient unit has 12 single, ensuite rooms, all of a high standard and with views and access into beautiful gardens.

#### **Wellbeing Services**

Our Wellbeing Support Services help people to live well by being in control of their condition as much as possible and, where appropriate, achieve the things that are important to them.

Patient needs are assessed, and a programme of care is developed to meet their individual needs through one to one or group work e.g., physiotherapy, complementary therapy, arts and crafts, gardening.

#### **Family Support and Bereavement Care**

Support for patients and families is provided through our social work and bereavement teams as needed.

#### **Andy's Children's Services**

Care is provided for children and young adults who have a progressive life-limiting or life-threatening condition. We help families to "make each day count" and enable every child to live life to the fullest, creating lasting memories and leaving their mark on the world.

Andy's provides palliative care to children living in Northeast Lincolnshire, North Lincolnshire, Lincolnshire, Hull and the East Riding, both at our specialist purpose-built Hospice and in the child's own home. We welcome children from birth to the age of 25 years, when we support them to transition to our adult services at St Andrew's Hospice, or other adult services within their local area.

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**REPORT FROM THE TRUSTEES**

Care is provided through our Hospice at Home and Community services, our Wellbeing services, and our inpatient unit. Each of these services supports respite, rehabilitation, symptom control and end of life care. There are also therapeutic activity groups organised using themes.

**Butterfly Suite**

The Children's Service supports the care pathway for children or young people with a life-limiting or life-threatening condition and their families from diagnosis, throughout the illness journey, at the time of death and into bereavement. This includes the care of the child or young person after death with the attention to personal care, and extends to the use of the Butterfly suite.

The Butterfly suite is a designated cool room where a child/young person may lay following death, until the funeral if the family so wish. This enables the families to spend time with the child/young person and for the hospice staff to support them during this very difficult time. Emerging evidence in caring for the child or young person after death suggests that families who use the cooled room can find it immensely valuable although research is limited in this area.

Access to the use of the Butterfly suite is open to all children and young people who have accessed the hospice. However, this is not restrictive, and Children's Services do take referrals from any child who has been known to any Children's Health and Care Services, Neonatal deaths, transfers from other hospital units i.e. paediatric intensive care, cardiac or high dependency units and similar environments.

The room can also be used for adult patients where there is a need to maintain the patient's body at the Hospice for a prolonged period of time. This could be following the death of a young mum with children needing time for significant support, where the preference is to visit a beautiful bedroom, rather than visiting an undertaker. This also allows supporting visits to a patient from family or close others living away from the local area. Each situation is assessed on individual needs with involvement of the patient and their family.

## **REPORT FROM THE TRUSTEES**

### **Achievements in 2024-25**

This section of our report reviews some of the achievements we have celebrated over the last year, outlines our key priorities for improvement to services for patients and their families, and communicates the excellent work of our hospice teams.

#### **Developing Effective Transition Between Children's and Adult Services**

Transition remains a key priority for us in supporting young people as they move from Child to Adult Services. After receiving funding last year for a dedicated post to support this work, it took a little longer than expected to fill this role, but we are pleased to say that a Senior Transition Lead was appointed and started in April 2025.

As a hospice, we have been proactive in developing transition, but having this dedicated role will enable us to move at pace and give dedicated time to move transition forward across all our catchment areas supporting our young people to integrate into their local communities, organisations and activities. It is still early days for this role, but it is developing rapidly with a programme of work planned to build relationships, develop a clear transition pathway and a directory of services, and initiatives such as family transition days.

During the period prior to appointment, the Director of Clinical Services and the Head of Children's Services met with hospice leads in our neighbouring adult hospices to discuss transition and how we can work with them to put a plan in place and support successful transition for young adults accessing Andy's but who live in their areas. This has been positively received. The new Senior Transition Lead has now picked up this work and is leading on developing relationships and working closely with professionals across both local and wider regions to assess the needs of our young people and their families ahead of transition.

Significant gaps were identified in services for young people post-education in the areas we cover. To address this, the Senior Transition Lead has prioritised engaging with various organisations to explore what support is available and ensure both parents and young people are informed of their options.

At St Andrew's we launched our young adult wellbeing group, the Circle Club, last year, supporting and empowering young people in taking their first steps toward independence in adulthood. This has proven very successful and has given a base to share with other hospices. Recently, with the support of our Wellbeing Service and Adult Inpatient Unit, two of our young adults at Andy's have begun our in-house transition process, which includes participation in Circle Club and overnight stays in the adult inpatient unit.

Along with regular transition meetings with the adult hospice and most recently inviting outside agencies to join regarding patients that we have in common to enhance the care provision that we provide locally through the multi-disciplinary meeting.

#### **Developing Our Relationship with Martin House**

Over the past year, our relationship with Martin House Children's Hospice has continued to develop. With the support of their training and education team, working with our Head of Education and Training, we have been able to upskill our children's team in a number of different clinical skills/scenarios, giving them the skills and knowledge to better support our children, young people and families in the community. The Head of Training and Education has also supported additional SIM's (simulation) training with the team and worked with Martin House to deliver a number of external sessions to other professionals.

With the support of the palliative care consultants, we can now offer clinic/ telephone/virtual appointments enabling families to discuss any symptom management concerns and for these to be acted upon. This contact also gives staff 24/7 access to discuss any complex issues and manage symptoms and end of life care in the community seven-days-a-week. We hold weekly multi-disciplinary team meetings where all new referrals and any complex situations are discussed ensuring the right level of support is offered. Over the past year, we have also seen an increase in the number of referrals to Andy's, in particular from Peri-natal and Oncology colleagues and an increase in the number of advance care planning conversations and plans being put in place.

## **REPORT FROM THE TRUSTEES**

This has been a really positive move, and we are pleased that we are able to offer specialist palliative and end of life care to children, young people and their families.

### **North East Lincolnshire Palliative and End of Life Accountable Care Partnership**

As part of Humber and North Yorkshire Integrated Care Board's (HNY ICB) All Age Palliative and End of Life Care (PEoLC) governance framework, emphasis and focus is placed on Place and its delivery of services at a neighbourhood health team level.

The framework specifically for adult palliative care, has seen a sub-system across Northern Lincolnshire, with both North and North East Lincolnshire Places working together. Over recent years, it has become evident that due to the emphasis on Place and the needs of our local populations and structural differences within service delivery, it has been important to have an Accountable Care Partnership within North East Lincolnshire, to directly align with the North East Lincolnshire Health Care Partnership.

As an Accountable Care Partnership, we involve different organisations from the health and care system and by working together we can improve the health of our local population by integrating services and tackling the causes of ill health or poor patient experience. This is a different way of working for the NHS – the emphasis is on local populations, and systems rather than organisations.

The North East Lincolnshire PEoLC Accountable Care Team is now established and through bimonthly meetings, chaired by the CEO of St Andrew's Hospice, engages with professionals across the system in North East Lincolnshire. We have used the forum to identify good practice as well as areas that can be improved. Any risks to patient care are also highlighted, with local solutions being agreed and implemented, and where wider system improvements are needed, these are escalated through to an ICB level.

Through the use of case studies, the patient and carers voice and experience are central to all discussions, providing the focus and guidance on how services can further be developed, ensuring personalisation is central to describing what good, person- centric, personalised care and support looks like from the point of view of the people themselves.

### **St Andrew's Hospice Adopts the Dying to Work Charter**

St Andrew's Hospice is proud to adopt the Dying to Work charter, showing our commitment and support to employees in the event of a terminal diagnosis. The charter, part of a campaign led by the Trades Union Congress (TUC), pledges to give a staff member options about how they want to proceed; whether they want to continue at work for as long as they can, or prefer to spend time with family and friends.

Whatever that choice, we, as their employer, are committed to supporting our staff when they need it most. Signing the charter was Rachel Harvey, Chair of the Board of Trustees at St Andrew's Hospice. She said: "Our teams and our people are the most important part of the hospice, and caring for others at the most difficult times. This charter really sets the standard for the way we want to support our staff with their own circumstances, as well as caring for others."

Rachel was joined by Melanie Onn, MP for Great Grimsby and Cleethorpes, who has been involved in the Dying to Work campaign since its initiation. "This started in the Trade Union movement, where it was recognised that people who were living with a terminal illness were being treated really poorly when it came to work, and there were no protections from their employers terminating their jobs early. It's about raising awareness and asking employers to commit to that support, recognising there is still worth in the experience of these individuals.

"I'm so delighted that St Andrew's has recognised it and adopted the charter. It's a huge step forward and incredibly progressive. It's really positive for the organisation, but for individuals too. It recognises there are still lots of pressures such as paying bills, even if you have got a terminal illness, so helps keep an element of normality and stability by having the support you need from your employer."

## **REPORT FROM THE TRUSTEES**

### **Building on International Relationships - Kerala, India**

In June last year, the Director of Clinical Services returned together with the Head of Education and Training (first time) to Kerala and met with the palliative care team.

During this visit, time was spent out in the community with the palliative care nursing team, experiencing how palliative care is delivered in Kerala and witnessing different treatments/interventions delivered in the patients' homes. Visits to several health/care establishments also took place showing the breadth of different care environments that had been developed over the past few years responding to the changing demographics of their population.

Training is an important part of their staff development and, during the visit, attendance at a monthly, mandatory training session was included enabling the Director of Clinical Services and the Head of Education and Training to see how they deliver their training and feed into it.

At the end of the week, the Director of Clinical Services and the Head of Education and Training delivered two days of training and sharing of experience, protocols and resources with over 40 delegates. This was a hugely humbling experience and made us appreciate the amazing facilities and resources we have to hand here in the UK.

Following on from our previous visits and the ongoing work around training and education we have been supporting virtually, with the palliative care team, two of the doctors who are leading on palliative and end of life care for the state of Kerala, visited St Andrew's Hospice in May 2025 to experience first-hand how we deliver palliative and end of life care services and to explore further training opportunities.

During their time with us they met with staff from different teams to understand the different types of services we offer, gaining knowledge and appreciation of the benefits these services bring to patients and families. The work we have been undertaking with them has helped them in developing new working practices and exploring new clinical resources. This is ground-breaking work for us to be leading on, and we will carry on building on this relationship to continue to learn from each other, supporting development in different areas including training and education.

### **St Andrew's Hospice Lead the Fight for Fairer Funding for the Sector**

We were proud to lead the fight for fairer funding for the hospice sector, shining a light on the inequalities faced on a national stage.

CEO Michelle Rollinson spoke on Sky News about the need for a long-term Government strategy, whilst local MP Martin Vickers spoke out in Parliament before hosting members of the leadership team at Westminster. He praised the "absolutely superb care" provided by St Andrew's Hospice as he supported the sector's fight for sustainable funding at a House of Commons debate.

Mr Vickers, MP for Brigg and Immingham, was speaking at a general debate on hospice palliative care, which allowed MPs to emphasise the urgent need to addressing challenges in access to sustainable palliative end of life care.

Responding on behalf of the government, Minister of Care Stephen Kinnock MP outlined its ambition for every person to receive holistic, high-quality and patient-centred palliative and end of life care from diagnosis until the end of their lives.

Speaking during the debate, Mr Vickers said one of his aims was to "praise his local hospices", voicing "particular affection" for St Andrew's Hospice. "My father passed away in its care, and my mother actually died on the day she was supposed to move in," he continued. "That was more than 30 years ago; I have seen how they have developed in the years since, and they continue to provide absolutely superb care.

## **REPORT FROM THE TRUSTEES**

### **Identified Priorities for 2025-26**

#### **Adult Palliative Care Consultant**

As part of the hospice five-year strategy (2024 -2029) we have identified that as the system lead for All Age Palliative and End of Life Care, we will extend our influence across the community to provide the care and support for all those affected by a life-limiting illness and we will continue to develop services within the hospice and community to meet the growing needs of all the patients, their families and carers. To support this, the hospice considered how we might be best placed to achieve these outcomes.

Currently in North East Lincolnshire we have one 0.5WTE Palliative Care Consultant who predominately provides support in the community with some in reach into the acute trust but does not provide support to the hospice and does not have capacity to do so.

To meet the national requirements of the Palliative and End of Life Care Service Specification and the growing needs of patients it has been identified and agreed that a hospice palliative care consultant would support collaborative working and this strategic intent.

As well as supporting our five-year strategy, this role will bring a number of additional benefits to the organisation and the community:

- Provide Clinical Leadership both within the hospice and when representing in external meetings;
- Provide Medical led leadership to support our medical team and influence and support the direction of travel that we need to go in;
- Provide training and education to both internal and external staff teams;
- Build relationships with other medical leads/consultants to improve working relationships and increase in MDT working;
- Support system wide work on the Palliative and End of Life Care agenda;
- See an increase in referrals.

We have seen the benefits that having a consultant brings through the work in Andy's where we are seeing an increase in referrals with the biggest increase being Perinatal and Oncology which we rarely received before and are excited by the prospect of what an Adult Palliative Care Consultant can bring to the organisation and the community.

#### **Children's Community Services Including Community Hubs**

Andy's Children's Hospice cares for children, young people and their families across North and North East Lincolnshire, Lincolnshire County and Hull and East Riding and as a children's hospice recognise the challenges that families face in accessing our services due to the large catchment area we cover.

Through a review of our model of care delivery and recognising the increase in the number of children and young people who would benefit from our support, our aim is to build relationships with key professionals who provide care and support to children and young people with complex health needs and their families highlighting the specialist care and support that Andy's can offer alongside and how we can all work together to support the families.

Our community services led by our team of Senior Palliative Care Nurses will in reach into the acute hospitals, attend ward rounds and work with the clinical teams to recognise and understand the role Andy's can play. They will work with the children's community nursing teams to support symptom management and end of life care for children, young people and their families in their homes, by supporting an on call alongside the community teams. Hospital appointments can also be supported.

Community Hubs - Recognising that caring for a seriously ill child with complex medical needs and disabilities is both financially and practically challenging, we aim to create community hubs to offer hospice services to those who live further afield. These will work alongside our Hospice at Home and community services and be supported by Senior Palliative Care Nurses. Placing community hubs in selected areas

## **REPORT FROM THE TRUSTEES**

will enable Andy's children, young people and their families to have easier access to our services.

The community hubs will improve access for children, young people and their families to specialist palliative care medical support delivered by our Senior Palliative Care nurses in partnership with the palliative care medical team, family support, spiritual care, therapeutic activities, music therapy teams, providing therapeutic, practical, emotional, financial and spiritual support on their doorstep. The hubs will also give Andy's patients and families the opportunity to access a range of services, offer support and advice, education and activities to meet their needs which will improve their wellbeing and act as a central point for community engagement and activity.

Work with health and care organisations in our different localities is being undertaken to highlight the care and support Andy's offers. Through this work it is anticipated that suitable premises can be identified to host the hubs and further strengthen and support the development of relationships with other professionals.

### **Specialist Palliative Care Education**

As part of the 5-year strategy, SAH wants to lead on the creation and delivery of specialist palliative care education. To inform and influence system-wide working that seeks to improve palliative care provision and enhance the patient and carer experience. To increase our impact and visibility and improve the skills and confidence of the wider workforce across North East Lincolnshire. Meeting Strategic Priority 1, 2 and 3.

**Course One:** The creation of a palliative and end of life care education course, led by and hosted by SAH, in collaboration with Care Plus Group specialist palliative care team, with contribution invited from specialist providers from other agencies across NE Lincs

The invitation of multi-agency specialist guest speakers is intended to build a recognised and robust quality to the course and content.

It is intended that the course is run in individual modules, on a rolling programme. The learner is expected to build a complete palliative care certificate by attaining each module in the programme. The course is aimed at SAH clinical staff and will be open to specialist and generalist providers of palliative and end of life care across NE Lincolnshire, extending our influence and knowledge across the community to improve the skills and care and support for all those affected by a life limiting illness.

**Course Two:** Care of the person with Motor Neurone disease [MND]

The format is a study day intended to deliver specialised knowledge in the care of the person with MND. SAH will lead on the creation and content build and host the day. Content will be constructed in collaboration with invited specialist therapists, nurses and medical input from wider providers in NE Lincs. The learner audience is intended to be SAH and CPG clinical staff, with the expectation to deliver to a wider audience across NE Lincs healthcare, including the NHS Trusts and community care providers including care homes.

The beneficial impact of joint NE Lincs palliative care training includes the following key points:

- Upskilling SAH and the wider workforce, extending palliative care knowledge beyond the hospice environment;
- Expanding the reach of SAH, sharing knowledge and expertise;
- Supporting outreach and influences the hospice role a knowledge hub and leaders in best practice;
- Consistency in the training message, promotes common language and understanding;
- A unified approach improves the support to families who often interact with multiple services;
- Improving communication and collaboration skills, break down silos between sectors;
- Collaborating in the build and delivery of the training course will influence co-ordination of care delivery, clearer communication between hospice staff, community nurses, care homes and hospitals;

## **REPORT FROM THE TRUSTEES**

- By understanding each other's roles, promoting earlier identification of issues and ability to signpost earlier;
- Learners gain a broader perspective of how different providers work together;
- Increased professional respect and understanding, promotes joint accountability;
- Multi-agency specialist guest speakers may in turn pave the way for inter- agency placement and learning opportunities;
- Potential to increase the referral to specialist palliative care, and earlier;
- Encouraging and influencing a person – centred approach across services;
- Enhancing confidence for staff to deliver sensitive conversations;
- Reducing duplication in service delivery.

### **Apprenticeships**

SAH has been successful in the recruitment of one Level 2 Health Care Support Work [HCSW] Apprentice, to the adult unit. More recently recruiting via internal staff progression, two Level 3 HCSW, one from adult and one from children's services.

Work to support the apprentices over the duration of the course will include building strong relationships with the course provider college and creating opportunities to meet learning objectives. Additionally, education and a conduit for communication is required for SAH staff, including SAH course mentors, to enable a team approach to support the apprentices+, and ensure their successful outcome.

Building on workforce development plans already embedded in SAH, investigations into an Associate Nurse apprenticeship are in the early stages. Consideration of availability of courses and providers, and the scrutiny of course content relative to the evolving needs of SAH delivery of palliative care are required. Funding options and financial implications will be explored, as well as organisational consideration of appropriate cohort timing to ensure safe working capacity of clinical staff - Meeting Strategic Priority 1, 2 and 3.

The beneficial impact of SAH apprenticeships is:

- Tailors SAH workforce development, in line with our own values and strategic aims;
- Skills are developed 'on the job' meaning they are directly relevant to operational needs;
- Helps to embed a culture of continuous learning and professional development;
- Improves staff retention - staff who are invested in training and can see progression opportunities are more likely to feel valued, motivated and loyal;
- Future proofs the skills in the workforce;
- Facilitates workforce resilience;
- Funding contribution from Levy transfer, support effective use of hospice financial resources;
- Career progression boosts organisation reputation;
- Integrating learners into local colleges expands the reach of the hospice brand, and knowledge of hospice purpose, values and activity;
- Potential to inspire future recruitment from other learners.

### **SystemOne Optimisation, Leading to Improved Data and Metrics**

In line with our 2nd strategic priority – Increase our Impact; the hospice has made significant digital improvements which will support us reaching our plans to achieve digital maturity.

Working together with relevant stakeholders and team members we have continued to enhance our clinical workflows and, efficiencies at the hospice. The clinical system that is used at the hospice is used in other health & care organisations in the region and nationally.

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The clinical system optimisation work we undertake at the hospice supports other health professionals accessing information to support their patients. Subsequently, as the hospice supports sharing information with health providers, work is underway to improve information received in relation to our mutually shared patients. The effect of these changes has improved our: workforce satisfaction, operational efficiencies, increased time with patients and their families, and therefore improving the quality of care provided.

Further to the patient and workforce benefits, the changes have improved the hospice data quality and collection. Each one of these impacts will support our reporting capabilities and provide further insights and impacts to the services and care we provide.

Working to share and receive patient information with our local health and care providers improves the care for our patients and their families outside of the hospice. It also helps to improve our relationships with those providers, reduces duplication, improves communication and supports partnership working.

As a result of the continuous improvements, further doors of opportunities have been identified to support our clinical workforce out on community and home-based visits. This is currently under review with a promising direction.

As the demand for data and analytics continues to grow, St Andrew's Hospice is becoming flexible and adaptable to these requirements. As technology is developed and implemented across the hospice, we can provide information with ease and accuracy.

## REPORT FROM TRUSTEES

### Financial Review

#### Overall Financial Position

In 2024/25, the Hospice Group recorded an overall surplus of £564,565, inclusive of investment gains of £23,127, compared to a deficit of £735,658 with £243,166 of investment gains in 2023/24. The shift in financial performance was primarily driven by improved income levels, though in large part these improvements are likely to be non-recurrent.

Despite the headline surplus in 2024-25, the underlying financial position, excluding exceptional income, remains in significant deficit, a result of sustained cost increases, especially staffing cost inflation, in the years since the pandemic. This position matches the state of the wider hospice sector, as evidenced through Hospice UK's benchmarking information.

As a result of achieving an in-year surplus, the Trustees and senior management have been able to set aside additional funds for potential future development. In addition, the level of reserves held at the end of March 2025 is sufficient to maintain services in the immediate future, despite the prospect of further deficits going forward.

The financial improvement actions set out by management at the start of 2024/25 have all been progressed:

- A concerted effort to secure an appropriate and equitable settlement as regards statutory funding;
- An internal programme to further develop other existing or new income streams;
- A full review of establishments across the organisation to ensure they deliver effective and safe clinical services and support functions;
- Maintaining tight control of non-pay spending, both revenue and capital.

The expansion of retail operations, the development of fundraising support, and cost control measures have been and will continue to be vital. However, longer term sustainability can only be achieved through an appropriate and equitable system for allocating statutory income received from the NHS.

#### Income

In 2024/25 our total income was £7,314,510, higher than the previous year by £2,022,959 (38.2%). However, this increase is in large part due to exceptional legacy income, and is likely to be non-recurrent.

The Directors wish to again thank all our supporters for their continued work and generosity. Donations, legacies and gift aid receipts increased by £1,457,396, demonstrating incredible support from local communities to the Hospice. St Andrew's Hospice is, as ever, extremely grateful to those who generously gave donations, or remembered us in their will. The care and support we are able to give to our service users and their families is their lasting legacy.

Direct funding for clinical services increased by 6.8%, (£78,528), in large part due to the funding of Lymphoedema services by Humber and North Yorkshire ICB. Generally, as in previous years, the rate of inflation increase has fallen significantly below real inflation pressures facing Hospice services, and previous non-recurrent funds for Children's services were withdrawn.

Retail income, including donations and gift aid received through retail activities, increased by 14.9%, to £2,677,948. This is now the largest single income stream supporting our services. The development of retail, through the Hospice's wholly-owned Trading Company, saw significant development in 2024/25, and continues into 2025/26. All who donate to or spend in our shops are critical in supporting the Hospice.

Fundraising and lottery income slipped back by £28,700 (7.4%). Work to increase lottery participation was again disrupted, but continues into 2025/26.

However, significant progress was made on securing grants income, which increased by 97.6% to £355,198 as a result of additional focused developments on the part of the Fundraising team.

## REPORT FROM THE TRUSTEES

### Expenditure

Total expenditure for the year totalled £6,773,072 – an increase of £497,640 (7.9%) on 2023/24, though the rate of increase was reduced compared to the previous year.

Of this increase, £382,605 related to pay. Pay cost increases reflected the increases to National Living Wage, increases in National Insurance Contributions and the final year of the three-year modernisation plan for pay rates. This has been essential in delivering a stable workforce, with rates of pay competitive enough to attract staff into both clinical and non-clinical roles. This has also allowed the development of establishments for clinical services, continuing the post-pandemic recovery, and supporting increased levels of care and support provided to patients and families.

Though non-pay pressures did ease slightly, inflationary pressures are still evident in critical areas such as services, building materials, and food. A programme of cost reviews commenced in 2024/25, and continues into 2025/26, to ensure that best value is being delivered, and our supporters' funds are being wisely and effectively spent.

Within the expenditure numbers, a significant value (£290,233) was attached to expenditure in 2024/25 against grant income received in previous years, as projects that had been funded up-front progressed.

Maintaining strong expenditure control, while still committed to investing in both patient care and in building sustainable income streams, continues to be a central focus of the Board.

### Total Funds Carried Forward

At 31<sup>st</sup> March 2025 we carried forward funds to the value of £10,337,043 (31<sup>st</sup> March 2024: £9,772,478). Of these carried forward funds, £85,682 were restricted (31<sup>st</sup> March 2024: £338,659) and £10,251,361 unrestricted (31<sup>st</sup> March 2024: £9,433,819).

Setting aside the funds linked to the Hospice's fixed assets (£4,827,279), unrestricted free and designated funds total £5,424,082 (2024: £4,520,443).

### Pay Policy for Senior Staff

Remuneration of senior staff is decided by a Board committee comprising the Chair, the Vice Chair and members of the Board. This is benchmarked against a range of other Hospices and Public Sector bodies.

### Principal Risks and Uncertainties

#### Risk Management

We have identified the following as the principal strategic risks facing the Hospice:

- Real-terms reductions in statutory funding;
- Challenges with recruitment and retention of employees and volunteers;
- The difficulties in engaging with changing and pressured NHS and Social Care partners;
- Challenges in recording, collating and reporting performance information;
- Risks related to cyber security.

We have identified these actions as the principal mitigations for these risks:

- Maintain and improve income streams, particularly with respect to statutory funding;
- Establishment review, recruitment, retention and succession planning, including skills mix and loss of key staff, particularly those directly delivering clinical services;
- Further improving volunteer recruitment, retention and engagement across the organisation;
- Improving systems, hardware and management reporting to meet the requirements of the organisation, and other stakeholders;
- Engaging closely with the remodelled and evolving NHS and social care sector.

## **REPORT FROM THE TRUSTEES**

Underlying strategic risks are recorded on our strategic risk register, which identifies mitigating measures and which is reviewed by the Board at each Board Meeting. There is a detailed Business Continuity and Resilience plan which addresses identified risks, providing action cards for continuing to run the Hospice in a range of situations.

The Hospice Governance Framework identifies areas of risk and linked compliance across the organisation. It is the responsibility of the Board to ensure that those areas identified are monitored on a regular basis to give assurance that our controls and mitigation measures are effective.

### **Reserves**

The term 'reserves' is used to describe our income funds that are freely available to help the Hospice deliver its objectives.

The Board now annually updates its Reserves Policy, to assess the level of reserves available, and appropriate designation of reserves for specific purposes. This is based upon a risk assessment approach.

Under this approach:

- The reserves policy will assist in the activities of strategic and associated operational planning, risk assessment and the budgetary process and it will form a part of the annual statutory accounts preparation and audit;
- The amount held in reserves will be monitored throughout the year as part of the general reporting cycles;
- The reserves review will be included in the business of the Board and be part of its calendar of work and review of progress against the strategic commitments.

At the start of the financial year (more frequently in exceptional circumstances, at the discretion of the Trustee Directors) a risk-based assessment will be undertaken which will determine the target level or range of hospice reserves to be set for the following financial period.

The annual assessment will include:

The identification of risks concerning future income streams;

- The review of areas of expenditure that may be subject to material changes;
- General cash flow considerations and timings of income and expenditure and the consideration of future commitments/plans/projects/designations;
- Awareness of the nature of the funds held by the charity (restricted, unrestricted, designated, functional assets etc.);
- An appraisal of how key organisational risks, as identified on the strategic risk register, might impact upon the financial position;
- The calculation of the cost of closure;
- The determination of a target level or range of free reserves to be held, based on the analysis and risk assessment;
- Outlining the reserves policy within the annual report (CC19 4.1) - the duty to publish will be met through the inclusion of a suitable statement in the annual report, with the policy also being made available to funders and other stakeholders upon request.

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**Reserves Assessment Outcome:**

**For the 2025/26 financial year the determined reserves breakdown agreed by the Trustees was:**

**£2.667m: This equates to 5 months expenditure coverage, and is constituted by designated funds for financial risk and closure costs set out below.**

**Designated Funds:**

**£1.361m for Financial Risk: coverage of worst-case scenario in-year cash outflows**

**£1.306m for Closure Costs: coverage estimated for an orderly closure of the Charity**

**£1.950m for the development of St Andrew's Strategic Priorities**

**Remaining Free Reserves: £0.383m**

**Board Review will be triggered where cash outflow in-year is forecast to exceed: £0.500m**

As the review of reserves took place prior to the construction of the final accounts, there are some differences between this breakdown and that finalised in Note 15 to the Accounts:

Original Reserves (as above): Free Reserves: £0.383m

Adjusted Reserves (Note 15): Free Reserves: £0.807m

As the Revaluation Reserve is backed by the valuation of the Charity's investment portfolio, it should be considered sufficiently realisable to be used for development if required, the change in structure of reserves for the purposes of the Accounts should not be considered a barrier to implementation of the Trustees original agreed usage of reserves. Therefore, it is shown above merged with the Free Reserve.

**Investment Policy**

The charity's Articles of Association gives the Directors power to invest monies of the charity in or on such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may from time to time be imposed or required by law.

The current investments (including cash deposits and listed investments held under management) are with:

- The Co-operative Bank Plc;
- Flagstone;
- Funds under management by Evelyn.

Funds held in operational bank accounts totalled £237,363 as at 31<sup>st</sup> March 2025 (£191,517 as at 31<sup>st</sup> March 2024).

Funds held in Flagstone accounts at the 31<sup>st</sup> March 2025 were £1,027,740, (£1,327,953 as at 31<sup>st</sup> March 2024). The in-year reduction included £370,000 withdrawn to support operational cashflow, and £69,787 of net interest earned.

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At 31<sup>st</sup> March 2025, Funds under management by Evelyn totalled £3,823,022 (£3,256,478 as at 31<sup>st</sup> March 2024). The growth in value comprised of £500,000 additional funds transferred into the portfolio by the Hospice, and £66,306 of net growth in investment value. This figure reflects the total value of the portfolio at the start and end of the year, and includes not only the revaluation gain of £23,127, but also the net value of cash proceeds of investments utilised to increase holdings within the portfolio of £43,179.

The Board of Trustees takes a balanced risk attitude towards investment. Additional investment into the Evelyn portfolio of £500,000 delivered a significant additional return over and above cash interest rates available. Management of cash balances via Flagstone accounts, which combine instant access, term and notice accounts delivering interest, has also been successful in delivering income, assisting in the tighter management of operational bank accounts, and delivering increased FSCS protection in the event of default or failure.

With monthly reporting to the Board, Trustees have oversight of the management of reserve balances. The Board have also agreed that at least every 3 years a full review of cost effectiveness of banking and investment arrangements is undertaken, to ensure best value.

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### **REPORT FROM THE TRUSTEES**

## **Structure, Governance & Management**

### **Structure and Decision-Making Process**

The Board of Trustees is the governing body of St Andrew's Hospice, which currently comprises eight members and meets twelve times a year. These meetings currently take place mostly face to face. Trustees are elected for a three year period and may be re-elected for a further term. The Chief Executive attends Board meetings, accompanied by senior managers. Other staff attend as required. Authority for management of the Hospice is delegated to the Chief Executive and Senior Management Team (who are not Trustees of St Andrew's Hospice Limited).

### **Trustees' Induction and Training**

New Trustees are appointed after interview with the Chair, Trustees and the Chief Executive. An Enhanced Disclosure and Barring Check is also conducted, and two references are taken up. Trustees also declare they are fit and willing to undertake the responsibilities and duties of a charity trustee and complete the HMRC Fit and Proper Persons' Test.

They are given a Trustee Induction Pack which includes documents relating to the operational framework of the Hospice, Memorandum and Articles and financial reports, in addition to pertinent documents from the Charity Commission. They are appointed by a fellow Trustee who acts as a mentor. Additionally, new Trustees are invited to attend a meeting with the Senior Management Team and attend the various committees.

When any training requirements are identified, Trustees attend training courses and conferences.

### **Internal Financial Controls**

We, the Trustees, confirm that internal control procedures are in place in order to provide assurance against material misstatement or loss. They include:

- Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actual results against budget.
- Financial policies and procedures which are kept under constant review.
- External audit

### **Subsidiary**

The charity's wholly owned trading subsidiary, St Andrew's Hospice (Trading) Limited, carries out trading activities on behalf of the charity, and makes gift aid payments of its total profits to the charity over the course of the year.

### **Trustees' Responsibilities in Relation to the Financial Statements**

The trustees (who are also directors of St Andrews Hospice Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

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**REPORT FROM THE TRUSTEES**

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure to Our Auditors**

In so far as the trustees are aware:

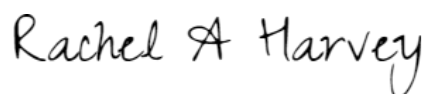
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

BHP LLP were appointed during the year ending March 2021 and in accordance with section 487(2) of the Companies Act 2006 are deemed to be re-appointed annually.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

The Trustees' Report was approved by the Board of Trustees and signed on its behalf by:



Signer ID: TNSPEARLCM...

.....  
Rachel Harvey  
**Chair, St Andrew's Hospice**  
**Date: 9<sup>th</sup> October 2025**

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOPICE LIMITED**

**Opinion**

We have audited the financial statements of St Andrew's Hospice Limited (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including 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 parent charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 charitable company's ability to continue as a going concern for a period of at least twelve 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOPICE LIMITED**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

**Responsibilities of the Trustees**

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

In preparing the financial statements, the trustees are responsible for assessing the group and 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor 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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOPICE LIMITED**

- we identified the laws and regulations applicable to the parent charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment, health and safety legislation (including CQC documentation) and requirements of the Gambling Commission;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- Making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls we:

- Performed analytical procedures to identify any unusual or unexpected variances.
- Tested journal entries to identify unusual transactions.
- Assessed whether judgments and assumptions made in determining the accounting estimates set out in note 1e were indicative of potential bias.
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation.
- Reading the minutes of meetings of those charged with governance.
- Enquiring of management as to actual and potential litigation and claims

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/library/standards-codes-policy/audit-assurance-and-ethics/auditors-responsibilities-for-the-audit>. This description forms part of our auditor's report.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOPICE LIMITED**

**Use of our report**

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

*Laura Mashedor*

Signer ID: CRZCVPKXXZ...

Laura Mashedor (Senior statutory auditor)

For and on behalf of

Date <sup>26/11/2025</sup> GMT .....

**BHP LLP**

Chartered Accountants

Statutory Auditors

Rievaulx House,

1 St Mary's Court,

Blossom Street,

York, YO24 1AH

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

**Consolidated Statement of Financial Activities for the Year Ended 31 March 2025**

		2025	2025	2025	2024	2024	2024
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
	Note	£	£	£	£	£	£
<b>Income</b>							
Donations, Gifts and Gift Aid		546,484	163,085	709,569	398,818	138,321	537,139
Legacies		1,764,167	33,621	1,797,788	330,865	181,957	512,822
Grants		133,000	222,198	355,198	20,000	159,797	179,797
<b>Income from charitable activities</b>							
Department of Health - Children's Unit		-	362,000	362,000	-	353,186	353,186
ICB Funding		833,592	-	833,592	660,001	111,310	771,311
Provision of Care		45,783	-	45,783	38,350	-	38,350
NHSE COVID funding		-	-	-	-	-	-
<b>Other trading activities</b>							
Income from Retail Operations	5	1,861,247	-	1,861,247	1,944,421	-	1,944,421
Retail Donations and Gift Aid		816,701	-	816,701	387,235	-	387,235
Fundraising Events and Lottery	4	276,769	82,439	359,208	297,520	90,388	387,908
<b>Income from Interest and Investments</b>	3	138,933	-	138,933	128,287	-	128,287
<b>Other Income</b>		34,491	-	34,491	51,095	-	51,095
<b>Total Income</b>		6,451,167	863,343	7,314,510	4,256,592	1,034,959	5,291,551
<b>Expenditure</b>							
<b>Expenditure on Charitable Activities</b>							
Adult Services		1,772,652	132,265	1,904,917	1,802,385	90,662	1,893,047
Children's Services		444,399	809,545	1,253,944	555,118	781,799	1,336,917
Lymphoedema Services		151,412	-	151,412	120,030	-	120,030
Wellbeing and Family Support Services		761,397	-	761,397	516,240	165,638	681,878
<b>Total Expenditure on Charitable Activities</b>		3,129,860	941,810	4,071,670	2,993,773	1,038,099	4,031,872
<b>Expenditure on Raising funds</b>							
Investment Management Fees		25,733	-	25,733	24,468	-	24,468
Retail Activities		1,924,415	-	1,924,415	1,821,072	-	1,821,072
Fundraising Activities		751,254	-	751,254	398,020	-	398,020
<b>Total Expenditure</b>	6	5,831,262	941,810	6,773,072	5,237,333	1,038,099	6,275,432
<b>(Taxation)/Tax Refund on Trading Profit</b>		-	-	-	5,057	-	5,057
<b>Net Income before net gain/(loss) on investments</b>		619,905	(78,467)	541,438	(975,684)	(3,140)	(978,824)
Net Gain/(Loss) on Investments	10	23,127	-	23,127	243,166	-	243,166
<b>Net Income/(Expenditure) Before Transfers</b>		643,032	(78,467)	564,565	(732,518)	(3,140)	(735,658)
Transfers Between Funds	15	174,510	(174,510)	-	52,842	(52,842)	-
<b>Net Movement in Funds for the Year</b>		817,542	(252,977)	564,565	(679,676)	(55,982)	(735,658)
Funds Brought Forward at 1st April 2024	15	9,433,819	338,659	9,772,478	10,113,495	394,641	10,508,136
<b>Funds Carried Forward at 31st March 2025</b>	15	<b>10,251,361</b>	<b>85,682</b>	<b>10,337,043</b>	<b>9,433,819</b>	<b>338,659</b>	<b>9,772,478</b>

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
For the year ended 31 March 2025

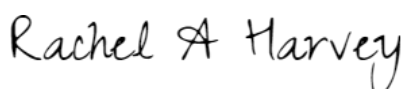
**Consolidated and Charity Balance Sheets for the Year Ended 31 March 2025**

	Note	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
<b>Fixed Assets</b>					
Tangible Assets	8	4,827,279	4,759,585	4,913,376	4,913,376
Intangible Assets	9	-	-	-	-
Investments	10	3,823,022	3,828,022	3,256,478	3,261,478
		<b>8,650,301</b>	<b>8,587,607</b>	8,169,854	8,174,854
<b>Current Assets</b>					
Debtors	11	790,802	883,345	442,718	468,568
Stock	11	25,000	-	-	-
Current Asset Investments	12	887,000	887,000	918,783	918,783
Cash on Deposit, at Bank and in Hand	12	385,811	336,088	652,295	566,608
		<b>2,088,613</b>	<b>2,106,433</b>	2,013,796	1,953,959
<b>Creditors: Amounts Falling Due Within One Year</b>	13	<b>401,871</b>	<b>356,997</b>	411,173	356,336
<b>Net Current Assets</b>		<b>1,686,742</b>	<b>1,749,436</b>	1,602,624	1,597,624
<b>Total Net Assets</b>		<b>10,337,043</b>	<b>10,337,043</b>	9,772,478	9,772,478
<b>Charity Funds</b>					
Restricted Funds		85,682	85,682	338,659	338,659
Designated Funds		9,444,279	9,444,279	8,960,376	8,960,376
General Funds		469,287	469,287	158,775	158,775
Investment Revaluation Reserve		337,795	337,795	314,668	314,668
<b>Total Funds</b>	15	<b>10,337,043</b>	<b>10,337,043</b>	9,772,478	9,772,478

As permitted by s408 Companies Act 2006, the Charitable Company has not presented its own profit and loss accounts and related notes. The charitable company's profit for the year was £564,565 (2024: loss of £735,658) after the full transfer of the annual profit balance from the trading company .

The notes on pages 33 to 48 form part of these financial statements.

These financial statements were approved by the Board of Trustees on 6th November 2025 and were authorised for issue and signed on its behalf by:



Signer ID: TNSPEARLCM...

Ms Rachel Harvey  
Chair of the Trustees



Signer ID: DOSGH0D9NO...

Mr Ian Hargreaves  
Vice Chair of Trustees

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

**Consolidated Cash Flow Statement for the Year Ended 31 March 2025**

	Note	2025		2024	
		£	£	£	£
Net Cash inflow/(Outflow) from Operating Activities			297,976		(660,573)
Tax (Paid)/Refunded			-		5,057
<b>Net Cash Provided by Operating Activities</b>			<b>297,976</b>		<b>(655,516)</b>
<b>Cash Flows from Investing Activities:</b>					
Interest Received			138,933		128,287
Purchase of Tangible Fixed Assets	8		(191,760)		(71,886)
Purchase of Investments	10		(1,199,236)		(1,502,282)
Proceeds on Disposal of Investments	10		657,159		1,002,282
<b>Net Cash Used in Investing Activities</b>			<b>(594,904)</b>		<b>(443,599)</b>
Change in Cash and Cash Equivalents in Year			(296,928)		(1,099,115)
Cash and Cash Equivalents at the Beginning of the Year			1,582,973		2,682,088
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>12</b>		<b>1,286,045</b>		<b>1,582,973</b>

**Reconciliation of Net Income/(Expenditure) to Net Cash Flow from Operating Activities:**

	2025	2024
	£	£
Net Income/(Expenditure) for the Year	564,565	(735,658)
(Gain)/Loss on Investments	(23,127)	(243,166)
Taxation Paid/(Refunded) on Trading Profit	-	(5,057)
Depreciation Charge	277,857	383,158
(Profit)/Loss on Disposal of Assets	-	28,486
Amortisation Charge	-	-
Interest and Investment Income Received	(138,933)	(128,287)
Loss on Disposal of Fixed Assets	-	-
(Increase)/Decrease in Stock	(25,000)	-
(Increase)/Decrease in Debtors	(348,084)	11,514
Increase/(Decrease) in Creditors	(9,302)	28,437
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>297,976</b>	<b>(660,573)</b>

# **St Andrew's Hospice Limited**

(A Company Limited by Guarantee)

## **Annual Report and Financial Statements** **For the year ended 31 March 2025**

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### **NOTES TO THE FINANCIAL STATEMENTS**

#### **1 Accounting policies**

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

##### **Company Information**

St Andrews Hospice Limited is a company limited by guarantee, the liability of the Directors is limited to one pound, and a charity registered in England and Wales. The registered office is St Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP.

##### **Accounting Convention**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

St Andrews Hospice Limited constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its Trading Company subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis.

The Charitable Company 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 significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

##### **Going Concern**

The Charitable Company meets its daily working capital requirements through its cash balances and current asset investments of £1.22m, and also holds an investment portfolio valued at £3.83m at 31st March 2025. Given the charitable company's level of unrestricted reserves available at year end, robust fundraising record, and forward planning and projections undertaken by the management team, the Directors consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

##### **Fund Accounting**

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the objectives of the charity. They may also be designated for particular current or future purposes.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. These arise when funds are subject to specific restrictive conditions imposed by funders/donors or by the purpose of the grant. The purpose and use of the restricted funds are set out in note 15.

**Income**

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

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**Legacies**

Pecuniary and residuary legacies are recognised when there is sufficient evidence of entitlement to the legacy, receipt is probable and it can be measured with sufficient reliability.

**Gifts in Kind and Volunteers' Contributions**

St Andrew's benefits greatly from a variety of gifts in kind and voluntary contributions. Gifts donated for resale are included as income when they are sold. Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Consumables and small items donated for fundraising activities are not recognised in the financial statements. No amounts are included in the financial statements for services donated by volunteers.

**Expenditure and Irrecoverable VAT**

Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT that cannot be recovered. Expenditure is allocated directly to a particular activity where costs relate directly to that activity.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

**Cost of Generating Funds**

These include the salaries, direct expenditure and overhead costs of the fundraising team as well as lottery and event costs, investment management costs and the cost of our retail operations.

**Charitable Activity Costs**

These include the salaries, direct expenditure and overhead costs of the care and support team.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Operating Leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

**Pensions**

The charitable Company operates a defined contribution scheme for the employees of both the Charitable Company and its Trading Company subsidiary. Contributions are charged as an expense to the Statement of Financial Activities in the period in which they fall due.

**Staff Costs**

The costs of short-term employee benefits are recognised as a liability and an expense. The costs of any payments due to bank staff, for unsocial hours enhancements, for on call payments, or for hours worked in excess of contract are recognised in the period in which they were worked by the employee at the rates under relevant employment contracts. The costs of payments for unused holiday entitlement are recognised in the period in which payment is agreed.

Termination benefits are recognised as an expense at the point that the company is demonstrably committed to terminate the employment of an employee, or to provide termination benefits.

**Investments**

Investments (other than investments in subsidiaries) are stated at market value as at the balance sheet date.

The investment portfolio managed by Evelyn (see note 10) is held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices with any gains or losses going through the Statement of Financial Activities.

Investments in subsidiaries are stated at cost. The Directors review the carrying value annually for indications of impairment.

**Depreciation and Tangible Assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

The Charitable Company and Trading Company incur expenditure on creating tangible fixed assets for use, with costs being incurred over a number of months.

Costs are capitalised where expenditure results in either:

- The acquisition of an asset with a purchase value exceeding the Fixed Asset Threshold (currently £5,000);
- A development project with a combined cost exceeding the threshold increasing the value of any existing asset by at least that value;
- A project with a combined cost exceeding the threshold resulting in the creation of a defined grouped asset of at least that value.

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Fixed Asset Threshold**

As of 1<sup>st</sup> December 2023, fixed assets are recognised where expenditure on a single asset, related group of assets or capitalisable project exceeds £5,000. This replaced the previous threshold of £1,000.

**Fixed Assets and Depreciation**

Fixed assets are stated at cost. Depreciation is provided to write off the cost less the estimated residual value of fixed assets by equal instalments over their useful economic lives as follows:

Freehold property 2% straight line  
Leasehold property 33% straight line  
Fixtures, fittings and equipment 20%-33% straight line  
Motor vehicles 20% straight line

Assets under the course of construction are not depreciated until brought into use.

Projects commenced but remaining ongoing are not depreciated until projects are completed.

Freehold land is not depreciated.

**Intangible Fixed Assets Other Than Goodwill**

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

**Software** Shorter of the life of the license or 3 years.

**Impairment Policy**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset or the asset's cash generating utility is estimated and compared to the carrying amount. Where the carrying amount exceeds the estimate, an impairment loss is recognised in profit or loss, unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

**Stocks**

Donated items of stock for resale are not included in the financial statements until they are sold as the Directors consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

Supplies purchased for clinical and other activities are treated as an expense when purchased, with no stock balance or adjustments applied to the Financial Statements.

Expenses related to purchased goods for resale are treated as an expense when sold, with stock balance adjustments applied to the Financial Statements.

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Tax**

St Andrew's Hospice Limited is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising to the extent that such income or gains are applied exclusively to charitable purposes.

The Trading Company subsidiary is liable to corporation tax on any chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date.

**Financial Instruments**

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**Cash at Bank and in Hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

**Creditors, Loans and Provisions**

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

Financial liabilities are recognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Critical Accounting Estimates and Judgements**

In the application of the group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

**Provision for Potential Dilapidation Dispute – Retail Shops**

From 2023, disputes over potential repair and insurance liabilities have arisen regarding the Grimsby Furniture Store, Grimsby West St Mary Gate and Hull Prince's Quay shops. At this point, no firm assessments are available of the potential costs involved.

Legal advice and evidence support the position that no liability falls on St Andrew's. However, a pragmatic approach to maintain effective relationships with landlords may require some compromise to be reached. A commitment of up to £26.5k is therefore provided for in the 2024/25 statements.

**Service Costing and Allocation of Support Costs**

Following changes made in 2023/24, support costs are allocated to services based on clear apportionment bases. Additionally, a clear schedule of support staff time allocated to the Trading Company was established and charged to the Trading Company.

These arrangements have been continued into 2024/25, with updated information based on the full financial year used to generate support department apportionments.

This revised model has been used to produce the cost breakdowns by service shown in Note 6.

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**2 Net Income**

	<b>2025</b>	2024
	<b>£</b>	£
<b>Net income/(expenditure) is stated after charging:</b>		
Depreciation of Tangible Fixed Assets	<b>277,857</b>	383,158
Amortisation of Intangible Fixed Assets	-	-
Loss on Disposal of Fixed Assets	-	28,486
Auditor's Remuneration - Audit of Charity and Subsidiary Company Accounts	<b>21,187</b>	18,690
Auditor's Remuneration - Non Audit Services	<b>2,808</b>	1,410

**3 Income from Investments**

	<b>Unrestricted</b>	Unrestricted
	<b>2025</b>	2024
	<b>£</b>	£
Investment Dividends and Interest	<b>67,289</b>	58,359
Interest from Building Societies and Banks	<b>71,644</b>	69,928
	<b>138,933</b>	128,287

**4 Fundraising Events and Lottery**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>2025</b>	<b>£</b>	<b>£</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Events	<b>7,545</b>	<b>105</b>	<b>7,650</b>	18,165	-	18,165
Lottery	<b>269,224</b>	<b>82,334</b>	<b>351,558</b>	279,355	90,388	369,743
	<b>276,769</b>	<b>82,439</b>	<b>359,208</b>	297,520	90,388	387,908

**5 Income from Retail Operations**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>2025</b>	<b>£</b>	<b>£</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trading Company	<b>1,793,244</b>	-	<b>1,793,244</b>	1,871,065	-	1,871,065
Charity Retail	<b>68,003</b>	-	<b>68,003</b>	73,356	-	73,356
	<b>1,861,247</b>	-	<b>1,861,247</b>	1,944,421	-	1,944,421

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**6 Total Expenditure**

<b>Year to 31 March 2025</b>	<b>Adult Services</b>	<b>Children's Services</b>	<b>Lymphoedema Services</b>	<b>Wellbeing and Family Support Services</b>	<b>Retail Activities</b>	<b>Fundraising Activities</b>	<b>Investment Activities</b>	<b>Total 2025</b>
	£	£	£	£	£	£	£	£
<b>Directly Allocated Costs</b>								
Staff Costs	897,998	642,707	79,300	418,882	1,152,026	158,261	-	<b>3,349,174</b>
Clinical Supplies and Services	166,604	113,524	22,934	70,541	-	-	-	<b>373,603</b>
Goods for Resale	-	-	-	-	62,459	-	-	<b>62,459</b>
Professional Fees	-	-	-	-	53,055	46,033	25,733	<b>124,821</b>
Lottery Prizes	-	-	-	-	-	47,780	-	<b>47,780</b>
Other Non Staff Costs	11,731	27,402	1,188	11,306	542,074	72,564	-	<b>666,265</b>
<b>Support Costs</b>								
Management	136,168	99,138	13,084	63,348	38,511	139,814	-	<b>490,063</b>
Communications and PR	33,522	24,406	3,221	15,595	-	34,420	-	<b>111,164</b>
Human Resources	96,909	69,753	3,479	45,165	19,143	96,316	-	<b>330,765</b>
Site Costs and Catering	328,756	107,210	10,029	48,554	-	52,304	-	<b>546,853</b>
Finance IT and Communications	101,058	73,576	9,710	47,014	57,147	103,762	-	<b>392,267</b>
Depreciation and Asset Costs	132,171	96,228	8,467	40,992	-	-	-	<b>277,858</b>
<b>Total Expenditure</b>	<b>1,904,917</b>	<b>1,253,944</b>	<b>151,412</b>	<b>761,397</b>	<b>1,924,415</b>	<b>751,254</b>	<b>25,733</b>	<b>6,773,072</b>

<b>Year to 31 March 2024</b>	<b>Adult Services</b>	<b>Children's Services</b>	<b>Lymphoedema Services</b>	<b>Wellbeing and Family Support Services</b>	<b>Retail Activities</b>	<b>Fundraising Activities</b>	<b>Investment Activities</b>	<b>Total 2024</b>
	£	£	£	£	£	£	£	£
<b>Directly Allocated Costs</b>								
Staff Costs	720,354	564,717	67,504	395,048	938,424	86,079	-	<b>2,772,126</b>
Clinical Supplies	254,116	128,010	370	1,289	-	-	-	<b>383,785</b>
Training	-	-	-	-	71,592	-	-	<b>71,592</b>
Goods for Resale	-	-	-	-	-	47,339	24,468	<b>71,807</b>
Professional Fees	-	-	-	-	-	76,600	-	<b>76,600</b>
Lottery Prizes	14,174	20,239	3,535	8,643	547,308	73,672	-	<b>667,571</b>
<b>Support Costs</b>								
Premises	218,333	159,410	17,227	98,140	47,025	32,009	-	<b>572,144</b>
IT and Communications	40,543	29,238	2,928	16,608	3,140	8,493	-	<b>100,950</b>
PR and Marketing	57,463	44,626	6,521	37,698	24,034	10,188	-	<b>180,530</b>
Management and Finance	292,414	177,467	7,449	42,247	84,564	21,603	-	<b>625,744</b>
Vehicles and Travel	105,712	76,235	7,635	43,303	85,911	22,143	-	<b>340,939</b>
Depreciation and Amortisation	189,938	136,975	6,861	38,902	19,074	19,894	-	<b>411,644</b>
<b>Total Expenditure</b>	<b>1,893,047</b>	<b>1,336,917</b>	<b>120,030</b>	<b>681,878</b>	<b>1,821,072</b>	<b>398,020</b>	<b>24,468</b>	<b>6,275,432</b>

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**7 Staff Numbers and Costs**

The average number of staff employed by the charitable group, based on payroll data, not including vacancies, was as follows:

	Average		Average	
	Average FTE	Headcount	Average FTE	Headcount
	2025	2025	2024	2024
	No.	No.	No.	No.
Charitable Activities	65	80	61	76
Fundraising and Shops	40	50	38	48
Management and Administration	22	25	19	23
	<b>127</b>	<b>155</b>	<b>118</b>	<b>147</b>

The aggregate payroll costs of these persons was as follows:

	2025	2024
	£	£
Wages and salaries	3,798,210	3,495,043
Social security costs	303,304	254,857
Other pension costs	261,573	230,582
	<b>4,363,087</b>	<b>3,980,482</b>

The number of higher paid employees is disclosed below.

	2025	2024
	No.	No.
£60,000 to £69,999	2	2
£70,000 to £79,999	1	1
£80,000 to £89,999	-	1
£90,000 to £99,999	1	-

Employer contributions into a money purchase scheme for these individuals were £37,340 (2024: £37,062).

The key management personnel of the charity (and group) comprise the Directors and the senior management team which comprises 7 individuals (2024: 8). The total remuneration of the key management personnel employed by the charity (and group) were £505,436 inclusive of employer social security and pension scheme contributions (2024: £506,748).

Pension contributions of £32,967 were outstanding at 31st March 2025 (2024: £27,284).

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**8 Tangible Fixed Assets**

**Group**

	<b>Leasehold Property £</b>	<b>Freehold Property £</b>	<b>Fixtures and Fittings £</b>	<b>Clinical Equipment £</b>	<b>Other Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>							
At 1 April 2024	57,891	7,756,401	685,794	102,297	6,812	-	8,609,195
Disposals	-	-	-	-	-	-	-
Additions	-	-	107,022	14,750	18,042	51,946	191,760
<b>At 31 March 2025</b>	<b>57,891</b>	<b>7,756,401</b>	<b>792,816</b>	<b>117,047</b>	<b>24,854</b>	<b>51,946</b>	<b>8,800,955</b>
<b>Depreciation</b>							
At 1 April 2024	57,891	3,211,156	367,343	56,969	2,460	-	3,695,819
Disposals	-	-	-	-	-	-	-
Provided for in the Year	-	137,854	97,440	27,233	2,271	13,059	277,857
<b>At 31 March 2025</b>	<b>57,891</b>	<b>3,349,010</b>	<b>464,783</b>	<b>84,202</b>	<b>4,731</b>	<b>13,059</b>	<b>3,973,676</b>
<b>Net book amount</b>							
At 31 March 2025	-	<b>4,407,391</b>	<b>328,033</b>	<b>32,845</b>	<b>20,123</b>	<b>38,887</b>	<b>4,827,279</b>
At 31 March 2024	0	4,545,245	318,451	45,328	4,352	-	4,913,376

Freehold Land with a value of £170,000 (2024: £170,000) is not depreciated.

**Charity**

	<b>Leasehold Property £</b>	<b>Freehold Property £</b>	<b>Fixtures and Fittings £</b>	<b>Clinical Equipment £</b>	<b>Other Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>							
At 1 April 2024	-	7,756,401	685,794	102,297	6,812	-	8,551,304
Disposals	-	-	-	-	-	-	-
Additions	-	-	57,370	14,750	-	39,546	111,666
<b>At 31 March 2025</b>	<b>-</b>	<b>7,756,401</b>	<b>743,164</b>	<b>117,047</b>	<b>6,812</b>	<b>39,546</b>	<b>8,662,970</b>
<b>Depreciation</b>							
At 1 April 2024	-	3,211,156	367,343	56,969	2,460	-	3,637,928
Disposals	-	-	-	-	-	-	-
Provided for in the Year	-	137,854	97,440	27,233	2,271	659	265,457
<b>At 31 March 2025</b>	<b>-</b>	<b>3,349,010</b>	<b>464,783</b>	<b>84,202</b>	<b>4,731</b>	<b>659</b>	<b>3,903,385</b>
<b>Net book amount</b>							
At 31 March 2025	-	<b>4,407,391</b>	<b>278,381</b>	<b>32,845</b>	<b>2,081</b>	<b>38,887</b>	<b>4,759,585</b>
At 31 March 2024	-	4,545,245	318,451	45,328	4,352	-	4,913,376

Freehold Land with a value of £170,000 (2024: £170,000) is not depreciated.

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**9 Intangible Fixed Assets**

**Group and Charity**

	<b>Software</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
At April 2024	-	-
Disposals	-	-
Additions	-	-
At 31 March 2025	<u>-</u>	<u>-</u>
<b>Amortisation</b>		-
At April 2024	-	-
Disposals	-	-
Provided for in the Year		-
At 31 March 2025	<u>-</u>	<u>-</u>
<b>Net book amount</b>		
At 31 March 2025	<u>-</u>	<u>-</u>
At 31 March 2024	<u>-</u>	<u>-</u>

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**10 Investments**

<b>Group</b>	<b>Other investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
Valuation			
At 1 April 2024	-	3,244,583	<b>3,244,583</b>
Additions	-	1,199,236	<b>1,199,236</b>
Disposals	-	(657,159)	<b>(657,159)</b>
Revaluation Gain/(Loss)	-	23,127	<b>23,127</b>
<b>Market Value at 31 March 2025</b>	<b>-</b>	<b>3,809,787</b>	<b>3,809,787</b>
Cash Held in Investment Portfolio (Note 12)	-	13,235	13,235
<b>Total at 31 March 2025</b>	<b>-</b>	<b>3,823,022</b>	<b>3,823,022</b>

<b>Charity</b>	<b>Investment in subsidiary companies £</b>	<b>Other investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
Valuation				
At 1 April 2024	5,000	-	3,244,583	<b>3,249,583</b>
Additions	-	-	1,199,236	<b>1,199,236</b>
Disposals	-	-	(657,159)	<b>(657,159)</b>
Revaluation Gain/(Loss)	-	-	23,127	<b>23,127</b>
<b>At 31 March 2025</b>	<b>5,000</b>	<b>-</b>	<b>3,809,787</b>	<b>3,814,787</b>
Cash Held in Investment Portfolio (Note 12)	-	-	13,235	<b>13,235</b>
<b>Total at 31 March 2025</b>	<b>5,000</b>	<b>-</b>	<b>3,823,022</b>	<b>3,828,022</b>

The historical cost of listed investments as at 31 March 2025 was £3,525,514 (2024: £2,922,162).

**Principal Subsidiaries**

The company owns 100% of the issued share capital of St Andrew's Hospice (Trading) Limited, incorporated in England and Wales.

Details relating to the subsidiary, and financial results for the year are shown below:

Company Number	02775647	
Registered office	St. Andrew's Hospice, Peaks Lane, Grimsby, DN32 9RP	
Principal activity	Sale of donated goods	
	<b>31st March 2025</b>	<b>31st March 2024</b>
Income	£1,793,810	£1,874,960
Expenditure	(£1,297,282)	(£1,710,662)
Profit/(Loss) for the year	£496,528	£164,298
Total Assets	£268,193	£212,675
Total Liabilities	(£263,193)	(£207,675)
Net Assets	£5,000	£5,000

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**11 Debtors and Stock**

	Group		Charity	
	Due within one year 2025 £	Due within one year 2024 £	Due within one year 2025 £	Due within one year 2024 £
Trade Debtors	40,439	45,468	17,432	19,311
Prepayments & Accrued Income	699,249	357,261	617,420	271,977
Other Debtors	2,404	741	2,404	424
VAT Receivable	48,709	39,248	27,770	24,018
Amounts Due from Subsidiary Undertakings	-	-	218,319	152,838
<b>Total Debtors</b>	<b>790,802</b>	<b>442,718</b>	<b>883,345</b>	<b>468,568</b>
<b>Stock</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

**12 Cash at Bank, in Hand and on Deposit**

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Interest Bearing Bank and Deposits	383,996	649,987	335,365	565,395
Cash in Hand	1,815	2,308	723	1,213
Subtotal - Total Cash	385,811	652,295	336,088	566,608
Current Asset Investments	887,000	918,783	887,000	918,783
Cash Held in Investment Portfolio	13,234	11,895	13,234	11,895
	<b>1,286,045</b>	<b>1,582,973</b>	<b>1,236,322</b>	<b>1,497,286</b>

**13 Creditors: Amounts Falling Due Within One Year**

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade Creditors	130,112	182,247	106,941	140,952
Taxation and Social Security	76,001	58,817	76,001	58,817
Accruals and Deferred Income	97,694	53,585	75,991	40,043
Other Creditors	33,211	39,404	33,211	39,404
Advanced Lottery Receipts	64,853	77,120	64,853	77,120
	<b>401,871</b>	<b>411,173</b>	<b>356,997</b>	<b>356,336</b>

**14 Commitments**

Total commitments under non-cancellable leases are as follows:

**Group and Charity**

	Group		Charity	
	Land and Buildings 2025 £	Other 2025 £	Land and Buildings 2024 £	Other 2024 £
Within One Year	163,328	25,341	137,796	19,284
More Than One Year and Less Than 5 Years	299,433	13,466	198,236	30,775
In More Than 5 Years	1,667	-	-	-
	<b>464,428</b>	<b>38,807</b>	<b>336,032</b>	<b>50,059</b>

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2025**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**15 Statement of Funds**

**Group**

	As at 01 April 2024	Income	Expenditure	Changes in Market Value	Transfers	As at 31 March 2025
	£	£	£	£	£	£
<b>Unrestricted Funds:</b>						
General Funds	158,775	6,451,167	(5,831,262)	-	(309,393)	<b>469,287</b>
Fixed Assets	4,913,376	-	-	-	(86,097)	<b>4,827,279</b>
Designated Funds - Financial Risk	1,909,000	-	-	-	(548,000)	<b>1,361,000</b>
Designated Funds - Closure	1,388,000	-	-	-	(82,000)	<b>1,306,000</b>
Designated Funds - Development	750,000	-	-	-	1,200,000	<b>1,950,000</b>
Subtotal - Designated Funds	8,960,376	-	-	-	483,903	<b>9,444,279</b>
Revaluation Reserve	314,668	-	-	23,127	-	<b>337,795</b>
<b>Total Unrestricted Funds</b>	<b>9,433,819</b>	<b>6,451,167</b>	<b>(5,831,262)</b>	<b>23,127</b>	<b>174,510</b>	<b>10,251,361</b>
<b>Restricted Funds:</b>						
Children's Services	-	639,540	(639,540)	-	-	-
Adult Services	-	1,605	(1,605)	-	-	-
The National Lottery Community Fund	69,571	-	(69,571)	-	-	-
Southampton Hospitals Charity	158,540	-	(123,168)	-	(29,738)	5,634
Personalisation Project (HNY ICB)	100,954	-	(60,309)	-	-	40,645
BBC Children in Need	-	40,000	(23,539)	-	-	16,461
Together for Short Lives	-	39,503	(150)	-	(39,353)	-
Alan Boswell Charitable Trust	-	14,995	(245)	-	(14,750)	-
Rugby Group Benevolent Fund	-	10,000	(10,000)	-	-	-
DHSC/Hospice UK Capital Grant	-	92,589	-	-	(90,669)	1,920
Other Restricted Funds	9,594	25,111	(13,683)	-	-	21,022
<b>Total Restricted Funds</b>	<b>338,659</b>	<b>863,343</b>	<b>(941,810)</b>	<b>-</b>	<b>(174,510)</b>	<b>85,682</b>
<b>Total Funds</b>	<b>9,772,478</b>	<b>7,314,510</b>	<b>(6,773,072)</b>	<b>23,127</b>	<b>-</b>	<b>10,337,043</b>

**15 Statement of Funds - Prior Year**

**Group**

	As at 01 April 2023	Income	Expenditure	Changes in Market Value	Transfers	As at 31 March 2024
	£	£	£	£	£	£
<b>Unrestricted Funds:</b>						
General Funds	8,341,993	4,261,649	(5,237,333)	-	(7,207,534)	<b>158,775</b>
Fixed Assets	-	-	-	-	4,913,376	<b>4,913,376</b>
Designated Funds - Financial Risk	-	-	-	-	1,909,000	<b>1,909,000</b>
Designated Funds - Closure	-	-	-	-	1,388,000	<b>1,388,000</b>
Designated Funds - Development	1,700,000	-	-	-	(950,000)	<b>750,000</b>
Subtotal - Designated Funds	1,700,000	-	-	-	7,260,376	<b>8,960,376</b>
Revaluation Reserve	71,502	-	-	243,166	-	<b>314,668</b>
<b>Total Unrestricted Funds</b>	<b>10,113,495</b>	<b>4,261,649</b>	<b>(5,237,333)</b>	<b>243,166</b>	<b>52,842</b>	<b>9,433,819</b>
<b>Restricted Funds:</b>						
Children's Services	-	709,296	(709,296)	-	-	-
Adult Services	713	228	(941)	-	-	-
The National Lottery Community Fund	152,543	-	(82,972)	-	-	69,571
Southampton Hospitals Charity	239,034	-	(69,811)	-	(10,683)	158,540
Legacy - Mr Harrison (End of Life Care)	-	165,638	(165,638)	-	-	-
Personalisation Project (HNY ICB)	-	102,585	(1,631)	-	-	100,954
Other Restricted Funds	2,351	57,212	(7,810)	-	(42,159)	9,594
<b>Total Restricted Funds</b>	<b>394,641</b>	<b>1,034,959</b>	<b>(1,038,099)</b>	<b>-</b>	<b>(52,842)</b>	<b>338,659</b>
<b>Total Funds</b>	<b>10,508,136</b>	<b>5,296,608</b>	<b>(6,275,432)</b>	<b>243,166</b>	<b>-</b>	<b>9,772,478</b>

# St Andrew's Hospice Limited (A Company Limited by Guarantee)

## Annual Report and Financial Statements For the year ended 31 March 2025

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### NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 15 Statement of Funds (continued)

##### Funds Structure:

General funds represent the free reserves of the charity that are not designated or restricted for particular purposes.

Fixed Asset funds represent funds linked to the fixed asset base of the Charity.

Designated Funds are funds allocated by the Trustees for specific purposes, currently across the following headers:

Financial Risk - these funds are designated by the Trustees to provide coverage for a financial worst case position in year;  
Closure - these funds are designated by the Trustees to provide coverage for the orderly closure of the Charity if required;  
Development - these funds are designated by the Trustees to provide for further development of the Charity and its assets and services.

Restricted funds represent grants or other donations held but not yet spent which have a specific purpose formally set by the donor on confirming the donation or grant award.

Current Restricted Funds are described as follows:

Children's Unit - Donations and income received in 2024/25 restricted for use on services for children.  
Adult Unit - Donations and income received in 2024/25 restricted for use on services for adults.  
The National Lottery Community Fund - Grants received in 2021/22 for use on an ongoing volunteer coordination and support project.  
Southampton Hospitals Charity - Grants received in 2022/23 for use on Hospice at Home services, Clinical Educator development, improvements to children's bereavement services, and memory making projects.  
Legacy - Mr Harrison - A legacy received in 2023/24 restricted for use on services for adult end of life patients' support outside beyond inpatient care.  
Personalisation Project - A Humber and North Yorkshire ICB grant transferred to St Andrew's in 2023/24 from St Catherine's to fund an ongoing project to improve personalised care for end of life patients inside and outside hospices, and to support leadership input from Hospices across the ICB.  
BBC Children in Need - Funds received in 2024/25 to support the appointment of a specialist child bereavement counsellor.  
Together for Short Lives - Funds received in 2024/25 to purchase and equip a specialised vehicle for transporting children with mobility or other special clinical equipment.  
Alan Boswell Charitable Trust - Funds received in 2024/25 to purchase a new Cuddle Bed.  
Rugby Group Benevolent Fund - Funds received in 2024/25 to support salary costs of the children's Hospice at Home service.  
DHSC/Hospice UK Capital Fund - Government Grant Funds received in 2024/25 through a national scheme to support Hospice Capital Expenditure.  
Other Restricted Funds - Other grants donations and legacies received with specified expenditure restriction expressed by the donating person or body.

##### Transfers:

Transfers between funds have been made to restructure the funds according to the Reserves Policy adopted by the Trustees in April 2025, in line with existing procedures, as discussed prior to year end with Trustees.

There have been no transfers between unrestricted and restricted funds in year, aside from the transfer required from restricted funds to cover capital expenditure incurred by the Charity linked to delivery of restricted fund objectives of £174,510 (2024: £52,842).

# St Andrew's Hospice Limited

(A Company Limited by Guarantee)

## Annual Report and Financial Statements

For the year ended 31 March 2025

### NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 16 Analysis of Net Assets Between Funds

Fund balances at 31 March 2025 are represented by:

Group	Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	85,682	85,682
Unrestricted Funds	4,827,279	3,823,022	1,601,060	10,251,361
	4,827,279	3,823,022	1,686,742	10,337,043

Fund balances at 31 March 2024 are represented by:

Group	Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	338,658	338,658
Unrestricted Funds	4,913,376	3,256,478	1,263,966	9,433,820
	4,913,376	3,256,478	1,602,624	9,772,478

#### 17 Analysis of Net Cash Funds

Group	At Beginning of Year	Cashflow	At End of Year
	£	£	£
Cash in Hand	2,308	(493)	1,815
Cash on Short Term Deposit	649,987	(265,991)	383,996
<b>Net cash funds</b>	<b>652,295</b>	<b>(266,484)</b>	<b>385,811</b>

The group had no debt in the current or previous year.

#### 18 Contingent Liabilities

The group has no contingent liabilities at 31 March 2025 or at March 2024.

#### 19 Capital Commitments

The group has capital commitments at 31 March 2025 of £nil (2024: £nil).

#### 20 Related Parties

St Andrew's Hospice (Trading) Limited is a wholly owned subsidiary of St Andrew's Hospice Limited. The two entities also have some common directors. At the year end, amounts owed to the Charity by St Andrew's Hospice (Trading) Limited were £218,319 (2024: £152,838). During the year the charity recharged direct salary costs of £490,707 (2024: £940,233), shared salary costs of £110,939 and other expenses of £3,861 (2024: £114,774) relating to other support costs. The salary recharge was reduced for 2024/25 due to the application of a recharge reduction of £658,575 to offset the income transfer to the Charity of gift aided donated goods sales, and maintain a true and fair view of operations in each entity within the Group. Insurance cost relating to Trading buildings and vehicles of £31,188 were also recharged (2024: £34,920). The subsidiary acted as agent with respect to donations falling under the retail gift aid scheme of £658,575 (2024: £310,710).

During the year, Trustee expenses of £nil (2024: £273) were incurred.

Amounts of £40,139 inclusive of employer's social security and pension contributions (2024: £35,785) were paid to the daughters of members of the key management team in relation to work within Children's Services. No amounts were outstanding as at year end.

One contractor, owned by the ex-spouse and son of one member of the key management team, was engaged by the Site team to undertake works with a total value of £2,863 excluding VAT. The engagement was undertaken in accordance with normal procurement procedures, and the related member of the management team was not involved in the procurement.

There were no other disclosable related party transactions during the current or previous year.

#### 21 Control

The Directors are of the opinion the Charity has no ultimate controlling party.

**ST ANDREWS HOSPICE LIMITED**

England & Wales - Charity number 1011117

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# Accounts

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**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2024.**



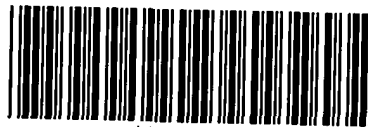
**St Andrew's**  
**Hospice**

under one roof

**Company Number: 02710865**

**Charity Number: 1011117**

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COMPANIES HOUSE

# St Andrew's Hospice Limited

(A Company Limited by Guarantee)

Annual Report and Financial Statements  
For the year ended 31 March 2024

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# **St Andrew's Hospice Limited**

(A Company Limited by Guarantee)

**Annual Report and Financial Statements**

**For the year ended 31 March 2024**

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## **ACKNOWLEDGEMENTS**

The Trustees sincerely thank St Andrew's Hospice's partners, supporters and donors for their ongoing support, and their efforts and generosity through the last year.

Members of the public who donate and raise funds for St Andrew's Hospice, whether through taking on fundraising challenges, leaving a gift in their will or by donating directly, provide a vital source of income for our work for which we are truly grateful. The Hospice simply could not provide the valuable care and support to our service users and their families.

We are also most grateful to our corporate partners who similarly support us in a wide variety of ways including donations, corporate volunteering and fundraising activities.

We would like to thank all the charitable trusts, foundations and grant funders whose support has also been invaluable in enabling us to fund projects that we might not ordinarily have been able to, and improved the experiences of so many of our service users and families.

We thank our Vice-Presidents for their ongoing commitment to St Andrew's Hospice.

Finally, we must thank our staff and volunteers who continue to demonstrate the kindness, care and expertise that make our Hospice services happen. You contribute so much to ensure that as many people as possible get the high-quality end of life care and personal support that they deserve.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

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**Charity Information**

**Company number**

02710865

**Charity number**

1011117

**Registered Office**

St Andrew's Hospice  
Peaks Lane  
Grimsby  
DN32 9RP

**Vice Presidents**

Mr I Davey  
Mr H Greenwood

**Directors**

Ms R Harvey Chair  
Mr I Hargreaves Vice Chair  
Mr D R Hatfield (Resigned 11<sup>th</sup> April 2023)  
Mr N Tranter  
Mrs J Bake  
Mr A Millson  
Ms P Spaight  
Mr M Wade  
Mr M Esmiley (Resigned 31<sup>st</sup> August 2023)  
Mr D Laing (Appointed 1<sup>st</sup> March 2024)

**Senior Management Team**

Michelle Rollinson	Chief Executive
Lesley Charlesworth-Browne	Deputy Chief Executive
Karen Higgins	Director of Clinical Services
Shelley Lambert	Director of Governance & Quality
Jacqui Hall	Director of People and Operations
Soraya Jenney	Head of IT and Digital Transformation
Marcus Hassall	Director of Finance (appointed 1 <sup>st</sup> December 2023)
Geoff Jago	Head of Finance (resigned 31 <sup>st</sup> October 2023)

**Solicitors**

Wilkin Chapman Grange  
New Oxford House  
Town Hall Square  
Grimsby  
DN31 1HE

**Auditors**

BHP LLP  
Rievaulx House  
1 St Mary's Court  
York  
YO24 1AH

**St Andrew's Hospice Limited**  
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**STATEMENT FROM THE CHAIR OF TRUSTEES**

Welcome to St Andrew's Hospice's Annual Report for 2023-24. As Chair, I look back with a sense of pride on a challenging but productive twelve months for the Hospice, and ahead to further challenges and opportunities for our organisation, and for the wider health and care sector.

St Andrew's is an independent Hospice charity that delivers its service and activity to NHS patients in our local area, without charge. We are funded principally by the enormous generosity of our local community, supported by NHS Humber and North Yorkshire, and NHS Lincolnshire Integrated Care Boards.

This Annual Report demonstrates how, building on the successes of previous years, we have continued to develop and deliver care and support to meet the needs of the community, with the patient and their family at the very centre of all we do. It is a reflection of how we strive, year on year, to improve the quality and responsiveness of our specialist palliative and end-of-life care services to our patients and those important to them. This is an opportunity to celebrate our successes, learnings, and achievements through challenging social and economic times.

The landscape of hospice care is constantly changing with many facing challenges of raising much needed income and increasing cost pressures. In an era where charitable giving has been hit by austerity, and where research and data is clearly indicating that demand for services is growing; costs have also increased due to further NHS pay rises having an impact on the recruitment and retention of hospice staff, and by greater regulation and the demands of commissioners and quality inspections. We continue to evolve and reflect the pace of change in the NHS to move to a more collaborative approach, looking to the future and our priorities

Despite the current economic climate, the Hospice has continued to provide a high-quality service. Our resilience and adaptability have continued to be key to our success, and our teams continue to strive for excellence in all they deliver. It's been another difficult year, but every person has risen to the challenge and as a result we have continued to provide the very best palliative and end of life care for our local communities.

During the last few months, we have developed and launched our new strategy for the next five years. As well as involving and consulting with patients, their families, our staff, and volunteers, we undertook a wider engagement approach with partners, local businesses, councillors and local government officers. The feedback we received supports our commitment to being a solution to the local care system in delivering our hospice purpose. We believe that our communities should be able to access high quality, compassionate, effective, responsive care and support, when they have been diagnosed with a life-limiting illness and that is the driving force behind everything we do.

From a financial perspective 2023-24 was a challenging year for St Andrew's, as it was for a large proportion of the Hospice sector. The final full year deficit for the Hospice was £735,658, even after investment gains of £243,166. This reflects the impact of pay increases and wider inflation, pressures which have not been reflected in uplifts to Statutory Income from the NHS. Nevertheless, St Andrew's continues to operate with sufficient cash and investment reserves to allow time for corrective action, and a return to financial balance.

Our Trading Company produced £2,258,300 an increase of some £308,211 year on year. It is encouraging to see the total exceed £2million, demonstrating the development work undertaken by the Retail team. To aid the reader, these figures comprise "Income from Retail Operations" for the Trading Company plus "Donations - Retail Gift Aid sales" – including the gift aid claimed by the Charity of £76,525. Adding these elements together shows the full picture and contribution of our Trading Company, and highlights its ongoing importance to the Hospice.

We were very grateful to receive £1,049,961 of donations, gifts and legacies in 2023-24 (excluding retail). This support from our local community is essential to St Andrew's.

We have again seen the benefit of an emphasis on our Charitable Trusts, Foundations and Grant fundraising which has enabled us to undertake expenditure and projects that we might not ordinarily have been able to. In the year to 31<sup>st</sup> March 2024, we have accounted for £179,797 of funds from these sources,

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**STATEMENT FROM THE CHAIR OF TRUSTEES**

some of which will sustain multi-year projects when drawn from the £338,659 of total restricted funds carried forward. This area will be important again in 2024-25.

Though the financial situation remains difficult for Hospices, St Andrew's will continue to develop its income streams, and spend your donations wisely to constantly improve our services.

St Andrew's Hospice celebrates its 45th anniversary in 2024. There is so much to celebrate, not least how we have responded to the needs of our community, over the years, by significantly expanding, professionalising, and continuing to develop our organisation.

I am so very proud to be the Chair of such a compassionate and caring organisation, and I look forward to seeing the creativity and innovation of developments in 2024/25, in line with our new strategy. Our dedicated and passionate staff and volunteers provide excellent care for every person who comes into contact with our charity.

I would like to thank my fellow Board members and our committed staff and volunteers for their hard work and determination in keeping St Andrew's Hospice thriving and for continuing to deliver high standards of care and support for our patients and community.

*Rachel A Harvey*

.....  
Signer ID: INSPEARLCM...

**Rachel Harvey**  
**Chair, St Andrew's Hospice**

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

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**REPORT FROM THE TRUSTEES**

**Strategic Report**

The Trustees present their annual report, strategic report and the audited consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice, which applies to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102).

**Company Status**

The charity is constituted as a company limited by guarantee and is therefore governed by its Articles of Association. The liability of the members in the event of the company being wound up is limited to £1. The company is a registered charity and acts entirely as a non-profit making organisation.

**Objectives and Activities**

The charity was registered in 1980, after the formation of a group of dedicated local people in 1979, their inspiration being prompted by a national conference on the growth of the Hospice movement. They all felt that if there was a better way to respond to the needs of the terminally ill and their families, then every effort should be made, however daunting the challenge. As early as 1980, day care was offered once a week in 'borrowed' premises. A property was purchased in 1983, and by December 1986 both in-patient and day care for adults was operational. It wasn't until 1999 that the need for care of children and young people was identified, and the children's unit opened in 2001. In 2014/15 significant redevelopment took place on our site in Peaks Lane, to provide improved purpose-built facilities for our patients, encompassing all services for both adults and children under one roof.

**How Our Activities Deliver Public Benefit**

The main areas of our charitable activities are caring for people of all ages with a progressive life-limiting illness and also supporting their families and carers. All care is offered without charge to patients.

Information included in the other sections of the Annual Report identifies, in more detail, the public benefit that the Hospice provides. Much of it is taken from our Quality Accounts which are prepared annually for NHS England, and which are also available for others to read on our website.

In setting objectives and planning for activities, the Trustees have, as is their duty under legislation, given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity (PB2)".

In particular, we consider how our planned activities will contribute to the aims and objectives we have set, delivering care and support to our service users, their families and other carers.

**Our Primary Aim**

"To promote the relief of sickness by such charitable means as the Company shall from time-to-time think fit" (from the Articles of Association of the Charitable Company).

St Andrew's Hospice provides specialist palliative and end of life care for babies, children, young people and adults who have a progressive life-limiting or life-threatening illness.

Specialist palliative care is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual.

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**REPORT FROM THE TRUSTEES**

**Palliative Care:**

- Provides relief from pain and other distressing symptoms;
- Affirms life and regards dying as a normal process;
- Intends neither to hasten or postpone death;
- Integrates the psychological and spiritual aspects of patient care;
- Offers a support system to help patients live as actively as possible until death
- Offers a support system to help the family cope during the patient's illness and in their own bereavement;
- Uses a team approach to address the needs of patients and their families, including bereavement counselling, if indicated;
- Will enhance quality of life and may also positively influence the course of illness;
- Is applicable early in the course of illness, in conjunction with other therapies that are intended to prolong life, such as chemotherapy or radiation therapy, and includes those investigations needed to better understand and manage distressing clinical complications.

**Criteria for Care**

Anyone, of any age, with a progressive life-limiting illness can access the services offered at St Andrew's Hospice.

**Driving Force**

There are currently many local people not accessing hospice care due to their lack of understanding regarding the care that hospices deliver.

We want to change peoples' perceptions regarding hospice care. We can offer our expert services to benefit many more local people.

**Regulation**

The care and support services are registered and monitored by the Care Quality Commission (CQC). The most recent inspection of St Andrew's Hospice, Adult and Children's Services took place on 31<sup>st</sup> October 2023.

The Hospice retained its 'Good' rating, with 'Outstanding' for Responding to Patients' Needs.

The CQC Registered Manager for St Andrew's Hospice holds regular engagement meetings with our relationship owner/ inspectors. Any significant incidents, complaints, or accidents are discussed, which allows us to update each other with any changes occurring in either organisation.

Other regulators to which we are registered are the Charities Commission, the Fundraising regulator, and the Gambling Commission (for the St Andrew's Hospice Lottery). The Gambling Commission carried out an inspection seven years ago and no material issues were identified.

**Fundraising**

In the years since the 2015 Etherington report, the world of charity fundraising has seen increased scrutiny around some of its practices. The subsequent introduction of the Code of Fundraising Practice (the code) by the Fundraising Regulator is a means by which charities can voluntarily register and demonstrate their commitment to good practice. St Andrew's Hospice Ltd has chosen to voluntarily register with the Fundraising Regulator and is compliant with the code. The Hospice uses the code to support and guide our fundraising work and, its provisions are woven into our operational / campaign / event planning approaches, and our audits; this includes training for fundraising staff.

The Hospice also has a policy and procedure infrastructure which includes (amongst other things) a Vulnerable Persons Policy and a Fundraising Policy; these policies reflect the requirements of the code and wider regulation (for example the Lottery and the Gambling Act) and are audited to ensure that our practices are in alignment.

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**REPORT FROM THE TRUSTEES**

The code and the Hospice's overall policy infrastructure guide our Marketing, Communications and Promotional activities, some of which informs how the public might engage with our campaigns, participate in raising funds or, donate to the Hospice. Such media (digital, online and offline) reflects the code and includes things, as appropriate, such as the use of Fundraising Regulator logos, organisational / charity information, how funds will be used and the distinction between "in aid of" and "on behalf of" activities.

St Andrew's Hospice engages only thoroughly vetted 3<sup>rd</sup> party commercial participators for the purposes of fundraising; (for example, our lottery is managed by an External Lottery Manager: ELM) and, monitors their activity routinely, collaboratively and as part of our quality and assurance infrastructure (e.g. audits).

The Hospice has a complaints policy and procedure and established approaches regarding the management of complaints and feedback and the resulting lessons learned. This sits as a part of our quality and assurance infrastructure which is overseen at Board level. No complaints have been received in 2023/24 in respect of our fundraising practices under the code; feedback and comments that fall short of formal complaints are recorded and resolved with lessons learned as part of our usual processes and day to day activities.

**Volunteers**

Despite the uncertainty of recent years, we are fortunate to have retained many of our volunteers and we are now seeing an increase in applicants offering their support. Our volunteers remain the largest group of people undertaking roles right across our organisation.

Through our volunteer Coordination team, we have continued to promote a variety of roles we offer and showcase the real impact our volunteers have on the lives of our patients and their families.

We currently have around 400 committed volunteers who generously give their time to St Andrew's Hospice. They are involved in a wide range of supporting roles, from helping in our retail shops, coffee shop, supporting our patients, driving, undertaking administrative duties, or working hard to maintain our beautiful gardens in all weathers.

Our volunteers are all much respected and play an integral part of the workforce at St Andrew's Hospice. We are enormously grateful to each one for their time, dedication, and commitment to our Hospice.

**Relationships**

We are committed to working collaboratively with our colleagues both within the statutory and the voluntary sector, to ensure a seamless service for patients and their families and to prevent duplication of services, thereby delivering care in the most cost effective and efficient way possible.

We have continued to focus on collaborative and partnership working across North East Lincolnshire Health Care Partnership and the wider Humber and North Yorkshire Integrated Care Board. We have also developed our relationship with Lincolnshire ICB, and other service partners across greater Lincolnshire.

Local health and care partners continue to work together in a more integrated way, to form new solutions to respond to the increasing demand for care and support as well as other complex issues facing us collectively. We have also developed our working relationships across a Northern Lincolnshire footprint, focussing on palliative and end of life care services. This collaboration will help improve the experiences of people with a palliative diagnosis and those who care for them.

## REPORT FROM THE TRUSTEES

### Our Mission, Vision, and Values

*Our vision is of a community where people can openly discuss death and dying; making each day count; and die with dignity and respect, in the place they choose, knowing their loved ones are supported.*

*Our mission is to provide individualised, high-quality holistic care and support, advocating for personal choice, for those affected by a life-limiting illness.*

#### Our values

*Care, compassion and respect for all.  
Work together and value difference.  
Be positive, proud and professional.  
Innovate and strive for excellence.*



We will achieve these by:

- Demonstrating concern for the holistic care of the patient, and to offer support not only to the patient, but also to those who care for them, both during illness and into bereavement.
- Communicating and liaising with all involved in the care of the patient, ensuring an integrated, seamless service is provided.
- Valuing the dignity and individuality of all patients and their rights to self-determination.
- Providing a flexible approach to care, wherever possible, in a manner and place of the patient's choosing: support in the early stages, in-patient and wellbeing service, clinics and support at home.
- Generating commitment and teamwork, bringing together the expertise and skills of a multidisciplinary team to meet the highest possible standards, addressing the patients' medical, nursing, social, emotional and spiritual needs, thereby enhancing the quality of life of the patient, and supporting those who care for them.
- Providing continuing education and training opportunities for all staff in order to develop commitment, expertise, specialism, innovation and the sharing of knowledge.
- Developing St Andrew's Hospice as an education, training and research unit offering placements to students from all disciplines.
- Ensuring the quality and standard of service is of a consistently high level, undertaking regular audit and responding to changing needs.
- Providing the most effective care in the most cost-efficient manner.
- Being respected by health care professionals for the excellence of our service; to be respected by the public for our open and ethical behaviour, and for our dedication to the highest possible standards of care.

**REPORT FROM THE TRUSTEES**

**St Andrew's Hospice Strategy 2024 - 2029**

Our strategy sets the strategic direction of the hospice through to the financial year 2029/30.

This strategy guides the range and quality of services we provide, ensuring we continue to make a significant contribution to the integrated care systems of North East Lincolnshire and Humber and North Yorkshire. As part of the integrated care system, we are committed to delivering the six ambitions of the National Palliative and End of Life Care Partnership:

1. Each person is seen as an individual;
2. Each person gets fair access to care;
3. Maximising comfort and wellbeing;
4. Care is coordinated;
5. All staff are prepared to care;
6. Each Community is prepared to help.

It is important to us that we share our strategy with our partners and community, and that we use it to guide the services we deliver, and collaborate on, to align our approaches to meet the needs of our community.

**Our Strategic Priorities**

**Strategic Priority 1 – Inform and Influence**

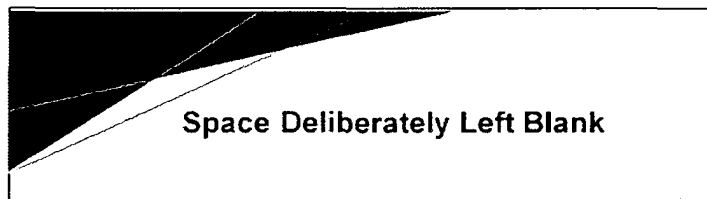
As the system lead for All Age Palliative and End of Life Care, we will extend our influence across the community to improve the care and support for all those affected by a life limiting illness.

**Strategic Priority 2 – Increase our Impact**

We will continue to develop services within the hospice and in the community to meet the growing needs of all patients, their families, and carers.

**Strategic Priority 3 – Involve and Integrate**

We will work in partnership with our community to help and equip them better to understand and support each other through life-limiting illnesses, as a compassionate community.



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**Our Services**

The care and support teams at St Andrew's Hospice consists of professionals with expertise and training in palliative care. As well as having access to Palliative Care Consultants for both adults and children, Specialist Doctors and Nurses, a wide range of therapists and allied healthcare professionals are employed, such as Physiotherapist, Palliative Care Social Workers, Lymphoedema Specialists, Complementary Therapists, and a Therapeutic Activities Co-ordinator, making up the multidisciplinary team. The care and support teams are fully integrated with the administrative staff, and closely supported by volunteers in all departments.

Patients accessing either the Adult or Children's services have access to a comprehensive range of facilities and care, including emotional and social support, sensory equipment, gym, quiet reflective gardens, memory making activities, friendships and peer support, therapeutic activities, cinema, and so the list goes on.

Families and carers can access emotional, social and bereavement support as well as Carers and Children and Young Peoples Groups. Parent and Patient/Carer Forums are established and are working well, ensuring that service delivery planning and facility design is coproduced by patients and carers.

**Adult Service**

We are proud to offer individualised, compassionate holistic care to everyone, in our local community who needs us. We support our patients and their families through their entire journey; from the moment they receive a life-limiting diagnosis through to inpatient stays and even ongoing bereavement support.

**Inpatient Care**

The adult inpatient unit at St Andrew's Hospice is a welcoming, homely environment where patients can receive round-the-clock care and support. We provide symptom control, respite, rehabilitation, and end-of-life care for people over the age of 18, with a life-limiting illness.

Our inpatient unit has 12 single, ensuite rooms, all of a high standard and with views and access into beautiful gardens.

**Wellbeing Services**

Our Wellbeing Support Services help people to live well by being as in control of their condition as possible and, where appropriate, achieve the things that are important to them.

Patient needs are assessed, and a programme of care is developed to meet their individual needs through one to one or group work e.g., physiotherapy, complementary therapy, arts and crafts, gardening.

**Family Support and Bereavement Care**

Support for patients and families is provided through our social work and bereavement teams as needed.

**Andy's Children's Services**

Care is provided for children and young adults who have a progressive life-limiting or life-threatening condition. We help families to "make each day count" and enable every child to live life to the fullest, creating lasting memories and leaving their mark on the world.

Andy's provides palliative care to children living in Northeast Lincolnshire, North Lincolnshire, Lincolnshire, Hull and the East Riding, both at our specialist purpose-built Hospice and in the child's own home. We welcome children from birth to the age of 25 years, when we support them to transition to our adult services at St Andrew's Hospice, or other adult services within their local area.

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Care is provided through our Hospice at Home and Community services, our Wellbeing services, and our inpatient unit. Each of these services supports respite, rehabilitation, symptom control and end of life care. There are also therapeutic activity groups organised using themes.

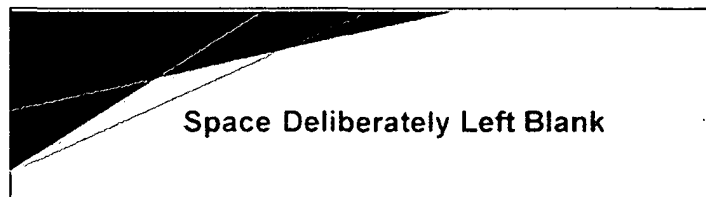
**Butterfly Suite**

The Children's Unit supports the care pathway for children or young people with a life-limiting or life-threatening condition and their families from diagnosis, throughout the illness journey, at the time of death and into bereavement. This includes the care of the child or young person after death with the attention to personal care, and extends to the use of the Butterfly suite.

The Butterfly suite is a designated cool room where a child/young person may lay following death up and until the funeral if the family so wish. This enables the families to spend time with the child/young person and for the hospice staff to support them during this very difficult time. Emerging evidence in caring for the child or young person after death suggests that families who use the cooled room can find it immensely valuable although research is limited in this area.

Access to the use of the Butterfly suite is open to all children and young people who have accessed the hospice. However, this is not restrictive, and Children's Services do take referrals from any child who has been known to Children's Services, Neonatal deaths, transfers from other hospital units i.e. paediatric intensive care, cardiac or high dependency units and similar environments.

The room can also be used for adult patients where there is a need to maintain the patient's body at the Hospice for a prolonged period of time. This could be following the death of a young mum with children needing time for significant support, where the preference is to visit a beautiful bedroom, rather than visiting an undertaker. This also allows supporting visits to a patient from family or close others living away from the local area. Each situation is assessed on individual needs with involvement of the patient and their family.



## **REPORT FROM THE TRUSTEES**

### **Achievements in 2023-24**

#### **Head of Training and Education**

Last year we introduced our new Head of Training and Education and she has since been undertaking extensive work to help improve staff and patient experiences. The role of Head of Training and Education is multifaceted - not only required to deliver clinical training, but also to scope and benchmark the quality of learning opportunities.

We will ensure St Andrew's Hospice is aligned to appropriate quality indicators and the national palliative care agenda. Scrutiny of cost-effective learning supports a skilled workforce to deliver safe and current practiced care.

#### **7 Steps to Living Well**

The 7 Steps to Living Well programme was introduced in early 2023 with the aim of improving patients' confidence in managing their conditions independently with improved knowledge and social benefit.

We have successfully run three programmes from start to finish. Topics covered include pain management, fatigue and conserving energy, emotional support, mobility and exercise, spiritual care, anxiety and relaxation and advanced care planning, running over the course of seven weeks.

We have seen patients with a variety of different conditions attend the programme including cancer diagnosis, multiple sclerosis and motor neurone disease, to name a few.

Feedback from questionnaires given to the patients at the commencement and completion of the programme all received positive feedback, with 100% of patients stating they found the course beneficial. 100% also said they felt the topics covered were relevant to them and their condition. Written feedback included "followed on well", "enjoyed all subjects" and "we found out things we were unaware of".

We have seen a recurring theme of patients being apprehensive about attending the Spiritual Care session as they are unsure what will be discussed. However, all patients who have attended this session have found it hugely beneficial to them and some have since been referred to the Spiritual Care Lead for further support. The programme has led to an increase in referrals to other services also such as physiotherapy and family support.

Patients' relatives and carers have also enjoyed attending the course with their loved one, giving them an opportunity to expand their knowledge. We received one comment from a patient explaining it was highly beneficial for his wife too, "particularly the topics of fatigue and anxiety and relaxation".

#### **Hospice's Very Own Therapy Dog**

We detailed last year how we were supporting Moose and her owner through their therapy dog training. We are pleased to announce that Moose has now passed her therapy dog training. We are looking forward to them both visiting in the near future.

#### **Single Nurse Administration of Controlled Drugs (SNACD)**

Due to the vast amount of work undertaken by the Head of Training and Education in 2023-24, SNACD progress was temporarily suspended. It was felt that the training needs analysis and the competency framework took priority as a foundation for staff. These highlighted additional training requirements to be completed ahead of the SNACD which will be progressed further during 2024-25.

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**Ethical International Recruitment - Kerala, India**

Last year was an exciting year for St Andrews Hospice when we welcomed two Internationally Qualified Registered Nurses and a Palliative Care Social Worker to the organisation in October. Each of them brings different qualities and experience to the hospice and they have settled in well to their roles and within the organisation. The teams have really taken them under their wings making sure they feel supported.

One of them shared why they wanted to come the UK and work for St Andrew's Hospice. Manisha was born and raised in India and worked as a Palliative Care Social Worker for three years following completion of her master's degree in social work. Manisha wanted to grow and develop her knowledge and skills and when she met the Director of Clinical Services and Director of People and Operations in November 2022, she discovered that the hospices values aligned with her passion for supporting people living with life-limiting/life-threatening conditions and their families. Manisha has brought a wealth of knowledge and experience to the team and has been sharing new ideas and ways of working to support the team.

We have shared the work we have done with other Hospices to show how powerful this form of ethical recruitment can be. We presented a poster at the Hospice UK Conference in November and the Director of Clinical Services gave a presentation at the recent National Clinical and HR leads conference in Leicester. Work is ongoing with the relationships built in Kerala on our visits in November 2023 and May 2024 and there are plans for this year to visit again.

**Medical Clinics**

Weekly medical clinics continue to be delivered supporting patients with symptom management, advanced care planning etc. All local GPs have been contacted to make them aware of the service, and they are able to refer patients in for support. The Specialist Palliative Care Nursing Team are also aware of the weekly clinics and are able to refer in their patients.

There is some further work to be done to publicise the clinics more to widen the reach and to also looking at other ways we can support GPs with palliative patients during this clinic. Feedback received from patients who have accessed the service has been positive. One patient stated that the half-hour appointment with Dr Chalmers was exactly what she needed. Once her pain relief had been explained to her effectively, she found she didn't need to increase her dose as she had initially thought, which was a great relief to her.

**Andy's Amigos**

Andy's Amigos continues to deliver a monthly programme of activities for children and young people to attend. The format is reviewed regularly to ensure it meets the needs of the children, young people and their families. The groups are themed and age appropriate and include sensory activities, cinema nights, pamper sessions etc. A planning group has been created to ensure consistency and equity. A key focus is on weekends and school holidays, recognising that most children/young people attend school. Those that attend have fun and feedback has been positive:

"She loves the cinema, despite being blind, due to the immersive sounds, the smells and others being around her. She also enjoys the freshness of the building and its surroundings; the staff are always attentive and playful and never leave her out. The garden play area is the place where she had the first chance to ever go on a swing in her wheelchair at nine years old... She really loves the swing and carousel and is in fits of laughter throughout and you simply can't go fast enough."

".....enjoys his time at the Amigo sessions. He gets a lot from the pool and the sensory room."

However, we recognise that for some of our families the distance to travel to Andy's can be a barrier, so a priority for the coming year is to look at how we can extend our reach to families who live further afield. This will be outlined in next year's priorities.

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### **REPORT FROM THE TRUSTEES**

#### **Hospice Receives Northern Lincolnshire Business Award Nominations**

We were delighted to be shortlisted for two categories at the 2023 Northern Lincolnshire Business Awards, organised by the Hull and Humber Chamber of Commerce. The prestigious event, which included a black-tie gala dinner at Scunthorpe's Baths Hall venue, celebrates the best of business across the North Lincolnshire region.

The hospice was shortlisted in the Excellence in the Community and Business Growth and Development categories, receiving a runners-up award for both.

Chief Executive Michelle Rollinson said: "Unfortunately we didn't win, however a great night was had by all. Well done everyone for everything you do for St Andrew's Hospice. It is our team who make this charity so special in so many ways."

Anne Tate, Northern Lincolnshire Manager at the Chamber, said: "The judges were very impressed with the overall standard and spread of entries between the sectors, which was good to see this year."

#### **New Apprentice Nursing Positions Created**

To mark National Apprenticeship Week, we shared that we have created two new positions for Apprentice Nursing Assistants, who will be undertaking their Level 2 in Health & Social Care, with the aim of rolling apprenticeships out to other roles throughout the Hospice, developing career opportunities in clinical, non-clinical and our retail shops.

We recognise the positive impact that apprenticeships make to individuals, businesses and the wider economy, and are proud to offer our community the chance to gain a qualification and hands-on experience in a vital industry while also earning a wage.

Following our recent open day we received 73 applications, before 10 shortlisted candidates joined us to look round St Andrew's Hospice, hear from our amazing staff members and engage in a question-and-answer session. We can't wait to welcome the new members of our team in April.

Apprenticeships are an excellent way for you to enhance skills and knowledge. We are committed to fostering the growth of apprentices by providing a supportive learning environment, where we nurture the next generation of skilled workers. If you are interested in being an apprentice at St Andrew's Hospice, please keep your eye out as we will be advertising throughout the year. Alternatively, if you are interested in putting your name down in advance, contact our HR Team by emailing [sahrteam@nhs.net](mailto:sahrteam@nhs.net)

Jacqueline Hall, Director of People & Operations, said: "We are very proud to have launched our Apprentice Scheme by introducing two clinical roles to our Adult and Children's Units, offering career opportunities for two apprentices to pursue a career at St Andrew's Hospice. This is now being rolled out to a variety of other roles, and we look forward to be able to offer permanent roles to those who take part in the scheme".

#### **National Spotlight on Volunteering and Recruitment**

We were delighted to be invited to share the successes of our volunteering and international recruitment programmes at the Hospice UK National Conference 2023. We also welcomed the opportunity to hear about the innovation of other hospices around the nation.

#### **Supporting Our Staff and Volunteers**

We are proud to be able to showcase the support we offer our staff, volunteers, patients, carers and families, as we work towards becoming an employer of choice. By playing a leading role in changing attitudes for the better, we aim to change behaviour and cultures throughout our organisation and wider community.

## **REPORT FROM THE TRUSTEES**

### **Identified Priorities for 2024-25**

#### **Andy's Amigo's Hubs**

We recognise that access to Andy's Amigos can be restrictive particularly for those children, young people and families who live further afield. As part of our new five-year strategy one of our priorities is to "Increase our impact" by developing services within the hospice and community to meet the growing needs of all patients' families and carers.

In the coming year, we want to start to scope out how we might be able to reach those living further afield and offer the children, young people and their families the same or similar support and activities closer to home. We will be working with families to understand what would be useful to them, working with other professionals to look at possibility of utilising space and exploring opportunities for more joined-up working.

#### **Transition**

The transition of young people into adult palliative care services is high on the agenda for this year and is part of our new 5-year Strategy. Andy's Children's Hospice team have been working closely with St Andrew's Hospice Adult Wellbeing and Inpatients teams to successfully support a number of young adults with this transition into St Andrew's Adult services.

A new Wellbeing group, the Circle Club, has been introduced to support young people new to St Andrew's Hospice Services as well as young adults who have moved up through Andy's Children's services which has proved to be very successful, and feedback has been positive. One patient stated he loves coming to Circle Club as it gets him out the house and gives him space to learn new skills and enjoy meeting new people.

Work with other partner organisations is being undertaken on an individual needs basis as we are working with young adults but there is further work that needs to be done in this area.

We are really excited to say that we have been successful in receiving a grant for a 1-year Transition Coordinator post which will help to build on the work already started and give opportunity to build relationships with other adult hospices and providers and support the transition of our young adults who live in their wider catchment areas of Andy's. This role will further strengthen and support the development of relationships with other professionals, building a directory of services and creating a Transition pathway.

#### **Relationship with Martin House**

In September 2023, discussions took place with Martin House Children's Hospice, Wetherby, with a view to working collaboratively, to improve access for children and young people and their families to specialist palliative care medical support.

Through the collaboration, we have jointly appointed a third Specialist Paediatric Palliative Care Consultant for the Yorkshire and Humber area, giving the region three in total. This collaboration has enabled Andy's to increase the support to our families and support and develop the nursing team. The support also provides the team and the families access to advice and support, 24 hours a day, 7 days a week.

Over the coming year work with support from the Specialist Palliative Care team, Andy's will continue to develop and embed training and support within the nursing team, enabling children, young people and families to be supported with symptom management concerns, Advanced Care planning and support with End-of-Life Care at home.

#### **North East Lincolnshire Palliative and End of Life Care Accountable Care Partnership**

Over the last four years the focus and developments within adult palliative care, has been overseen as a Northern Lincolnshire sub-system, with both North and North East Lincolnshire Places working together

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under the direction of a strategy and delivery plan. Over the last year, it has become evident that due to the needs of our local populations and the structural differences within services, there was the general recognition of a change in direction required for the sub-system, with a large amount of project work now needed to be delivered at Place rather than across the 2 areas, however this does not impact the Northern Lincolnshire strategic aim.

It was agreed operational delivery groups would be established within both Places, with North East Lincolnshire opting for the implementation of an Accountable Care Partnership, to directly align with the North East Lincolnshire Health Care Partnership. An Accountable Care Partnership involves different organisations from the health and care system to work together to improve the health of their local population by integrating services and tackling the causes of ill health or poor patient experience.

This is a different way of working for the NHS – the emphasis is on Place, populations, and systems rather than organisations. If successful, accountable care will accelerate the implementation of new care models designed to integrate care and promote population health. It will also enable local leaders to take more control of funding and performance in their areas with much less involvement by national bodies and regulators.

The initial priorities of the Accountable Care Partnership are to ensure that we have the right membership, we agree a joint set of priorities and use data and local intelligence to inform the planning and delivery of improved care and support.

Through the use of case studies, the patient and carers voice and experience are central to any discussion, providing the focus and guidance on how services are developed, ensuring personalisation is central to describing what good, person-centric, personalised care and support looks like from the point of view of the people themselves.

**Patient Safety Incident Reporting Framework**

The Patient Safety Incident Response Framework (PSIRF) sets out the NHS's approach to developing and maintaining effective systems and processes for responding to patient safety incidents for the purpose of learning and improving patient safety. The framework endorses a system-based approach instead of a 'person focused' or single cause, approach.

It is a national standard and although not an NHS service, Hospices are expected to evidence that we are following similar processes and sign up to the principles. St Andrew's Hospice already has a robust Patient Safety Incident reporting mechanism in place and over the next 12 – 18 months will look at how we need to comply with PSIRF.

We are currently working with our Integrated Board to understand what information they may require from us locally and are in the process of writing a Patient Safety Incident Reporting Plan to demonstrate our actions. The plan will specify methods to be used to maximise learning and improvement and how these will be applied to different patient safety incidents.

This in turn will lead to policy review. The incident reporting policy and plan will be integral to SAH wider approach to safety improvement and will be published on the SAH website.

**Building on International Relationships – Kerala, India**

Following on from our successful visit to Kerala, in May last year, we have continued to build relationships with the palliative care team in Kerala. This year we want to continue to build on those relationships and the work started on the training pathway which will take the format of a hybrid approach.

In June this year, the Director of Clinical Services and the Head of Education and Training are returning to meet with the palliative care team to develop relationships, deliver training and continue to develop the training pathway to support and develop an extension to their current palliative care programme. They are

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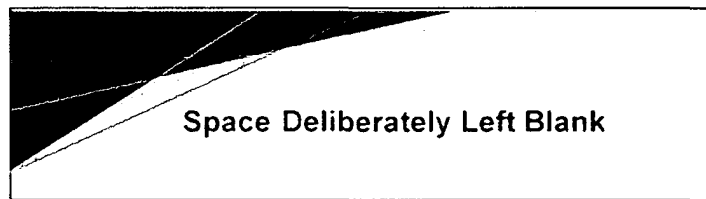
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also expected to visit different palliative care establishments and witness palliative care delivery in the community.

The Director of Clinical Services is also taking part in a meeting with Dr Mathews, who is the Government Advisor for the Palliative Care in Kerala, to discuss the current Memorandum of Understanding in place between Kerala/Norka Roots and Humber and North Yorkshire Integrated Care Board, and how this might be extended to encompass palliative care.

We are really excited to be involved in this work and fly the flag for hospices and palliative care in the UK.



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**Financial Review**

**Overall Financial Position**

In 2023/24, the Hospice Group recorded an overall deficit of £735,658, inclusive of investment gains of £243,166, compared to a deficit of £120,641 with £5,985 of investment gains in 2022/23. In part, this reflects specific non-recurrent transactions in 2022/23, in the form of additional grants recorded as income but in great part unspent in year, which reduced the headline deficit for 2022/23 by more than £317,000.

However, 2023/24 did show an underlying deterioration, reflecting particularly the upward pressures on pay required to comply with National Living Wage rates, and maintain comparability with NHS clinical salaries. These pressures continue into 2024/25.

Though current reserve levels are sufficient to maintain deficit spending in the immediate future, the Trustees and senior management have already commenced a four-part programme of financial improvement:

- A concerted effort to secure an appropriate and equitable settlement as regards statutory funding via Integrated Care Boards;
- An internal programme to further develop other existing or new income streams;
- A bottom-up review of establishments across the organisation to ensure they deliver effective and safe clinical services and support functions;
- Maintaining tight control of non-pay spending, both revenue and capital.

Since the financial challenges facing the entire Hospice sector are anticipated to continue, this programme of corrective action will continue to be a key focus of the Board.

**Income**

The Directors wish to again thank all our supporters for their continued work and generosity.

In 23/24 our total income was £5,291,551, lower than the previous year by £4,097 (0.1%). However, this is primarily because of the series of multi-year restricted purpose grants received in 2022/23. In terms of underlying income, the year was generally positive.

Donations, legacies and gift aid receipts increased by 1.2%, demonstrating the extent of support from local communities to the Hospice through difficult times. St Andrew's Hospice is, as ever, extremely grateful to those who generously gave donations, or remembered us in their will. The care and support we are able to give to our service users and their families is their lasting legacy.

Direct funding for clinical services increased by 6.3%, though of this increase approximately 2/3rds reflected revised recording of existing recharged income streams. Generally, as in previous years, the rate of increase has fallen significantly below real inflation pressures facing Hospice services.

Retail income, including donations and gift aid received through retail activities, and retail activities within the Charitable Company, increased by 16.1%, to £2,331,655. This growth has been essential to the Hospice, and is now the largest single income stream supporting our services. The development of retail, through the Hospice's wholly-owned Trading Company, continues into 2024/25, with further development and an expanded range of products for sale. All who donate to or spend in our shops are critical in supporting the Hospice.

Fundraising events and lottery income slipped back by £42,481 (8.0%), as the lottery saw a reduction in participating members. Work to increase lottery participation was delayed, commencing in 2024/25.

Increases in interest rates provided a significant boost to interest and investment income, which increased by 183% on the low base seen in 2022/23, and now totals £128,287. With a further £243,166 revaluation gain for the Hospice's investments, this is now a significant element in the overall funding of our services.

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**Expenditure**

Total expenditure for the year totalled £6,275,432 – an increase of £853,158 (15.7%) on 2022/23, a significant increase which contributed to the development of the larger operating deficit.

Of this increase, £627,772 related to pay. Pay cost increases reflected the increases to National Living Wage, and even more significantly the second year of the three-year modernisation plan for clinical staff pay. This process has been essential to rebuilding and retaining our workforce. The success of this process has already seen Whole Time Equivalent employees contracted in direct service delivery increase from 55 to 61. This may add to costs, but is protecting the service delivery that is the core objective of the Charity.

Non-pay expenditure has also seen inflationary pressures, particularly on food, utilities, and site servicing costs. Within this category, we also face challenges on clinical services bought in to support the in-house workforce – medical support, pharmacy, physiotherapy and pathology. It remains a sellers' market for these services.

In addition, in year there were material expenditures related to grants received in prior years, including National Lottery and NHS Southampton charity grant expenditure of £152,783.

Maintaining strong expenditure control, while still committed to investing in both patient care and in building sustainable income streams, has been a central focus of the Board.

**Total Funds Carried Forward**

At 31<sup>st</sup> March 2024 we carried forward funds to the value of £9,772,478 (31<sup>st</sup> March 2023: £10,508,136). Of these carried forward funds, £338,659 were restricted (31<sup>st</sup> March 2023: £394,641) and £9,433,819 unrestricted (31<sup>st</sup> March 2023: £10,113,495).

Setting aside the funds linked to the Hospice's fixed assets (£4,913,376), unrestricted free and designated funds total £4,520,443 (2023: £4,860,360).

**Pay Policy for Senior Staff**

Remuneration of senior staff is decided by a Board committee comprising the Chair, the Vice Chair and other members of the Board. This is benchmarked against a range of other Hospices and Public Sector bodies.

**Principal Risks and Uncertainties**

**Risk Management**

We have identified the following as the principal strategic risks facing the Hospice:

- Real-terms reduction in statutory funding;
- Challenges with recruitment and retention of employees and volunteers;
- The difficulties in engaging with changing and pressured NHS and Social Care partners;
- Challenges in recording, collating and reporting performance information;
- Risks related to cyber security.

We have identified these actions as the principal mitigations for these risks:

- *Maintain and improve income streams, particularly with respect to statutory funding;*
- Establishment review, recruitment, retention and succession planning, including skills mix and loss of key staff, particularly those directly delivering clinical services;
- Further improving volunteer recruitment, retention and engagement across the organisation;
- Improving systems, hardware and management reporting to meet the requirements of the organisation, and other stakeholders;
- Engaging closely with the remodelled and evolving NHS and social care sector.

## **REPORT FROM THE TRUSTEES**

Underlying strategic risks are recorded on our strategic risk register, which identifies mitigating measures and which is reviewed by the Board at each Board Meeting. There is a detailed Business Continuity and Resilience plan which addresses identified risks, providing action cards for continuing to run the Hospice in a range of situations.

The Hospice Governance Framework identifies areas of risk and linked compliance across the organisation. It is the responsibility of the Board to ensure that those areas identified are monitored on a regular basis to give assurance that our controls and mitigation measures are effective.

### **Reserves**

The term 'reserves' is used to describe our income funds that are freely available to help the Hospice deliver its objectives.

The Board now annually updates its Reserves Policy, to assess the level of reserves available, and appropriate designation of reserves for specific purposes. This is based upon a risk assessment approach.

Under this approach:

- The Reserves Policy will assist in the strategic and associated operational planning, risk assessment and the budgetary process also forms part of the annual statutory accounts preparation and audit;
- The amount held in reserves is monitored throughout the year as part of the regular monthly reporting cycle;
- Regular review of reserves is included in the regular business of the Board, and is also part of the annual work plan for the Board, as part of strategic and operational oversight;
- The Reserves Policy is revised annually to reflect any developments, changes in strategy, or adjustments to the financial position of the Hospice, linked to the budget setting process;
- Trigger points are agreed for reserve levels as part of regular KPI monitoring, ensuring that forecast deterioration beyond agreed parameters generates review and appropriate action by the Board.

The annual review process will cover:

- The identification of risks concerning future income streams;
- The review of areas of expenditure that may be subject to material changes;
- General cash flow considerations and timings of income and expenditure and the consideration of future commitments/plans/projects/designations;
- Awareness of the nature of the funds held by the charity (restricted, unrestricted, designated, functional assets etc.);
- An appraisal of how key organisational risks, as identified on the strategic risk register, might impact upon the financial position;
- The calculation of the cost of closure;
- The determination of a target level or range of free reserves to be held, based on the analysis and risk assessment;
- Outlining the reserves policy within the annual report (CC19 4.1) - the duty to publish will be met through the inclusion of a suitable statement in the annual report, with the policy also being made available to funders and other stakeholders upon request.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
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**REPORT FROM THE TRUSTEES**

**Reserves Assessment Outcome:**

For the 2024/25 financial year the determined reserves breakdown agreed by the Trustees was: **£3.297m**. This equates to 6 months expenditure coverage, and is constituted by designated funds for financial risk and closure costs set out below.

**Designated Funds:**

**£1.909m for Financial Risk: coverage of worst-case scenario in-year cash outflows**

**£1.388m for Closure Costs: coverage estimated for an orderly closure of the Charity**

**£1.000m for the development of St Andrew's Strategic Priorities**

**Remaining Free Reserves: £0.135m**

**Board Review will be triggered where cash outflow in-year is forecast to exceed: £0.800m**

As the review of reserves took place prior to the construction of the final accounts, there are some differences between this breakdown and that finalised in Note 15 to the Accounts:

Original Reserves (as above):	Development Reserve:	£1.000m
	Free Reserves:	£0.135m
	Total:	£1.135m
Adjusted Reserves (Note 15):	Development Reserve:	£0.750m
	Free Reserves:	£0.474m
	Total:	£1.223m

As the Revaluation Reserve is backed by the valuation of the Charity's investment portfolio, it should be considered sufficiently realisable to be used for development if required, the change in structure of reserves for the purposes of the Accounts should not be considered a barrier to implementation of the Trustees original agreed usage of reserves. Therefore, it is shown above merged with the Free Reserve.

**Investment Policy**

The charity's Articles of Association gives the Directors power to invest monies of the charity in or on such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may from time to time be imposed or required by law.

The current investments (including cash deposits and listed investments held under management) are with:

- The Co-operative Bank Plc
- Flagstone
- Funds under management by Evelyn

Funds held in operational bank accounts totalled £191,517 as at 31<sup>st</sup> March 2024 (£1,001,873 as at 31<sup>st</sup> March 2023).

Funds held in Flagstone accounts at the 31<sup>st</sup> March 2024 were £1,327,953, (£1,560,102 as at 31<sup>st</sup> March 2023). The in-year reduction included £300,000 withdrawn to support operational cashflow, and £67,851 of net interest earned. Again, rising interest rates helped a significant improvement on 2022/23.

**St Andrew's Hospice Limited**  
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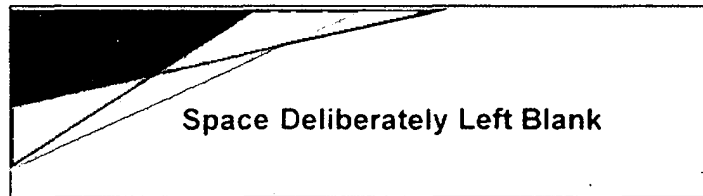
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**REPORT FROM THE TRUSTEES**

At 31<sup>st</sup> March 2024, Funds under management by Evelyn totalled £3,256,478 (£2,575,938 as at 31<sup>st</sup> March 2023). The growth in value comprised of £400,000 additional funds transferred into the portfolio by the Hospice, and £280,540 of net growth in investment value (annual growth of 9.4%). This figure reflects the total value of the portfolio at the start and end of the year, and includes not only the revaluation gain of £243,166, but also the net value of cash proceeds of investments utilised to increase holdings within the portfolio of £37,374. This is a significant improvement on performance in 2022/23.

The Board of Trustees takes a balanced risk attitude towards investment. Additional investment into the Evelyn portfolio of £400,000 delivered a significant additional return over and above cash interest rates available. Management of cash balances via Flagstone accounts, which combine instant access, term and notice accounts delivering interest, has also been successful in delivering income, assisting in the tighter management of operational bank accounts, and delivering increased FSCS protection in the event of default or failure.

With monthly reporting to the Board, Trustees have oversight of the management of reserve balances. The Board have also agreed that at least every 3 years a full review of cost effectiveness of banking and investment arrangements is undertaken, to ensure best value.



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**REPORT FROM THE TRUSTEES**

**Structure, Governance & Management**

**Structure and Decision-Making Process**

The Board of Trustees is the governing body of St Andrew's Hospice, which currently comprises eight members and meets twelve times a year. These meetings currently take place mostly face to face. Trustees are elected for a three year period and may be re-elected for a further term. The Chief Executive attends Board meetings, accompanied by senior managers. Other staff attend as required. Authority for management of the Hospice is delegated to the Chief Executive and Senior Management Team (who are not Trustees of St Andrew's Hospice Limited).

**Trustees' Induction and Training**

New Trustees are appointed after interview with the Chair, Trustees and the Chief Executive. An Enhanced Disclosure and Barring Check is also conducted, and two references are taken up. Trustees also declare they are fit and willing to undertake the responsibilities and duties of a charity trustee and complete the HMRC Fit and Proper Persons' Test.

They are given a Trustee Induction Pack which includes documents relating to the operational framework of the Hospice, Memorandum and Articles and financial reports, in addition to pertinent documents from the Charity Commission. They are appointed by a fellow Trustee who acts as a mentor. Additionally, new Trustees are invited to attend a meeting with the Senior Management Team and attend the various committees.

When any training requirements are identified, Trustees attend training courses and conferences. These include Induction Days for Trustees at Help the Hospices, training on how to conduct inspections, along with other courses as applicable.

**Internal Financial Controls**

We, the Trustees, confirm that internal control procedures are in place in order to provide assurance against material misstatement or loss. They include:

- Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actual results against budget.
- Financial policies and procedures which are kept under constant review.
- External audit

**Subsidiary**

The charity's wholly owned trading subsidiary, St Andrew's Hospice (Trading) Limited, carries out trading activities on behalf of the charity, and makes gift aid payments of its total profits to the charity over the course of the year.

**Trustees' Responsibilities in Relation to the Financial Statements**

The trustees (who are also directors of St Andrews Hospice Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

**St Andrew's Hospice Limited**  
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For the year ended 31 March 2024

---

**REPORT FROM THE TRUSTEES**

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure to Our Auditors**

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

BHP LLP were appointed during the year ending March 2021 and in accordance with section 487(2) of the Companies Act 2006 are deemed to be re-appointed annually.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

The Trustees' Report was approved by the Board of Trustees on 5<sup>th</sup> September 2024 and signed on its behalf by:

*Rachel A Harvey*

.....  
Signer ID: TNSPEARLCM...

Rachel Harvey

**Chair, St Andrew's Hospice**

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinion**

We have audited the financial statements of St Andrew's Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise Statement of Financial Activities, Balance Sheet and notes to the financial statements, including 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 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 and parent charitable company's ability to continue as a going concern for a period of at least twelve 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out on page 18-19, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and parent charitable company through discussions with management and trustees, and from our knowledge and experience of this organisation;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent charitable company, including the Charities Act 2011, the Companies Act 2006, data protection, health and safety legislation, CQC regulations and employment law;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and trustees;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit of the group and parent charitable company.

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at:

<https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Use of our report**

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

**BHP LLP**

Signer ID: IPFNE7JE16...

**Laura Mashedor (Senior Statutory Auditor)**  
**For and on behalf of BHP LLP**

**Chartered Accountants**  
**Statutory Auditor**

Rievaulx House  
1 St Mary's Court  
Blossom Street  
York  
North Yorkshire  
YO24 1AH

**Date:** 07/10/2024 GMT

**St Andrew's Hospice Limited**  
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**Consolidated Statement of Financial Activities for the Year Ended 31 March 2024**

		2024	2024	2024	2023	2023	2023
	Note	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds As Restated	Restricted Funds As Restated	Total Funds
		£	£	£	£	£	£
<b>Income</b>							
Donations, Gifts and Gift Aid		398,818	138,321	537,139	462,735	222,383	685,118
Legacies		330,865	181,957	512,822	447,747	2,500	450,247
Grants		20,000	159,797	179,797	51,500	442,126	493,626
<b>Income from charitable activities</b>							
Department of Health - Children's Unit		-	353,186	353,186	-	296,177	296,177
ICB Funding		660,001	111,310	771,311	616,134	110,191	726,325
Provision of Care		38,350	-	38,350	-	64,092	64,092
NHSE COVID funding		-	-	-	-	7,089	7,089
<b>Other trading activities</b>							
Income from Retail Operations	5	1,944,421	-	1,944,421	1,723,070	-	1,723,070
Retail Donations and Gift Aid		387,235	-	387,235	285,146	-	285,146
Fundraising Events and Lottery	4	297,520	90,388	387,908	325,510	104,879	430,389
<b>Income from Interest and Investments</b>	3	128,287	-	128,287	45,295	-	45,295
<b>Other Income</b>		51,095	-	51,095	74,888	14,186	89,074
<b>Total Income</b>		4,256,592	1,034,959	5,291,551	4,032,025	1,263,623	5,295,648
<b>Expenditure</b>							
<b>Expenditure on Charitable Activities</b>							
Adult Services		1,802,385	90,662	1,893,047	1,599,492	84,483	1,683,975
Children's Services		555,118	781,799	1,336,917	80,976	1,169,500	1,250,476
Lymphoedema Services		120,030	-	120,030	63,278	-	63,278
Wellbeing and Family Support Services		516,240	165,638	681,878	302,501	-	302,501
<b>Total Expenditure on Charitable Activities</b>		2,993,773	1,038,099	4,031,872	2,046,247	1,253,983	3,300,230
<b>Expenditure on Raising funds</b>							
Investment Management Fees		24,468	-	24,468	17,590	-	17,590
Retail Activities		1,821,072	-	1,821,072	1,489,183	-	1,489,183
Fundraising Activities		398,020	-	398,020	615,271	-	615,271
<b>Total Expenditure</b>	6	5,237,333	1,038,099	6,275,432	4,168,291	1,253,983	5,422,274
<b>(Taxation)/Tax Refund on Trading Profit</b>		5,057	-	5,057	-	-	-
<b>Net Income before net gain/(loss) on investments</b>		(975,684)	(3,140)	(978,824)	(136,266)	9,640	(126,626)
<b>Net Gain/(Loss) on Investments</b>	10	243,166	-	243,166	5,985	-	5,985
<b>Net Income/(Expenditure) Before Transfers</b>		(732,518)	(3,140)	(735,658)	(130,281)	9,640	(120,641)
<b>Transfers Between Funds</b>	15	52,842	(52,842)	-	(307,618)	307,618	-
<b>Net Movement in Funds for the Year</b>		(679,676)	(55,982)	(735,658)	(437,899)	317,258	(120,641)
<b>Funds Brought Forward at 1st April 2023</b>	15	10,113,495	394,641	10,508,136	10,551,394	77,383	10,628,777
<b>Funds Carried Forward at 31st March 2024</b>	15	9,433,819	338,659	9,772,478	10,113,495	394,641	10,508,136

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
For the year ended 31 March 2024

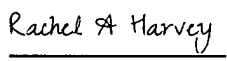
**Consolidated and Charity Balance Sheets for the Year Ended 31 March 2024**

	Note	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
<b>Fixed Assets</b>					
Tangible Assets	8	4,913,376	4,913,376	5,253,135	5,235,188
Intangible Assets	9	-	-	-	-
Investments	10	3,256,478	3,261,478	2,575,938	2,580,938
		<b>8,169,854</b>	<b>8,174,854</b>	<b>7,829,073</b>	<b>7,816,126</b>
<b>Current Assets</b>					
Debtors	11	442,718	468,568	454,232	827,420
Current Asset Investments	12	918,783	918,783	866,618	866,618
Cash on Deposit, at Bank and in Hand	12	652,295	566,608	1,740,949	1,324,819
		<b>2,013,796</b>	<b>1,953,959</b>	<b>3,061,799</b>	<b>3,018,857</b>
<b>Creditors: Amounts Falling Due Within One Year</b>	13	<b>411,173</b>	<b>356,336</b>	<b>382,736</b>	<b>326,847</b>
<b>Net Current Assets</b>		<b>1,602,624</b>	<b>1,597,624</b>	<b>2,679,063</b>	<b>2,692,010</b>
<b>Total Net Assets</b>		<b>9,772,478</b>	<b>9,772,478</b>	<b>10,508,136</b>	<b>10,508,136</b>
<b>Charity Funds</b>					
Restricted Funds		338,659	338,659	394,641	394,641
Designated Funds		8,960,376	8,960,376	1,700,000	1,700,000
General Funds		158,775	158,775	8,341,993	8,341,993
Investment Revaluation Reserve		314,668	314,668	71,502	71,502
<b>Total Funds</b>	15	<b>9,772,478</b>	<b>9,772,478</b>	<b>10,508,136</b>	<b>10,508,136</b>

As permitted by s408 Companies Act 2006, the Charitable Company has not presented its own profit and loss accounts and related notes. The charitable company's loss for the year was £735,658 (2023: loss of £235,878) after the full transfer of the annual profit balance from the trading company.

The notes on pages 32 to 48 form part of these financial statements.

These financial statements were approved by the Board of Trustees on 5th September 2024 and were authorised for issue and signed on its behalf by:

*Rachel A Harvey*  
  
 Ms Rachel Harvey  
 Chair of the Trustees

*Adam Millson*  
  
 Mr Adam Millson  
 Trustee

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

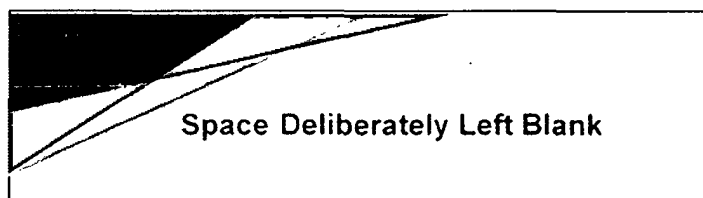
**Annual Report and Financial Statements**  
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**Consolidated Cash Flow Statement for the Year Ended 31 March 2024**

	Note	2024		2023	
		£	£	£	£
Net Cash inflow/(Outflow) from Operating Activities			(660,573)		520,238
Tax (Paid)/Refunded			5,057		-
<b>Net Cash Provided by Operating Activities</b>			<b>(655,516)</b>		<b>520,238</b>
<b>Cash Flows from Investing Activities:</b>					
Interest Received		128,287		45,295	
Purchase of Tangible Fixed Assets	8	(71,886)		(231,344)	
Purchase of Investment - Evelyn	10	(1,502,282)		(426,778)	
Proceeds on Disposal of Investments	10	1,002,282		423,751	
<b>Net Cash Used in Investing Activities</b>			<b>(443,599)</b>		<b>(189,076)</b>
Change in Cash and Cash Equivalents in Year			(1,099,115)		331,162
Cash and Cash Equivalents at the Beginning of the Year			2,682,088		2,350,926
<b>Cash and Cash Equivalents at the End of the Year</b>	12		<b>1,582,973</b>		<b>2,682,088</b>

**Reconciliation of Net Income/(Expenditure) to Net Cash Flow from Operating Activities:**

	2024	2023
	£	£
Net Income/(Expenditure) for the Year	(735,658)	(120,641)
(Gain)/Loss on Investments	(243,166)	(5,985)
Taxation Paid/(Refunded) on Trading Profit	(5,057)	-
Depreciation Charge	383,158	382,324
Asset Disposal Charge	28,486	-
Amortisation Charge	-	-
Interest and Investment Income Received	(128,287)	(45,295)
Loss on Disposal of Fixed Assets	-	-
(Increase)/Decrease in Debtors	11,514	270,529
Increase/(Decrease) in Creditors	28,437	39,306
<b>Net Cash (Outflow)/Inflow from Operating Activities</b>	<b>(660,573)</b>	<b>520,238</b>



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**NOTES TO THE FINANCIAL STATEMENTS**

**1 Accounting policies**

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

**Company Information**

St Andrews Hospice Limited is a company limited by guarantee, the liability of the Directors is limited to one pound, and a charity registered in England and Wales. The registered office is St Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP.

**Accounting Convention**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

St Andrews Hospice Limited constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its Trading Company subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis.

The Trading Company 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 significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**Going Concern**

The Charitable Company meets its daily working capital requirements through its cash balances and current asset investments of £1.57m, and also holds an investment portfolio valued at £3.26m at 31st March 2024. Given the charitable company's level of unrestricted reserves available at year end, robust fundraising record, and forward planning and projections undertaken by the management team, the Directors consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

**Fund Accounting**

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the objectives of the charity. They may also be designated for particular current or future purposes.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. These arise when funds are subject to specific restrictive conditions imposed by funders/donors or by the purpose of the grant. The purpose and use of the restricted funds are set out in note 15.

**Income**

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

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**Legacies**

Pecuniary and residuary legacies are recognised when there is sufficient evidence of entitlement to the legacy, receipt is probable and it can be measured with sufficient reliability.

**Gifts in Kind and Volunteers' Contributions**

St Andrew's benefits greatly from a variety of gifts in kind and voluntary contributions. Gifts donated for resale are included as income when they are sold. Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Consumables and small items donated for fundraising activities are not recognised in the financial statements. No amounts are included in the financial statements for services donated by volunteers.

**Operating Leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

**Pensions**

The charitable Company operates a defined contribution scheme for the employees of both the Charitable Company and its Trading Company subsidiary. Contributions are charged as an expense to the Statement of Financial Activities in the period in which they fall due.

**Staff Costs**

The costs of short-term employee benefits are recognised as a liability and an expense. The costs of any payments due to bank staff, for unsocial hours enhancements, for on call payments, for unused holiday entitlement or for hours worked in excess of contract are recognised in the period in which they become payable to the employee under relevant employment contracts.

Termination benefits are recognised as an expense at the point that the company is demonstrably committed to terminate the employment of an employee, or to provide termination benefits.

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Expenditure and Irrecoverable VAT**

Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT that cannot be recovered. Expenditure is allocated directly to a particular activity where costs relate directly to that activity.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

**Cost of Generating Funds**

These include the salaries, direct expenditure and overhead costs of the fundraising team as well as lottery and event costs, investment management costs and the cost of our retail operations.

**Charitable Activity Costs**

These include the salaries, direct expenditure and overhead costs of the care and support team.

**Investments**

Investments (other than investments in subsidiaries) are stated at market value as at the balance sheet date.

The investment portfolio managed by Evelyn, previously Tilney (see note 10) is held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices with any gains or losses going through the Statement of Financial Activities.

Investments in subsidiaries are stated at cost. The Directors review the carrying value annually for indications of impairment.

**Depreciation and Tangible Assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

The Charitable Company and Trading Company incur expenditure on creating tangible fixed assets for use, with costs being incurred over a number of months.

Costs are capitalised where expenditure results in either:

- The acquisition of an asset with a purchase value exceeding the Fixed Asset Threshold (currently £5,000);
- A development project with a combined cost exceeding the threshold increasing the value of any existing asset by at least that value;
- A project with a combined cost exceeding the threshold resulting in the creation of a defined grouped asset of at least that value.

**Fixed Asset Threshold**

As of 1<sup>st</sup> December 2023, fixed assets are recognised where expenditure on a single asset, related group of assets or capitalisable project exceeds £5,000. This replaced the previous threshold of £1,000.

**St Andrew's Hospice Limited**  
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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Fixed Assets and Depreciation**

Fixed assets are stated at cost. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold property 2-4% straight line  
Leasehold property 33% straight line  
Fixtures, fittings and equipment 20%-33% straight line  
Motor vehicles 25% straight line

Assets under the course of construction are not depreciated until brought into use.

Freehold land is not depreciated.

**Intangible Fixed Assets Other Than Goodwill**

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

**Software** Shorter of the life of the license or 3 years.

**Impairment Policy**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset or the asset's cash generating utility is estimated and compared to the carrying amount. Where the carrying amount exceeds the estimate, an impairment loss is recognised in profit or loss, unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

**Stocks**

Donated items of stock for resale are not included in the financial statements until they are sold as the Directors consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

Supplies purchased for clinical and other activities are treated as an expense when purchased, with no stock balance or adjustments applied to the Financial Statements.

Purchased goods for resale are treated as an expense when purchased, with no stock balance or adjustments applied to the Financial Statements.

**Tax**

St Andrew's Hospice Limited is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising to the extent that such income or gains are applied exclusively to charitable purposes.

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

The Trading Company subsidiary is liable to corporation tax on any chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date.

**Financial Instruments**

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**Cash at Bank and in Hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

**Creditors, Loans and Provisions**

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

Financial liabilities are recognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

**Service Costing and Allocation of Support Costs**

From the middle of 2023-24, expenditure costs were reallocated to the revised corporate structure, which was based on direct service departments and support departments. In addition, a clear recharging arrangement was agreed for support functions within the Charitable Company which also provided services to the Trading Company.

Previously some costs had been directly apportioned to Service departments and the Trading Company, a mechanism that was complex, confusing and lacked transparency.

As a result, the allocation of support costs and other overheads to direct service departments (clinical and other services delivering care and support to patients), retail activities and fundraising activities, has been reviewed and reworked. Each support function is now allocated based upon a reasonable apportionment basis, dependent upon the nature of the function. This revised model has been used to produce the cost breakdowns by service shown in Note 6.



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**Annual Report and Financial Statements**  
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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**2 Net Income**

	2024	2023
	£	£
<b>Net (expenditure)/income is stated after charging:</b>		
Depreciation of Tangible Fixed Assets	383,158	382,324
Amortisation of Intangible Fixed Assets	-	-
Loss on Disposal of Fixed Assets	28,486	-
Auditor's Remuneration - Audit of Charity and Subsidiary Company Accounts	18,690	17,805
Auditor's Remuneration - Non Audit Services	1,410	1,340

**3 Income from Investments**

	Unrestricted 2024	Unrestricted 2023
	£	£
Investment Dividends and Interest	58,359	33,615
Interest from Building Societies and Banks	69,928	11,680
	<b>128,287</b>	<b>45,295</b>

**4 Fundraising Events and Lottery**

	Unrestricted	Restricted	Total 2024	Unrestricted	Restricted	Total 2023
	£	£	£	£	£	£
Events	18,165	-	18,165	19,357	301	19,658
Lottery	279,355	90,388	369,743	306,153	104,578	410,731
	<b>297,520</b>	<b>90,388</b>	<b>387,908</b>	<b>325,510</b>	<b>104,879</b>	<b>430,389</b>

**5 Income from Retail Operations**

	Unrestricted	Restricted	Total 2024	Unrestricted As Restated	Restricted As Restated	Total 2023
	£	£	£	£	£	£
Trading Company	1,871,065	-	1,871,065	1,664,942	-	1,664,942
Charity Retail	73,356	-	73,356	58,128	-	58,128
	<b>1,944,421</b>	<b>-</b>	<b>1,944,421</b>	<b>1,723,070</b>	<b>-</b>	<b>1,723,070</b>

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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**6 Total Expenditure Year ended 31 March 2024**

	Adult Services	Children's Services	Lymphoedema Services	Wellbeing and Family Support Services	Retail Activities	Fundraising Activities	Investment Activities	Total 2024
	£	£	£	£	£	£	£	£
<b>Directly Allocated Costs</b>								
Staff Costs	720,354	564,717	67,504	395,048	938,424	86,079	-	2,772,126
Clinical Supplies and Services	254,116	128,010	370	1,289	-	-	-	383,785
Goods for Resale	-	-	-	-	71,592	-	-	71,592
Professional Fees	-	-	-	-	-	47,339	24,468	71,807
Lottery Prizes	-	-	-	-	-	76,600	-	76,600
Other Non Staff Costs	14,174	20,239	3,535	8,643	547,308	73,672	-	667,571
<b>Support Costs</b>								
Management	218,333	159,410	17,227	98,140	47,025	32,009	-	572,144
Communications and PR	40,543	29,238	2,928	16,608	3,140	8,493	-	100,950
Human Resources	57,463	44,626	6,521	37,698	24,034	10,188	-	180,530
Site Costs and Catering	292,414	177,467	7,449	42,247	84,564	21,603	-	625,744
Finance IT and Communications	105,712	76,235	7,635	43,303	85,911	22,143	-	340,939
Depreciation and Asset Costs	189,938	136,975	6,861	38,902	19,074	19,894	-	411,644
<b>Total Expenditure</b>	<b>1,893,047</b>	<b>1,336,917</b>	<b>120,030</b>	<b>681,878</b>	<b>1,821,072</b>	<b>398,020</b>	<b>24,468</b>	<b>6,275,432</b>

**6 Total Expenditure Year ended 31 March 2023**

	Adult Services	Children's Services	Lymphoedema Services	Wellbeing and Family Support Services	Retail Activities	Fundraising Activities	Investment Activities	Total 2023
	£	£	£	£	£	£	£	£
<b>Directly Allocated Costs</b>								
Staff Costs	1,036,570	765,099	39,850	191,156	896,614	240,557	-	3,169,846
Clinical Supplies	37,478	34,852	91	529	-	-	-	72,950
Training	7,201	7,443	203	685	2,362	206	-	18,100
Goods for Resale	-	-	-	-	35,031	-	-	35,031
Professional Fees	4,196	4,196	393	1,049	4,536	3,278	-	17,648
Lottery Prizes	-	-	-	-	-	81,500	-	81,500
<b>Support Costs</b>								
Premises	135,530	100,036	5,210	24,993	425,554	29,530	-	720,853
IT and Communications	38,512	28,427	1,401	7,102	15,504	38,259	-	129,285
PR and Marketing	4,329	3,195	167	798	16,206	117,845	-	142,540
Management and Finance	250,753	185,083	9,640	46,242	35,753	51,657	17,590	596,718
Vehicles and Travel	8,859	6,539	341	1,633	38,008	101	-	55,481
Depreciation and Amortisation	160,547	115,606	5,902	28,314	19,615	52,338	-	382,322
<b>Total Expenditure</b>	<b>1,683,975</b>	<b>1,250,476</b>	<b>63,278</b>	<b>302,501</b>	<b>1,489,183</b>	<b>615,271</b>	<b>17,590</b>	<b>5,422,274</b>

Changes to management structures during 2023 resulted in a significant restructure of management reporting, which is reflected in the changes between the 2022/23 reporting breakdown and the revised breakdown applied for 2023/24. This is covered in further detail in Note 1.

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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**7 Staff Numbers and Costs**

The average number of staff employed by the charitable group, based on payroll data, not including vacancies, was as follows:

	Average		Average	
	Average FTE	Headcount	Average FTE	Headcount
	2024	2024	2023	2023
	No.	No.	No.	No.
Charitable Activities	61	76	55	70
Fundraising and Shops	38	48	40	50
Management and Administration	19	23	17	21
	<b>118</b>	<b>147</b>	<b>112</b>	<b>141</b>

The aggregate payroll costs of these persons was as follows:

	2024	2023
	£	£
Wages and salaries	3,495,043	2,976,019
Social security costs	254,857	247,871
Other pension costs	230,582	128,820
	<b>3,980,482</b>	<b>3,352,710</b>

The number of higher paid employees is disclosed below.

	2024	2023
	No.	No.
£60,000 to £69,999	2	2
£70,000 to £79,999	1	1
£80,000 to £89,999	1	1

Employer contributions into a money purchase scheme for these individuals were £37,062 (2023: £19,342).

The key management personnel of the charity (and group) comprise the Directors and the senior management team which comprises 8 individuals (2023: 8). The total remuneration of the key management personnel employed by the charity (and group) were £506,748 inclusive of employer social security and pension scheme contributions (2023: £504,142).

Pension contributions of £27,284 were outstanding at 31st March (2023: £20,168).

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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**8 Tangible Fixed Assets**

**Group**

	Leasehold Property £	Freehold Property £	Fixtures and Fittings £	Clinical Equipment £	Other Equipment £	Motor Vehicles £	Total £
<b>Cost</b>							
At 1 April 2023	57,891	7,756,401	688,422	89,415	35,888	-	8,628,017
Disposals	-	-	(49,404)	(12,228)	(29,076)	-	(90,708)
Additions	-	-	46,776	25,110	-	-	71,886
<b>At 31 March 2024</b>	<b>57,891</b>	<b>7,756,401</b>	<b>685,794</b>	<b>102,297</b>	<b>6,812</b>	<b>-</b>	<b>8,609,195</b>
<b>Depreciation</b>							
At 1 April 2023	52,786	2,956,619	316,284	34,327	14,868	-	3,374,883
Disposals	-	-	(41,535)	(986)	(19,701)	-	(62,222)
Provided for in the Year	5,105	254,538	92,595	23,628	7,293	-	383,158
<b>At 31 March 2024</b>	<b>57,891</b>	<b>3,211,156</b>	<b>367,343</b>	<b>56,969</b>	<b>2,460</b>	<b>-</b>	<b>3,695,819</b>
<b>Net book amount</b>							
At 31 March 2024	<b>0</b>	<b>4,545,245</b>	<b>318,451</b>	<b>45,328</b>	<b>4,352</b>	<b>-</b>	<b>4,913,376</b>
At 31 March 2023	5,105	4,799,782	372,138	55,088	21,022	-	5,253,135

**Charity**

	Leasehold Property £	Freehold Property £	Fixtures and Fittings £	Clinical Equipment £	Other Equipment £	Motor Vehicles £	Total £
<b>Cost</b>							
At 1 April 2023	-	7,756,401	681,277	89,415	15,569	-	8,542,662
Disposals	-	-	(42,259)	(12,228)	(8,757)	-	(63,244)
Additions	-	-	46,776	25,110	-	-	71,886
<b>At 31 March 2024</b>	<b>-</b>	<b>7,756,401</b>	<b>685,794</b>	<b>102,297</b>	<b>6,812</b>	<b>-</b>	<b>8,551,304</b>
<b>Depreciation</b>							
At 1 April 2023	-	2,956,619	309,671	34,327	6,858	-	3,307,474
Disposals	-	-	(34,922)	(986)	(7,840)	-	(43,748)
Provided for in the Year	-	254,538	92,595	23,628	3,442	-	374,202
<b>At 31 March 2024</b>	<b>-</b>	<b>3,211,156</b>	<b>367,343</b>	<b>56,969</b>	<b>2,460</b>	<b>-</b>	<b>3,637,928</b>
<b>Net book amount</b>							
At 31 March 2024	<b>-</b>	<b>4,545,245</b>	<b>318,451</b>	<b>45,328</b>	<b>4,352</b>	<b>-</b>	<b>4,913,376</b>
At 31 March 2023	-	4,799,782	371,607	55,088	8,711	-	5,235,188

Following the internal review of the fixed asset registers and depreciation policies implemented in December 2023, asset classifications were clarified to better demonstrate the breakdown of assets and asset values on the register.

**St Andrew's Hospice Limited**  
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**Annual Report and Financial Statements**  
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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**9 Intangible Fixed Assets**

**Group and Charity**

	<b>Software</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
At April 2023	23,414	23,414
Disposals	(23,414)	(23,414)
Additions	-	-
At 31 March 2024	<u>-</u>	<u>-</u>
<b>Amortisation</b>		
At April 2023	23,414	23,414
Disposals	(23,414)	(23,414)
Provided for in the Year	-	-
At 31 March 2024	<u>-</u>	<u>-</u>
<b>Net book amount</b>		
At 31 March 2024	<u>-</u>	<u>-</u>
At 31 March 2023	<u>-</u>	<u>-</u>

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**Annual Report and Financial Statements**  
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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**10 Investments**

<b>Group</b>	<b>Other investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
Valuation			
At 1 April 2023	-	2,501,417	<b>2,501,417</b>
Additions	-	1,502,282	<b>1,502,282</b>
Disposals	-	(1,002,282)	<b>(1,002,282)</b>
Revaluation Gain/(Loss)	-	243,166	<b>243,166</b>
<b>Market Value at 31 March 2024</b>	<b>-</b>	<b>3,244,583</b>	<b>3,244,583</b>
Cash Held in Investment Portfolio (Note 12)	-	11,895	11,895
<b>Total at 31 March 2024</b>	<b>-</b>	<b>3,256,478</b>	<b>3,256,478</b>

<b>Charity</b>	<b>Investment in subsidiary companies £</b>	<b>Other investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
Valuation				
At 1 April 2023	5,000	-	2,501,417	<b>2,506,417</b>
Additions	-	-	1,502,282	<b>1,502,282</b>
Disposals	-	-	(1,002,282)	<b>(1,002,282)</b>
Revaluation Gain/(Loss)	-	-	243,166	<b>243,166</b>
<b>At 31 March 2024</b>	<b>5,000</b>	<b>-</b>	<b>3,244,583</b>	<b>3,249,583</b>
Cash Held in Investment Portfolio (Note 12)	-	-	11,895	11,895
<b>Total at 31 March 2024</b>	<b>5,000</b>	<b>-</b>	<b>3,256,478</b>	<b>3,261,478</b>

The historical cost of listed investments as at 31 March 2024 was £2,922,162 (2023: £2,429,915).

**Principal Subsidiaries**

The company owns 100% of the issued share capital of St Andrew's Hospice (Trading) Limited, incorporated in England and Wales.

Details relating to the subsidiary, and financial results for the year are shown below:

Company Number	02775647
Registered office	St. Andrew's Hospice, Peaks Lane, Grimsby, DN32 9RP
Principal activity	Sale of donated goods

	<b>31st March 2024</b>	<b>31st March 2023</b>
Income	£1,874,960	£1,713,419
Expenditure	(£1,710,662)	(£1,489,183)
Profit/(Loss) for the year	£164,298	£224,236
Total Assets	£212,675	£545,569
Total Liabilities	(£207,675)	(£540,569)
Net Assets	£5,000	£5,000

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

Annual Report and Financial Statements  
For the year ended 31 March 2024

**Notes to the Financial Statements for the Year Ended 31 March 2024**

**11 Debtors**

	Group		Charity	
	Due within one year 2024 £	Due within one year 2023 £	Due within one year 2024 £	Due within one year 2023 £
Trade Debtors	45,468	57,018	19,311	56,594
Prepayments & Accrued Income	357,261	333,107	271,977	250,125
Other Debtors	741	17,854	424	4,288
VAT Receivable	39,248	46,253	24,018	31,733
Amounts Due from Subsidiary Undertakings	-	-	152,838	484,680
	<b>442,718</b>	<b>454,232</b>	<b>468,568</b>	<b>827,420</b>

**12 Cash at Bank, in Hand and on Deposit**

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Interest Bearing Bank and Deposits	649,987	1,740,102	565,395	1,324,155
Cash in Hand	2,308	847	1,213	664
<b>Subtotal - Total Cash</b>	<b>652,295</b>	<b>1,740,949</b>	<b>566,608</b>	<b>1,324,819</b>
Current Asset Investments	918,783	866,618	918,783	866,618
Cash Held in Investment Portfolio	11,895	74,521	11,895	74,521
	<b>1,582,973</b>	<b>2,682,088</b>	<b>1,497,286</b>	<b>2,265,958</b>

**13 Creditors: Amounts Falling Due Within One Year**

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade Creditors	182,247	93,405	140,952	62,632
Taxation and Social Security	58,817	63,677	58,817	63,677
Accruals and Deferred Income	53,585	112,542	40,043	87,426
Other Creditors	39,404	37,300	39,404	37,300
Advanced Lottery Receipts	77,120	75,812	77,120	75,812
	<b>411,173</b>	<b>382,736</b>	<b>356,336</b>	<b>326,847</b>

**14 Commitments**

Total commitments under non-cancellable leases are as follows:

**Group and Charity**

	Land and Buildings 2024 £	Other 2024 £	Land and Buildings 2023 £	Other 2023 £
	Within One Year	137,796	19,284	148,279
More Than One Year and Less Than 5 Years	198,236	30,775	320,961	11,891
In More Than 5 Years	-	-	-	-
	<b>336,032</b>	<b>50,059</b>	<b>469,240</b>	<b>18,930</b>



**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**15 Statement of Funds (continued)**

**Funds Structure:**

General funds represent the free reserves of the charity that are not designated or restricted for particular purposes.

Fixed Asset funds represent funds linked to the fixed asset base of the Charity.

Designated Funds are funds allocated by the Trustees for specific purposes, currently across the following headers:

Financial Risk - these funds are designated by the Trustees to provide coverage for a financial worst case position in year;  
Closure - these funds are designated by the Trustees to provide coverage for the orderly closure of the Charity if required;  
Development - these funds are designated by the Trustees to provide for further development of the Charity and its assets and services.

Restricted funds represent grants or other donations held but not yet spent which have a specific purpose formally set by the donor on confirming the donation or grant award.

Current Restricted Funds are described as follows:

Children's Unit - Donations and income received in 2023/24 restricted for use on services for children.  
Adult Unit - Donations and income received in 2023/24 restricted for use on services for adults.  
The National Lottery Community Fund - Grants received in 2021/22 for use on an ongoing volunteer coordination and support project.  
Southampton Hospitals Charity - Grants received in 2022/23 for use on Hospice at Home services, Clinical Educator development, improvements to children's bereavement services, and memory making projects.  
Legacy - Mr Harrison - A legacy received in 2023/24 restricted for use on services for adult end of life patients' support outside beyond inpatient care.  
Personalisation Project - A Humber and North Yorkshire ICB grant transferred to St Andrew's in 2023/24 from St Catherine's to fund an ongoing project to improve personalised care for end of life patients inside and outside hospices.  
Other Restricted Funds - Other grants donations and legacies received with specified expenditure restriction expressed by the donating person or body.

**Transfers:**

Transfers between funds have been made to restructure the funds according to the Reserves Policy adopted by the Trustees in May 2024, in line with existing procedures, as discussed prior to year end with Trustees.

There have been no transfers between unrestricted and restricted funds in year, aside from the transfer required from restricted funds to cover capital expenditure incurred by the Charity linked to delivery of restricted fund objectives (£52,842).

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

**Notes to the Financial Statements for the Year Ended 31 March 2024**

**16 Analysis of Net Assets Between Funds**

Fund balances at 31 March 2024 are represented by:

Group	Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	338,659	338,659
Unrestricted Funds	4,913,376	3,256,478	1,263,965	9,433,819
	<b>4,913,376</b>	<b>3,256,478</b>	<b>1,602,624</b>	<b>9,772,478</b>

Fund balances at 31 March 2023 are represented by:

Group	Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	394,641	394,641
Unrestricted Funds	5,253,135	2,575,938	2,284,422	10,113,495
	<b>5,253,135</b>	<b>2,575,938</b>	<b>2,679,063</b>	<b>10,508,136</b>

**17 Analysis of Net Cash Funds**

Group	At Beginning of Year	Cashflow	At End of Year
	£	£	£
Cash in Hand	847	1,462	2,309
Cash on Short Term Deposit	1,740,102	(1,090,115)	649,987
<b>Net cash funds</b>	<b>1,740,949</b>	<b>(1,088,654)</b>	<b>652,295</b>

The group had no debt in the current or previous year.

**18 Contingent Liabilities**

The group has no contingent liabilities at 31 March 2024 or at March 2023.

**19 Capital Commitments**

The group has capital commitments at 31 March 2024 of £nil (2023: £nil).

**20 Related Parties**

St Andrew's Hospice (Trading) Limited is a wholly owned subsidiary of St Andrew's Hospice Limited. The two entities also have some common directors. At the year end, amounts owed to the Charity to St Andrew's Hospice (Trading) Limited were £152,838 (2023: £484,680). During the year the charity recharged direct salary costs of £940,233 (2023: £895,782), shared salary costs of £110,913 and other expenses of £3,861 (2023: £94,831) relating to other support costs. Insurance cost relating to Trading buildings and vehicles of £34,920 were also recharged (2023: included in other recharges). Recharging arrangements were simplified after a management review during the course of 2023/24, meaning that not all figures are directly comparable with the prior year values. The subsidiary acted as agent with respect to donations falling under the retail gift aid scheme of £310,710 (2023: £285,145).

During the year, trustees expenses of £273 (2023: £280) were incurred in relation to one trustee attending a conference.

Amounts of £35,785 inclusive of employer's social security and pension contributions (2023: £36,856) were paid to the daughters of members of the key management team in relation to work within Children's Services. No amounts were outstanding as at year end.

There were no other disclosable related party transactions during the current or previous year.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2024**

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**Notes to the Financial Statements for the Year Ended 31 March 2024**

**21 Control**

The Directors are of the opinion the Charity has no ultimate controlling party.

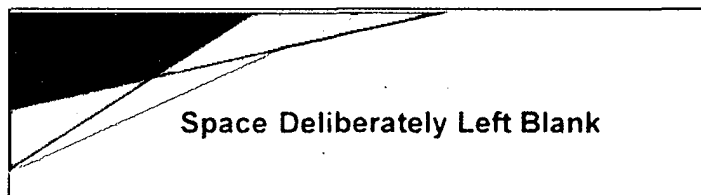
**22 Prior Year Adjustment**

St Andrew's Hospice operates a number of shops branded Andy's, the income from these shops has historically been treated as restricted due to the branding implying a purposes narrower than the overall purposes of the charitable group in line with paragraph 2.8 of the Charity SORP, which relates to fundraising activities.

During the year the Trustees in consultation with the Senior Management Team reviewed this position and have taken the view that with reference to paragraph 4.35 and 4.36 of the SORP funds generated from these shops constitute trading activities, and therefore should be considered in line with paragraph 5.39 of the SORP rather than paragraph 2.8. Paragraph 5.39 states that income earned from the sale of goods and services under contract is normally classified as unrestricted funds on the basis that it is not a gift and therefore cannot be restricted under trust law.

This policy change has also necessitated a prior year adjustment. The impact of the prior year restatement has been to reduce restricted income relating the Andy's Children's Hospice by £605,000 and to reduce restricted expenditure by £605,000. As all funds were spent there is no impact on carried forward fund balances from the prior year.

In addition it was identified that in the previous year on the face of the Statement of Financial Activities expenditure of £107,203 was shown as expenditure on Adult services, which actually related to fundraising activities surrounding grant spend for Children's services. This has been restated on the Statement of Financial Activities however the notes to the financial statements in the previous year had correctly presented this. This restatement does not impact the net result, balance sheet or closing funds.



**ST ANDREWS HOSPICE LIMITED**

England & Wales - Charity number 1011117

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# Accounts

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**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Audited Annual Report and Financial Statements**  
**For the year ended 31 March 2023.**



**Company Number: 02710865**

**Charity Number: 1011117**

**St Andrew’s Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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# **St Andrew's Hospice Limited**

(A Company Limited by Guarantee)

**Annual Report and Financial Statements  
For the year ended 31 March 2023**

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## **ACKNOWLEDGEMENTS**

The Trustees sincerely thank St Andrew's Hospice's partners, supporters and donors for their ongoing support.

Members of the public who donate and raise funds for St Andrew's Hospice, whether through taking on fundraising challenges, leaving a gift in their will or by donating directly, provide a vital source of income for our work for which we are truly grateful.

We are also most grateful to our corporate partners who similarly support us in a wide variety of ways from corporate volunteering to fundraising activities.

We would like to thank all the charitable trusts, foundations and grant funders whose support has also been invaluable in enabling us to fund projects that we might not ordinarily have been able to.

We thank our Vice-Presidents for their ongoing commitment to St Andrew's Hospice.

Finally, we must thank our staff and volunteers who continue to go above and beyond to contribute to ensuring as many people as possible get the high-quality end of life care that they deserve.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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**CHARITY INFORMATION**

**Company number**  
02710865

**Charity number**  
1011117

**Registered Office**  
St Andrew's Hospice  
Peaks Lane  
Grimsby  
DN32 9RP

**Vice Presidents**

Mr I Davey  
Mr H Greenwood

**Directors**

Ms R Harvey Chair  
Mr I Hargreaves Vice Chair  
Mr D R Hatfield (Resigned 11/4/23)  
Mr N Tranter  
Mrs J Bake  
Mr A Millson  
Ms P Spaight  
Mr M Wade  
Mr M Esmiley  
Dr T Salisbury (Resigned 16/11/22)

**Senior Management Team**

Michelle Rollinson	Chief Executive
Geoff Jago	Head of Finance
Lesley Charlesworth-Browne	Deputy CEO
Karen Higgins	Director of Clinical Services
Shelley Lambert	Director of Governance and Quality
Jacqui Hall	Director of People and Operations
Soraya Jenney	Head of IT and Digital Transformation

**Solicitors**

Wilkin Chapman Grange  
New Oxford House  
Town Hall Square  
Grimsby  
DN31 1HE

**Auditors**

BHP LLP  
Rievaulx House  
1 St Mary's Court  
York  
YO24 1AH

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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**STATEMENT FROM THE CHAIR OF TRUSTEES**

Welcome to St Andrew's Hospice's Annual Report for 2022-23. As Chair, I look back with a sense of pride on a rich and eventful twelve months for the Hospice, and ahead to a crucial and challenging period for our organisation, and for the wider health and care sector.

This report demonstrates how, building on the accomplishments of previous years, we have continued to deliver and design services in response to the needs of the community, with the patient and their family at the very centre of all we do. It is a reflection of how we strive, year on year, to improve the quality and responsiveness of our specialist palliative and end-of-life care services to our patients and those important to them. This is an opportunity to celebrate our successes, learnings, and achievements through challenging economic times.

The landscape of hospice care is ever changing with challenges of income generation and increasing cost pressures. In an era where charitable giving has been hit by austerity, and where research is clearly indicating that demand for services is growing; costs have also increased due to further NHS pay rises having an impact on the recruitment and retention of hospice staff, and by greater regulation and the demands of commissioners and quality inspections.

St Andrew's is an independent Hospice charity that delivers its services to NHS patients in our local area, without charge. We are funded principally by the enormous generosity of our local community, supported by NHS Humber and North Yorkshire, and NHS Lincolnshire, Integrated Care Boards (formally North East Lincolnshire CCG and Lincolnshire CCG).

Despite the current economic climate, the Hospice has continued to provide a high-quality service and remains financially sound. Our resilience and adaptability have continued to be key to our success, and our teams continue to strive for excellence in all they deliver. It's been another difficult year, but every person has risen to the challenge and as a result we have continued to provide the very best end of life care for our local communities.

We continue to evolve and reflect the pace of change in the NHS to move to a more collaborative approach, we are looking to the future and our priorities. Work has begun on our next strategy that will cover the period from April 2024, our 45<sup>th</sup> year. We're engaging with staff and volunteers across the charity, our partner organisations, along with our wider community, to map the way forward for our Hospice, community services and wider charity.

From a financial perspective, we have again seen the benefit of an emphasis on our Charitable Trusts, Foundations and Grant fundraising which has enabled us to undertake expenditure and projects that we might not ordinarily have been able to. In the year to 31<sup>st</sup> March 2023 we have accounted for £552,753 of funds from these sources; a record year, some of which will sustain multi-year projects when drawn from the £394,641 of total restricted funds.

We were very grateful to receive £296,177 this year from the NHS England Children's Hospice Grant programme.

Our Trading Company produced £1,950,088 an increase of some £367,158 year on year – to aid the reader, these figures may not be immediately visible as the calculation comprises "Donations- retail Gift Aid sales" plus "Income from retail operations". Splitting the income is a requirement of the reporting rules for Charities but could be misleading in establishing the full picture and contribution of our retail activity.

Total expenditure over the year rose by £438,941 (from £4,983,333 to £5,422,274). This increase is significantly due to the increases in salaries of over £253,000.

At the end of the year there was a deficit of £120,641 primarily because of increasing costs as noted above. The deficit figure does, however, include non-cash movements (depreciation) of £382,324 and thus our cash position for the year is a positive one.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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**STATEMENT FROM THE CHAIR OF TRUSTEES**

I am extraordinarily privileged to be the Chair of such a vibrant and innovative organisation, and I look forward to what's in store in 2023/24. Our dedicated and passionate people provide excellent care for every person who touches our services.

I would like to thank my fellow Board members and our dedicated staff and volunteers for their hard work and determination in keeping St Andrew's Hospice thriving and for continuing to deliver high standards of care and support for our patients and community.



Rachel A Harvey (Oct 26, 2023 15:06 GMT+1)

.....  
Rachel Harvey  
**Chair, St Andrew's Hospice**

# **St Andrew's Hospice Limited** **(A Company Limited by Guarantee)**

## **Annual Report and Financial Statements** **For the year ended 31 March 2023**

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### **REPORT FROM THE TRUSTEES**

The Trustees present their annual report, strategic report and the audited consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

### **Company status**

The charity is constituted as a company limited by guarantee and is therefore governed by its Articles of Association. The liability of the members in the event of the company being wound up is limited to £1. The company is a registered charity and acts entirely as a non-profit making organisation.

### **Objectives and activities**

The charity was registered in 1980, after the formation of a group of dedicated local people in 1979, their inspiration being prompted by a national conference on the growth of the Hospice movement. They all felt that if there was a better way to respond to the needs of the terminally ill and their families, then every effort should be made, however daunting the challenge. As early as 1980, day care was offered once a week in 'borrowed' premises. A property was purchased in 1983, and by December 1986 both in-patient and day care for adults was operational. It wasn't until 1999 that the need for care of children and young people was identified, and the children's unit opened in 2001. In 2014/15 significant redevelopment took place on our site in Peaks Lane, to provide improved purpose-built facilities for our patients, encompassing all services for both adults and children under one roof.

### **How our activities deliver public benefit**

The main areas of our charitable activities are caring for people of all ages with a progressive life-limiting illness and also supporting their families and carers. All care is offered without charge to patients.

Information included in the other sections of the Annual Report identifies, in more detail, the public benefit that the Hospice provides. Much of it is taken from our Quality Accounts which are prepared annually for NHS England.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity (PB2)". In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

### **Our primary aim**

"To promote the relief of sickness by such charitable means as the Company shall from time to time think fit" (Articles).

St Andrew's Hospice provides specialist palliative and end of life care for babies, children, young people and adults who have a progressive life-limiting or life-threatening illness.

Specialist palliative care is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual. Palliative care:

- provides relief from pain and other distressing symptoms.
- affirms life and regards dying as a normal process.
- intends neither to hasten or postpone death.

## REPORT FROM THE TRUSTEES

- integrates the psychological and spiritual aspects of patient care.
- offers a support system to help patients live as actively as possible until death.
- offers a support system to help the family cope during the patient's illness and in their own bereavement.
- uses a team approach to address the needs of patients and their families, including bereavement counselling, if indicated.
- will enhance quality of life and may also positively influence the course of illness.
- is applicable early in the course of illness, in conjunction with other therapies that are intended to prolong life, such as chemotherapy or radiation therapy, and includes those investigations needed to better understand and manage distressing clinical complications.

## Our mission, vision, and values



### VISION

Providing excellence and choice for everyone affected by a life-limiting illness

### MISSION

To make each day count for people with life-limiting illnesses and support those who care for them



### VALUES



“ As custodians we strive to preserve and enhance the reputation and brand of St Andrew's Hospice for the future, ensuring we are advocates for our values and purpose at all times. ”

## We will achieve these by:

- demonstrating concern for the holistic care of the patient, and to offer support not only to the patient, but also to those who care for them, both during illness and into bereavement.
- communicating and liaising with all involved in the care of the patient, ensuring an integrated, seamless service is provided.
- valuing the dignity and individuality of all patients and their rights to self-determination.
- providing a flexible approach to care, wherever possible, in a manner and place of the patient's choosing: support in the early stages, in-patient and wellbeing service, clinics and support at home.
- generating commitment and teamwork, bringing together the expertise and skills of a multidisciplinary team to meet the highest possible standards, addressing the patients' medical, nursing, social, emotional and spiritual needs, thereby enhancing the quality of life of the patient, and supporting those who care for them.
- providing continuing education and training opportunities for all staff in order to develop commitment, expertise, specialism, innovation and the sharing of knowledge.
- developing St Andrew's Hospice as an education, training and resource unit offering placements to students from all disciplines.
- ensuring the quality and standard of service is of a consistently high level, undertaking regular audit and responding to changing needs.
- providing the most effective care in the most cost-efficient manner.

## REPORT FROM THE TRUSTEES

- being respected by health care professionals for the excellence of our service; to be respected by the public for our open and ethical behaviour, and for our dedication to the highest possible standards of care.

### Our Strategic Commitments

## Our key commitments



### Our criteria for care

Anyone, of any age, with a progressive life-limiting illness can access the services offered at St Andrew's Hospice.

### Driving force

There are currently many local people not accessing hospice care due to their lack of understanding regarding the care that hospices deliver.

We want to change peoples' perceptions regarding hospice care. We can offer our expert service to benefit many more local people.

### Services

The care and support teams at St Andrew's Hospice consists of professionals with expertise and training in palliative care. As well as having access to Palliative Care Consultants for both adults and children, Specialist Doctors and Nurses, a wide range of therapists and allied healthcare professionals are employed, such as Physiotherapist, Palliative Care Social Workers, Lymphoedema Specialists, Complementary Therapists, and a Therapeutic Activities Co-ordinator, making up the multidisciplinary team. The care and support teams are fully integrated with the administrative staff, and closely supported by volunteers in all departments.

# **St Andrew's Hospice Limited** (A Company Limited by Guarantee)

## **Annual Report and Financial Statements** **For the year ended 31 March 2023**

---

### **REPORT FROM THE TRUSTEES**

Patients accessing either the Adult or Children's services have access to a comprehensive range of facilities and care, including emotional and social support, sensory equipment, hydrotherapy-spa pool, gym, quiet reflective gardens, memory making activities, friendships and peer support, therapeutic activities, cinema, and so the list goes on.

Families and carers can access emotional, social and bereavement support as well as Carers and Children and Young Peoples Groups. Parent and Patient/Carer Forums are established and are working well, ensuring that service delivery planning and facility design is coproduced by patients and carers.

#### **Adult service**

We are proud to offer individualised, compassionate holistic care to everyone, in our local community who needs us. We support our patients and their families through their entire journey; from the moment they receive a life-limiting diagnosis through to inpatient stays and even ongoing bereavement support.

#### **Inpatient Care**

The adult inpatient unit at St Andrew's Hospice is a welcoming, homely environment where patients can receive round-the-clock care and support. We provide symptom control, respite, rehabilitation, and end-of-life care for people over the age of 18, with a life-limiting illness.

Our inpatient unit has 12 single, ensuite rooms, all of a high standard and with views and access into beautiful gardens.

#### **Wellbeing Services**

Our Wellbeing Support Services help people to live well by being as in control of their condition as possible and, where appropriate, achieve the things that are important to them.

Patient needs are assessed, and a programme of care is developed to meet their individual needs through one to one or group work e.g., physiotherapy, complementary therapy, arts and crafts, gardening.

#### **Family Support and Bereavement Care**

Support for patients and families is provided through our social work and bereavement teams as needed.

#### **Andy's Children's Services**

Care is provided for children and young adults who have a progressive life-limiting or life-threatening condition. We help families to "make each day count" and enable every child to live life to the fullest, creating lasting memories and leaving their mark on the world.

Andy's provides palliative care to children living in Northeast Lincolnshire, North Lincolnshire, Lincolnshire, Hull and the East Riding, both at our specialist purpose-built Hospice and in the child's own home. We welcome children from birth to the age of 25 years, when we support them to transition to our adult services at St Andrew's Hospice, or other adult services within their local area.

Care is provided through our 4 inpatient beds, our outpatient services or through our Hospice at Home and Community services. Each of these services supports respite, rehabilitation, symptom control and end of life care. There are also therapeutic activity groups organised using themes.

#### **Regulation**

Care Quality Commission (CQC) suspended their routine inspection programme in March 2020 in response to Covid-19 and are not intending to resume it for the immediate future. They have continued to use a mix of onsite and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive.

# **St Andrew's Hospice Limited** **(A Company Limited by Guarantee)**

## **Annual Report and Financial Statements** **For the year ended 31 March 2023**

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### **REPORT FROM THE TRUSTEES**

In accordance with this approach CQC carried out a review of the data available to them about St Andrew's Hospice, Adult and Children's Services on 6 July 2023.

They have not found evidence that they need to carry out an inspection or reassess their rating at this stage.

Other regulators to which we are registered are the Gambling Commission, for the St Andrew's Hospice Lottery, and the Charity Commission. The Gambling Commission carried out an inspection six years ago and no material issues were identified.

### **Fundraising**

In the years since the 2015 Etherington report, the world of charity fundraising has seen increased scrutiny around some of its practices. The subsequent introduction of the Code of Fundraising Practice (the code) by the Fundraising Regulator is a means by which charities can voluntarily register and demonstrate their commitment to good practice. St Andrew's Hospice Ltd has chosen to voluntarily register with the Fundraising Regulator and is compliant with the code. The Hospice uses the code to support and guide our fundraising work and, its provisions are woven into our operational / campaign / event planning approaches, and our audits; this includes training for fundraising staff.

The Hospice also has a policy and procedure infrastructure which includes (amongst other things) a Vulnerable Persons Policy and a Fundraising Policy; these policies reflect the requirements of the code and wider regulation (for example the Lottery and the Gambling Act) and are audited to ensure that our practices are in alignment.

The code and the Hospice's overall policy infrastructure guide our Marketing, Communications and Promotional activities, some of which informs how the public might engage with our campaigns, participate in raising funds or, donate to the Hospice. Such media (digital, online and offline) reflects the code and includes things, as appropriate, such as the use of Fundraising Regulator logos, organisational / charity information, how funds will be used and the distinction between "in aid of" and "on behalf of" activities.

St Andrew's Hospice engages only thoroughly vetted 3<sup>rd</sup> party commercial participators for the purposes of fundraising; (for example, our lottery is managed by an External Lottery Manager: ELM) and, monitors their activity routinely, collaboratively and as part of our quality and assurance infrastructure (e.g. audits).

The Hospice has a complaints policy and procedure and established approaches regarding the management of complaints and feedback and the resulting lessons learned. This sits as a part of our quality and assurance infrastructure which is overseen at Board level. No complaints have been received in 2022-23 in respect of our fundraising practices under the code; feedback and comments that fall short of formal complaints are recorded and resolved with lessons learned as part of our usual processes and day to day activities.

### **Volunteers**

Despite the uncertainty of recent years, we are fortunate to have retained many of our volunteers and we are now seeing an increase in applicants offering their support.

In March 2020, many of our 370 volunteers had to step back because of the pandemic, but by March 2023, most of our volunteers have returned to their roles. Our volunteers remain the largest group of people undertaking roles right across our organisation.

We have continued to schedule social media posts to promote a variety of roles we offer and showcase the real impact our volunteers have on the lives of our patients and their families.

We currently have around 400 kind-hearted volunteers who generously give their time to St Andrew's Hospice. They are involved in a wide range of supporting roles, from helping in our retail shops, coffee shop, supporting our patients, driving, undertaking administrative duties, or working hard to maintain our beautiful gardens in all weathers.

# **St Andrew's Hospice Limited** **(A Company Limited by Guarantee)**

## **Annual Report and Financial Statements** **For the year ended 31 March 2023**

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### **REPORT FROM THE TRUSTEES**

Our volunteers are all much respected and play an integral part of the workforce at St Andrew's Hospice. We are enormously grateful to each one for their time, dedication, and commitment to our Hospice.

#### **Relationships**

We are committed to working collaboratively with our colleagues both within the statutory and the voluntary sector, to ensure a seamless service for patients and their families and to prevent duplication of services, thereby delivering care in the most cost effective and efficient way possible.

We have continued to focus on collaborative and partnership working across North East Lincolnshire Health Care Partnership and the wider Humber and North Yorkshire Integrated Care Board. Local health and care partners continue to work together in a more integrated way, to form new solutions to respond to the increasing demand for care and support as well as other complex issues facing us collectively. We have also developed our working relationships across a Northern Lincolnshire footprint, focussing on palliative and end of life care services. This collaboration will help improve the experiences of people with a palliative diagnosis and those who care for them.

#### **Strategic Report**

##### **Achievements in 2022-23**

###### **Income generation**

Our income is derived from a mixed economy of activities including Trading income (primarily charity retail trading), donations, legacy, lottery, fundraising events, investments, trust and foundations/ grants and a contribution amounting to around 19% of our total income from statutory (NHS) sources.

The totality of our income and its sustainability is key to enabling the Hospice to maintain the level of service(s) needed to meet growing needs and demand for palliative and end of life care. It costs almost £15,000 per day to run all aspects of the Hospice and, for every £1 of statutory contribution, St Andrew's raises or earns around £4 more thus making an impactful 'return on investment' which provides significant additionality when supporting local communities through our range of services for both Adults and Children as well as supporting employment and significant expenditure within the local economy.

2022/23 saw record turnover from our trading subsidiary and grant functions with strong donations from our donors and supporters, all of which contributed to the income certainty needed.

As noted above, this year was also particularly successful for charitable grant applications and enabled the Hospice to create further impacts by using this funding to support a range of projects and services that it might otherwise not have done. These include the continuation of the volunteer co-ordination function in recognition of the vital part our volunteers play in all parts of the charity and its trading subsidiary. We have introduced a dedicated HR Volunteer Team, focusing on volunteer engagement, learning and development, alongside building a solid framework focusing on recruitment, retention and volunteer wellbeing. In March 2023, we were especially proud to be nominated for a Civic Award for Business in the Community, receiving the Runner Up award.

Other projects we were able to fund included the extension and growth of the Children's Hospice at Home service which improves the outcomes of children, young people and their families through the increased care and support we provide on an outreach basis.

We are also able to develop the prospect of extending our child bereavement services which will have profound benefits for those children and young people on the increasing caseloads in this area of work.

In addition, a range of capital improvements were funded to enable our patients to benefit from a range of experiences at our Peaks Lane site, that they may ordinarily struggle to enjoy or access in the mainstream. Such experiences include the development of our disability friendly hair salon, coffee shop, playground, cinema and our newly extended memory garden.

## **REPORT FROM THE TRUSTEES**

### **Bereavement services**

Over the past year the bereavement service has continued to grow, receiving a high number of referrals for support for both adults and children from a number of different sources. Although the bereavement service is open to anyone who has been bereaved, some of these referrals could have been supported out in their communities and did not require specialist support.

To try to address this, work has been undertaken to support and educate other health, social and education professionals in being able to identify normal grief and support both adults and children who have experienced bereavement. Although most people do not need specialist support, there will be some adults and children who require additional support to work through their grief and this is where our team can provide this higher-level support. It is important to recognise that people who are supported prior to the death of a loved one usually cope well, it is those who have not had any support that usually need the additional support.

During 2022-2023, the bereavement team reviewed and reconfigured the services they offer to be able to manage the increasing demand for support. A number of structured bereavement groups for adults have been running with a good uptake and positive feedback, reducing the number of one-to-one sessions required, enabling more people to be supported. From the introduction of these groups, a self-support group has since started and has been seen as a positive outcome of the support offered. Following on from this work, the creation of similar groups for children and young adults is being explored and are in the process of being developed.

Bereavement Support is also one of the agreed priorities in the Northern Lincolnshire Palliative and End of Life Strategy, of which we are a part, and the steering group is currently scoping all bereavement services across Northern Lincolnshire to try to see if it is feasible to develop a model across Northern Lincolnshire, or whether we can design a model that would work in both North and North East Lincolnshire in partnership with others to sustain the current and increasing demand for bereavement support.

### **Information Communication Delivery Plan**

St. Andrew's Hospice has incorporated a collaborative software tool to improve communications throughout the clinical and non-clinical teams, keeping the chain of information relevant and up to date with one single place to ask questions and support the workforce. Thus, improving joined-up patient care through the Hospice.

An assessment was undertaken to review clinical documentation and optimise manual admin time and redirect focus on patient care. Through bespoke development, this process has led to St. Andrew's Hospice utilising systems for improved structured documentation leading to improved patient care.

Through a system review St. Andrew's Hospice has improved efficiency, transparency, and reporting abilities with our workforce. Allowing us clear visibility on how we can improve our staffing models and current workforce costs to support our services, giving us further insight to improve our day-to-day patient care.

We have implemented improved operating systems with further security applications. This enables us to keep patient information as safe as possible.

With the changes highlighted above we are looking at how the technology we use impacts the environment. With the current changes we are reducing our carbon footprint daily. Our aim over this year is to continually reduce carbon emissions and work with providers who carry the same ethos. Inevitably improving the environment can improve the overall health and wellbeing of our population.

## **REPORT FROM THE TRUSTEES**

### **Data Warehousing Project**

Significant work has been undertaken through this project, to date 80% of our target has been achieved. The developments that have already taken place within SystemOne, our clinical recording system, have significantly developed how the Hospice can record patient data. The developments have allowed not only a streamlining of processes but have also allowed us to achieve more of a paper-free environment with the templates now available to us, reducing our ecological footprint. The ability to amend and update has also reduced the need for us to scan into SystemOne.

Patient data is only useful if it can be viewed by the clinicians who are involved in delivering care. Our new way of using the patient record system has allowed much better visibility for clinicians outside the Hospice. We aim to complete our work over the coming months.

### **Identified priorities for 2023 - 24**

#### **Single Nurse Administration of Controlled Drugs (SNACD)**

Last year we identified that Single Nurse Administration of Controlled Drugs (SNACD) as a priority for our Adult Unit to work towards reducing the significant amount of time, management and administration of controlled drugs (CDs) took our staff.

SNACD ensures our patients have the necessary required medications to control their symptoms, keeping them as comfortable as possible in our specialist palliative care setting. Practicing in this way gives time back to the second nurse and with the introduction of the SNACD, it is hoped that this will generate more time for the Registered Nurse/ second checker to be able to provide more care and reduce the wait time of our patients for their medications, improving the quality of care for our patients.

Patient and staff safety remains paramount to this identified priority and as such we knew that close monitoring and support would be integral if this were to work successfully. As identified in 2022-23, the robust period of planning and implementation has run over into 2023-24 and due to this SNACD will move forward to continue to be developed over the next year.

During this time there will be a period of engagement with the staff within the Adult Inpatient Unit, other relevant stakeholders, and a pilot of the project (involving a small group of staff) before a full launch. We recognise that our staff may not feel confident in working in this way and as such additional support, training and guidance will be given.

The stringent processes and procedures required for the implementation of SNACD and not having a clinical educator in the role until recently (explained below) has caused this delay in achieving it in 2022-23.

#### **Head of Education and Training**

Last year we identified that a new role of Clinical Educator was required for the organisation to provide support and education to clinical staff and students to improve their professional practice. When developing this further it was clear to the Director of Governance and Quality that the role needed to have a wide focus on learning, to support the workforce, patients and their carers. The role is to also lead on research opportunities within the Hospice. Therefore, we advertised for a Head of Training and Education. In April 2023, we were successful in the recruitment to this post. The delay in recruitment has put us back slightly with our 2022-23 identified priority, however, this will be rolled over as a 2023-24 identified priority and will be supported by our own funds as required.

Here at St Andrew's, we pride ourselves on the quality of care we deliver to our community. In order to do this, it is imperative that our staff have access to a range of training programmes and facilitators to develop their competence and to keep up to date with the best evidence-based practice. Our Head of Training and Education will quality assess our current training and education practices making recommendations for

## **REPORT FROM THE TRUSTEES**

quality improvement. Alongside this she will work with the different teams within the organisations to undertake a training needs analysis of the skills they already have and support to develop new ones.

By working in this way, it will ensure that every staff member has the opportunity to develop and a 'levelling up' of training will be undertaken to provide a consistently high level of care or service 24/7. Evidence of this will be closely monitored through the design of the programme following the evaluation of the training needs analysis through competency frameworks. This will include extended skills for clinical staff allowing them to extend their reach and care for more patients with complex needs. For other individuals, it may be the opportunity to develop within the organisation, to succession plan and 'grow our own' managers of the future.

### **Ethical International Recruitment – Kerala, India**

In recent years, our local Mental Health organisation, now in conjunction with the Department of Health and NHS England and our system partners, managed to negotiate the first trial of a major careers festival, in India in November 2022, after signing a Memorandum of Understanding with the Kerala Government in July 2022. Our Integrated Care Board (ICB) have since been working with Kerala in support of recruiting to clinical vacancies across the Humber and North Yorkshire ICP.

In taking part in this ground-breaking venture, we wanted to understand two things:

- Could this aid the recruitment of clinical staff in particular Registered Nurses to the Hospice.
- Understand the palliative care sector in Kerala.

In November 2022 the Director of Clinical Services and the Director of People and Operations went out to Kerala for 8 days. The Hospice was one of 10 organisations that took part in a 5-day Careers Festival. During this time 794 interviews took place with 568 candidates being offered positions across the partnering organisations.

Alongside the recruitment opportunity, the Hospice staff members were able to meet with the Lead for Palliative Care within the state of Kerala, along with two other Palliative Care doctors who shared their experience of delivering palliative care in Kerala and went on a number of visits, including to a Palliative Care Centre within the Government Hospital, a Community Outreach centre, a Community Physiotherapy Centre and Peace Mission Hospice. It was very enlightening to understand that Palliative and End of Life Care was very high on the agenda of the Kerala government and that they were forward in their thinking about developing services to support people who required palliative care and had a robust palliative care system in place. It was also great to see that future recruitment possibilities existed.

As a result of participating in the careers festival and making contact with the palliative care teams, we were able to offer three Registered Nurses and a Social worker all with Palliative care experience roles at St Andrew's Hospice. We were also able to start building relationships with the Palliative Care Team in Kerala.

Following on from this successful trip, the staff returned to Kerala in May 2023, to attend another Careers Festival and continued to build on our relationship with the Palliative Care team. Through this work, we have identified a virtual collaborative approach to training, and we agreed to start to develop a joint training programme, looking at how we can support and develop an extension of their current palliative care training programmes.

This is exciting work for the Hospice to be part of as we are the first Hospice to undertake this type of work and we are looking forward to maintaining and building our existing relationships with the teams in Kerala.

## **REPORT FROM THE TRUSTEES**

### **Medics Clinics**

The development of our medical services has been something we have aspired to do for some time with the initial thought of running a weekly medical clinic. We are very pleased that June 2023 will see the development of this service offer. We envisage that the clinic will assist with:

- Support with difficult conversations regarding Advance Care Planning and the use of the ReSPECT process, (creating personalised recommendations for a person's clinical care and treatment in a future emergency in which they are unable to make or express choices).
- Symptom management advice for patients which could, in turn, reduce their need for hospital admission as they have more access to specialist palliative care knowledge and support. Appreciating we are not their General Practitioner, however, can liaise with their GP to effectively manage their symptoms together.
- Assessment for inpatient admission to the Hospice or providing additional support to stay at home should it be their wish to be cared for or die at home.
- Pre-admission respite support.

It is hoped that this service will support our partnership patients and after initial evaluation could be an expanded offer to the wider professional community for Palliative and End of Life Care support for their patients and carers.

### **7 Steps to Living Well**

Some patients were advising staff that they felt unsupported following their diagnosis and that they had not been given the information needed to feel confident in managing their condition independently. Nor did they know who to turn to should they require further support. The Wellbeing team, therefore, felt it was necessary to develop a programme of care to address this identified need. The programme will give palliative patients and their carers the information and skills required to manage their condition more independently, allowing them to take back some control.

The programme will be a 7-week programme, covering pain management, fatigue and conserving energy, emotional support, mobility and exercise, spiritual care, anxiety and relaxation and advanced care planning. Each week a different topic will be delivered by specialists within the particular field of interest. This programme will be accessible to all patients on our caseload.

During each session, the patients and carers will gain a greater understanding of the topic, and even though some topics may not resonate with those patients or carers at that time, it will give them advice and confidence should they experience it in the future. Following every session, patients will be given the option of taking home the information and using the resources as they wish.

Patients will be given questionnaires pre/post starting/concluding the programme. The aim of the programme is that patients' confidence regarding their condition management will have increased as well as gain improved knowledge and social benefit.

### **Andy's Amigos**

Andy's Amigos was initially set up on a rolling programme in which the same sessions would occur, each week/ time. We reached out to families for their feedback and discussed new ideas with the staff as we acknowledged there may be a better way the service could be delivered.

We reviewed and re-structured Andy's Amigos to allow it to become more meaningful and encompass a more embedded holistic approach. Andy's Amigos is now run on a monthly programme. This allows us to adapt and focus more on key events and school holidays.

Adopting a monthly programme has allowed us to be more patient-specific and cater for more needs e.g., movie nights in our brand new cinema, pamper days, trips out etc. The development of Andy's Amigos will constantly be ongoing.

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### **REPORT FROM THE TRUSTEES**

An identified priority for 2023-24 is transition. We will be looking at how we can help our young adults move from Children's Services into Adult Services with the least possible disruption. We are working very hard with the Adults Services and the Wellbeing Lead Nurse to create a smooth and robust transition programme as well as a new transition group. This group will be called the Circle Club.

We recognise that some of the young adult patients are coming up to or are already at GCSE age. We would love to run some academic Wednesday sessions to support learning and revision and we are currently trying to source volunteers to deliver this.

Throughout the past year we have seen the attendance at Andy's Amigo's grow and grow with 52 attendances last month alone.

### **Hospice's very own Therapy Dog**

Here at St. Andrews Hospice, we completely appreciate the effectiveness of animal assisted therapy, and the joy animals can bring to our patients and staff. We are committed to moving forward with animal assisted therapy and are sourcing new ways in which this can be delivered.

You may have seen from our social media posts, that we have a very keen staff member who has hopes of her cockapoo becoming our very own Hospice therapy dog - Moose. Moose is working hard on the relevant training and once old enough and ready, she will attempt her therapy dog training. We appreciate this is more of a long-term plan for the Hospice to have its own therapy dog, but we are absolutely invested in supporting our newest recruit and her staff member-owner to bring her into the Hospice for daily visits.

In the short term, we will continue to welcome our current visiting therapy dogs as and when they are able to attend.

### **Financial review**

#### **Income**

The Directors wish to thank all our supporters for their continued work and generosity.

In total for 22/23 our income was broadly the same as in the prior year decreasing by £11,966 (0.2%) from £5,307,614 to £5,295,648. As can be seen from the statements, most of our fundraising and earned income streams increased during the year, with legacies lower than in the prior year. The timing and extent of legacy income is subject to a range of accounting requirements around income recognition and, of course, by its very nature is impossible to anticipate. The Hospice remains eternally grateful to the generous legators who support our work in this way as a lasting legacy.

Our Trading Company income (including Retail Gift Aid Sales) was £1,950,088 compared to £1,582,930 in the previous year – charity retail nationally has seen an uptick in popularity, partly no doubt, on the back of the cost of living crisis and, we have been able leverage this opportunity by arranging and organising our trading resources to maximise sales.

Our lottery income, net of prizes, decreased by £28,702 this year to £329,231 from £357,933. Lottery expenses, which are included in Fundraising/Retail figures, have decreased by £1,374 which reflects the fall in members. A Lottery Management Contract is in place for 2023-24 which includes provision for recruitment and, although face to face recruitment has not been an acceptable option to us over the COVID era this is now an area of consideration for us.

#### **Expenditure**

Expenditure over the year increased by £438,941 (from £4,983,333 to £5,422,274). £253,655 of the increase was attributable to changes in salaries as the minimum wage rose and our pay review activity sought to position our clinical payrates to be competitive with the NHS to preserve our clinical workforce.

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### **REPORT FROM THE TRUSTEES**

The Board is absolutely determined to control expenditure while committed to investing in both patient care and in building sustainable income streams.

#### **Total Funds Carried Forward**

At 31<sup>st</sup> March 2023 we carried forward funds to the value of £10,508,136 (2022: £10,628,777). £394,641 restricted and £10,113,495 unrestricted, compared with £77,383 and £10,551,394 respectively in the comparative year.

#### **Pay policy for senior staff**

Remuneration of senior staff is decided by a Board committee comprising the Chair, the Vice Chair and other members of the Board. This is benchmarked against a range of other Hospices and Public Sector bodies.

#### **Principal risks and uncertainties**

##### **Risk management**

We have identified the risks below as the principle organisational risks:

- Ensuring systems and hardware meet the requirements of the organisation including data reporting.
- Recruitment, Retention and Succession Planning including skills mix and loss of key staff.
- Maintain/ improve volunteer recruitment, retention and engagement across the organisation.
- Future funding - sustainable income streams.
- Changes to NHS and wider health and social care sector.
- Reputational damage (public perception and/or adverse publicity).

The above risks are recorded on our strategic risk register which identifies mitigating measures and which is brought to the attention of the Board at each Board Meeting. There is a detailed Business Continuity and Resilience plan which addresses identified risks, providing action cards for continuing to run the Hospice in a range of situations.

We have further developed a Governance Framework which identifies areas of risk/compliance across the organisation. It is the responsibility of the Board to ensure that those areas identified are monitored on a regular basis to give assurance that our controls and mitigation measures are effective.

##### **Reserves**

The term 'reserves' is used to describe our income funds that are freely available to help us meet our objectives.

We have reviewed our policy and applied a risk assessed approach to agreeing the amount of reserves the charity needs to hold.

The updated process states:

- The reserves policy will assist in the activities of strategic and associated operational planning, risk assessment and the budgetary process and it will form a part of the annual statutory accounts preparation and audit.
- The amount held in reserves will be monitored throughout the year as part of the general reporting cycles.
- The reserves review will be included in the business of the Board and be part of its calendar of work and review of progress against the strategic commitments.
- Annually in March, (or more frequently in the event of exceptional circumstances at the discretion of the Trustee Directors) a risk-based assessment will be undertaken which will determine the target level or range of Hospice reserves to be set for the following financial period.

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The annual assessment will include:

- The identification of any uncertainty in future income streams and multi-year forecasting of changes to income.
- The review of areas of expenditure that may be materially subject to change.
- General cash flow considerations and timings of income and expenditure and the consideration of future commitments/plans/projects/designations.
- Awareness of the nature of the funds held by the charity (restricted, unrestricted, designated, functional assets etc.).
- An appraisal of whether key organisational risks, as identified on the strategic risk register, will impact upon the financial position.
- The calculation of the cost of closure.
- The determination of a target level or range of (free) reserves to be held informed by the analysis and risk assessment.
- Reviewing and describing the reserves policy for inclusion in the annual report (CC19 4.1). The duty to publish will be met through the inclusion of a suitable statement in the annual report along with the policy being made available to funders and other stakeholders upon request.

**Reserves Assessment Outcome**

**For the 2023/24 financial year the determined free reserves target/range is  
£3m; this equates to circa 7 months expenditure cover.**

**Designated funds = £1.7m for the development of St Andrew's Strategic Priorities**

**Free reserves**

<b>Free Reserves:</b>	<b>2023</b>	<b>2022</b>
Total unrestricted funds	10,113,495.00	10,551,394.00
Less designated funds	(1,700,000.00)	-
Less: Total tangible fixed assets	(5,253,135.00)	(5,404,115.00)
Less Intangibles	-	-
	<b>3,160,360.00</b>	<b>5,147,279.00</b>

**Investment policy**

The charity's Articles of Association gives the Directors power to invest monies of the charity in or on such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may from time to time be imposed or required by law.

The Board of Trustees takes a balanced risk attitude towards investment. As interest rates have continued to perform poorly the Board has resolved to increase the investment with Evelyn by a further £0.5 million. One hundred thousand was moved pre year end and the balance will be fed in over the next few months. The Board has increased its limit of exposure to Equities to 50% though the "new" investment is to be allocated to high quality Corporate and Government Bonds. We retain a Flagstone Account which enables us to allocate funds to a wide range of Bank Accounts, including Term and Notice Accounts and secure FSCS protection for a much higher proportion of our cash.

The current investments (including cash deposits and listed investment) are with:

The Co-operative Bank Plc  
Flagstone  
Funds under management by Evelyn

# **St Andrew's Hospice Limited** **(A Company Limited by Guarantee)**

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### **REPORT FROM THE TRUSTEES**

#### **Structure, governance & management**

##### **Structure and decision making process**

The Board of Trustees is the governing body of St Andrew's Hospice, which currently comprises eight members and meets twelve times a year. These meetings currently take place mostly face to face. Trustees are elected for a three year period and may be re-elected for a further term. The Chief Executive attends Board meetings, accompanied by senior managers. Other staff attend as required. Authority for management of the Hospice is delegated to the Chief Executive and Senior Management Team (who are not Trustees of St Andrew's Hospice Limited).

##### **Trustees' induction and training**

New Trustees are appointed after interview with the Chair, Trustees and the Chief Executive. An Enhanced Disclosure and Barring Check is also conducted, and two references are taken up. Trustees also declare they are fit and willing to undertake the responsibilities and duties of a charity trustee and complete the HMRC Fit and Proper Persons' Test.

They are given a Trustee Induction Pack which includes documents relating to the operational framework of the Hospice, Memorandum and Articles and financial reports, in addition to pertinent documents from the Charity Commission. They are appointed by a fellow Trustee who acts as a mentor. Additionally, new Trustees are invited to attend a meeting with the Senior Management Team and attend the various committees.

When any training requirements are identified, Trustees attend training courses and conferences. These include Induction Days for Trustees at Help the Hospices, training on how to conduct inspections, along with other courses as applicable.

##### **Internal financial controls**

We, the Trustees, confirm that internal control procedures are in place in order to provide assurance against material misstatement or loss. They include:

- Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actual results against budget.
- Financial policies and procedures which are kept under constant review.
- External audit.

##### **Subsidiary**

The charity's wholly owned trading subsidiary, St Andrew's Hospice (Trading) Limited, carries out trading activities on behalf of the charity, and makes gift aid payments of its profits to the charity over the year.

##### **Trustees' responsibilities in relation to the financial statements**

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

Company law requires the Trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

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**REPORT FROM THE TRUSTEES**

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to disclosure to our auditors**

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

BHP LLP were appointed during the year ending March 2021 and in accordance with section 487(2) of the Companies Act 2006 are deemed to be re-appointed annually.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

The Trustees' Report was approved by the Board of Trustees and signed on its behalf by:

  
Rachel A Harvey (Oct 26, 2023 15:06 GMT+1)  
.....  
Rachel Harvey  
**Chair, St Andrew's Hospice**  
**Date:** Oct 26, 2023

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**For the year ended 31 March 2023**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinion**

We have audited the financial statements of St Andrew's Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise Statement of Financial Activities, Balance Sheet and notes to the financial statements, including 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 parent charitable company's affairs as at 31 March 2023, 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 and parent charitable company's ability to continue as a going concern for a period of at least twelve 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out on page 18-19, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**For the year ended 31 March 2023**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and parent charitable company through discussions with management and trustees, and from our knowledge and experience of this organisation;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent charitable company, including the Charities Act 2011, the Companies Act 2006, data protection, health and safety legislation, CQC regulations and employment law;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and trustees;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit of the group and parent charitable company.

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at:

<https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Use of our report**

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

*BHP LLP*

BHP LLP (Oct 27, 2023 12:42 GMT+1)

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**Laura Mashedder (Senior Statutory Auditor)**  
**For and on behalf of BHP LLP**

**Chartered Accountants**  
**Statutory Auditor**

Rievaulx House  
1 St Mary's Court  
Blossom Street  
York  
North Yorkshire  
YO24 1AH

**Date:** Oct 27, 2023

St Andrew's Hospice Ltd

Consolidated Statement of Financial Activities

		2023	2023	2023	2022	2022	2022
	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Income</b>							
Donations and grants		514,235	664,509	1,178,744	385,877	426,456	812,333
Donations - retail Gift Aid sales		170,800	114,346	285,146	148,919	71,376	220,295
Legacies		447,747	2,500	450,247	794,991	43,900	838,891
<b>Income from charitable activities</b>							
Department of Health Funding Children's Unit		-	296,177	296,177	-	290,634	290,634
Health Authority		616,134	110,191	726,325	589,821	125,878	715,699
Provision of care		-	64,092	64,092	17,528	77,451	94,979
NHSE COVID funding		-	7,089	7,089	-	221,854	221,854
<b>Other trading activities</b>							
Income from retail operations	5	1,174,288	490,654	1,664,942	920,820	441,815	1,362,635
Fundraising events and lottery	4	383,638	104,879	488,517	386,106	113,239	499,345
<b>Income from Investments</b>	3	45,295	-	45,295	31,836	-	31,836
<b>Other Income</b>							
Coronavirus retention scheme grant income		-	-	-	16,182	-	16,182
Other Coronavirus grant income		-	-	-	48,866	26,001	74,867
Other Income		74,888	14,186	89,074	106,043	22,021	128,064
<b>Total Income</b>		<b>3,427,025</b>	<b>1,868,623</b>	<b>5,295,648</b>	<b>3,446,989</b>	<b>1,860,625</b>	<b>5,307,614</b>
<b>Expenditure</b>							
<b>Expenditure on charitable activities</b>							
Adult in-patient services		1,155,022	191,686	1,346,708	784,731	410,606	1,195,337
Adult day care services		337,267	-	337,267	297,505	-	297,505
Children's in-patient services		-	314,022	314,022	-	315,933	315,933
Children's day care services		-	936,454	936,454	-	937,552	937,552
Lymphoedema services		63,278	-	63,278	100,604	10,000	110,604
Family support bereavement services		302,501	-	302,501	254,560	-	254,560
<b>Expenditure on raising funds</b>							
Investment Management fees		17,590	-	17,590	16,347	-	16,347
Fundraising and retail		1,687,633	416,821	2,104,454	1,443,744	411,751	1,855,495
<b>Total Expenditure</b>	6	<b>3,563,291</b>	<b>1,858,983</b>	<b>5,422,274</b>	<b>2,897,491</b>	<b>2,085,842</b>	<b>4,983,333</b>
<b>Taxation on Trading profit</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Income before net gains/(losses) on investments</b>							
Net gains/loss on investments	10	(136,266)	9,640	(126,626)	549,498	(225,217)	324,281
<b>Net Income/(expenditure) before transfers</b>		<b>(130,281)</b>	<b>9,640</b>	<b>(120,641)</b>	<b>589,145</b>	<b>(225,217)</b>	<b>363,928</b>
Transfers between funds		(307,618)	307,618	-	(302,600)	302,600	-
<b>Net movement in funds for the year</b>		<b>(437,899)</b>	<b>317,258</b>	<b>(120,641)</b>	<b>286,545</b>	<b>77,383</b>	<b>363,928</b>
Funds brought forward at the beginning of year	15	10,551,394	77,383	10,628,777	10,264,849	-	10,264,849
<b>Funds carried forward at the end of the year</b>	15	<b>10,113,495</b>	<b>394,641</b>	<b>10,508,136</b>	<b>10,551,394</b>	<b>77,383</b>	<b>10,628,777</b>

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

St Andrew's Hospice Ltd

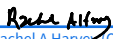
CONSOLIDATED AND CHARITY BALANCE SHEETS

	Note	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
<b>Fixed Assets</b>					
Tangible assets	8	5,253,135	5,404,115	5,235,188	5,380,312
Intangible assets	9	-	-	-	-
Investments	10	2,575,938	2,553,927	2,580,938	2,558,927
		<b>7,829,073</b>	<b>7,958,042</b>	<b>7,816,126</b>	<b>7,939,239</b>
<b>Current assets</b>					
Debtors	11	454,232	724,761	827,420	1,219,548
Cash on deposit, at bank and in hand	12	1,740,949	1,849,333	1,324,819	1,434,646
Current asset investments	12	866,618	440,071	866,618	440,071
		<b>3,061,799</b>	<b>3,014,165</b>	<b>3,018,857</b>	<b>3,094,265</b>
<b>Creditors: amounts falling due within one year</b>	<b>13</b>	<b>382,736</b>	<b>343,430</b>	<b>326,847</b>	<b>289,490</b>
<b>Net current assets</b>		<b>2,679,063</b>	<b>2,670,735</b>	<b>2,692,010</b>	<b>2,804,775</b>
<b>Total net assets</b>		<b>10,508,136</b>	<b>10,628,777</b>	<b>10,508,136</b>	<b>10,744,014</b>
<b>Charity Funds</b>					
Restricted funds		394,641	77,383	394,641	77,383
Unrestricted funds					
General Funds		10,041,993	10,505,903	10,041,993	10,621,140
Revaluation reserve		71,502	45,491	71,502	45,491
<b>Total Funds</b>	<b>15</b>	<b>10,508,136</b>	<b>10,628,777</b>	<b>10,508,136</b>	<b>10,744,014</b>

As permitted by s408 Companies Act 2006, the charitable company has not presented its own profit and loss accounts and related notes. The charitable company's deficit for the year was £235,878 (2022: surplus of £146,729).

The notes on pages 27 to 40 form part of these financial statements.

These financial statements were approved by the Board of Trustees on Oct 26, 2023 and were authorised for issue and signed on its behalf by

  
Rachel A Harvey (Oct 26, 2023 15:06 GMT+1)

Ms Rachel Harvey  
Chair of the Trustees

  
Adam Millson (Oct 26, 2023 17:15 GMT+1)

Mr A Millson  
Trustee

**St Andrew's Hospice Ltd**

**Consolidated cash flow statement  
for the year ended 31 March 2023**

	Note	£	2023 £	£	2022 £
Cash flows from operating activities				520,238	601,804
<b>Net cash provided by operating activities</b>				<b>520,238</b>	<b>601,804</b>
Cash flows from investing activities:					
Investment income received			45,295		31,836
Purchase of tangible fixed assets	8		(231,344)		(311,329)
Purchase of investments	10		(426,778)		(1,852,919)
Proceeds on disposal of investments	10		423,751		1,177,717
<b>Net cash used in investing activities</b>				<b>(189,076)</b>	<b>(954,695)</b>
Change in cash and cash equivalents at the beginning of the year					
				331,162	(352,891)
Cash and cash equivalents at the beginning of the year				2,350,926	2,703,817
<b>Cash and cash equivalents at the end of the year</b>	<b>12</b>			<b>2,682,088</b>	<b>2,350,926</b>

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net (expenditure)/income for the year	<b>(120,641)</b>	363,928
(Gains)/losses on investments	<b>(5,985)</b>	(39,647)
Depreciation charge	<b>382,324</b>	335,136
Amortisation charge	-	3,297
Investment income received	<b>(45,295)</b>	(31,836)
(Increase)/decrease in debtors	<b>270,529</b>	142,746
Increase/(decrease) in creditors	<b>39,306</b>	(171,820)
<b>Net cash inflow from operating activities</b>	<b>520,238</b>	601,804

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**NOTES TO THE FINANCIAL STATEMENTS**

**1 Accounting policies**

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

**Company information**

St Andrews Hospice Limited is a company limited by guarantee, the liability of the Directors is limited to one pound, and a charity registered in England and Wales. The registered office is St Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP.

**Accounting convention**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

St Andrews Hospice Limited constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company 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 significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**Going concern**

The charitable company meets its daily working capital requirements through its bank account and current asset investments which had funds of £2.6m at 31 March 2023. Given the charitable company's favourable fundraising record and the level of free reserves available at the year end, the Directors consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly the financial statements have been prepared on a going concern basis.

**Fund accounting**

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. These arise when funds are subject to specific restrictive conditions imposed by funders/donors or by the purpose of the grant. The purpose and use of the restricted funds is set out in note 15.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Income**

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

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**Legacies**

Pecuniary and residuary legacies are recognised when there is sufficient evidence of entitlement to the legacy, receipt is probable and it can be measured with sufficient reliability.

**Gifts in Kind and volunteers' contributions**

St Andrew's benefits greatly from a variety of gifts in kind and voluntary contributions. Gifts donated for resale are included as income when they are sold. Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Consumables and small items donated for fundraising activities are not recognised in the financial statements. No amounts are included in the financial statements for services donated by volunteers.

**Expenditure and irrecoverable VAT**

Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT that cannot be recovered. Expenditure is allocated directly to a particular activity where costs relate directly to that activity.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

**Cost of generating funds**

These include the salaries, direct expenditure and overhead costs of the fundraising team as well as lottery and event costs, investment management costs and the cost of our retail operations.

**Charitable activity costs**

These include the salaries, direct expenditure and overhead costs of the care and support team.

**Operating leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

**Pensions**

The charity operates a defined contribution scheme for the employees of both the Charity and its trading subsidiary. Contributions are charged as an expense to the Statement of Financial Activities in the period in which they fall due.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Staff costs**

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits

**Investments**

Investments (other than investments in subsidiaries) are stated at market value at the balance sheet date.

The investments managed by Tilney, see note 10, are held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices with any gains or losses going through the Statement of Financial Activities.

Investments in subsidiaries are stated at cost and the Directors review the carrying value annually for indications of impairment.

**Intangible fixed assets other than goodwill**

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

<b>Software</b>	Shorter of the life of the license or 3 years
-----------------	---

**Fixed assets and depreciation**

Fixed assets are stated at cost. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold property	2-4% straight line
Leasehold property	33% straight line
Fixtures, fittings and equipment	20%-33% straight line
Motor vehicles	25% straight line

Assets under the course of construction are not depreciated until brought into use.

**Impairment policy**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease

**Stocks**

Purchased goods for resale are valued at the lower of cost and net realisable value.

Donated items of stock for resale are not included in the financial statements until they are sold as the Directors consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Tax**

St Andrew's Hospice Limited is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising to the extent that such income or gains are applied exclusively to charitable purposes.

The trading subsidiary is liable to corporation tax on their chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date.

**Financial instruments**

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

**Creditors, loans and provisions**

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

Financial liabilities are recognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2023**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Critical accounting estimates and judgements**

In the application of the group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

**Depreciation of tangible assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

The charity incurs expenditure on creating tangible fixed assets for use in the charity with costs being incurred over a number of months. The Directors believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

**Legacies**

Legacies are only recognised as income when notification has been received from the solicitors, the charity has established its legal entitlement to the funds and where sufficient information is available to allow it to measure its entitlement.

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**2 Net Income**

	<b>2023</b>	2022
	£	£
<b>Net (expenditure)/income is stated after charging:</b>		
Depreciation of tangible fixed assets	<b>382,324</b>	335,136
Amortisation of intangible fixed assets	-	3,297
Loss on disposal of fixed assets	-	-
Auditor's remuneration - audit of charity and subsidiary company accounts	<b>17,805</b>	13,915
Auditor's remuneration - Non audit services	<b>1,340</b>	1,910

**3 Income from Investments**

	<b>Unrestricted</b>	Unrestricted
	<b>2023</b>	2022
	£	£
Dividend Income	<b>33,615</b>	24,567
Interest from building societies and banks	<b>11,680</b>	7,269
	<b>45,295</b>	31,836

**4 Fundraising events and lottery**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	Unrestricted	Restricted	Total
	£	£	2023	£	£	2022
	£	£	£	£	£	£
Events	<b>19,357</b>	<b>301</b>	<b>19,658</b>	24,453	1,049	25,502
Lottery	<b>306,153</b>	<b>104,578</b>	<b>410,731</b>	325,743	112,190	437,933
Catering	<b>40,765</b>	-	<b>40,765</b>	25,149	-	25,149
Retreat	<b>17,363</b>	-	<b>17,363</b>	10,761	-	10,761
	<b>383,638</b>	<b>104,879</b>	<b>488,517</b>	386,106	113,239	499,345

**5 Income from retail operations**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	Unrestricted	Restricted	Total
	£	£	2023	£	£	2022
	£	£	£	£	£	£
Shops	<b>1,174,288</b>	<b>490,654</b>	<b>1,664,942</b>	920,820	441,815	1,362,635
	<b>1,174,288</b>	<b>490,654</b>	<b>1,664,942</b>	920,820	441,815	1,362,635

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**6 Total Expenditure**

Year ended 31 March 2023

<b>Costs directly allocated to activities</b>	<b>Adult in-patient services</b>	<b>Adult day care services</b>	<b>Children's in-patient services</b>	<b>Children's day care services</b>	<b>Lymphoedema services</b>	<b>Bereavement services</b>	<b>Fundraising</b>	<b>Retail</b>	<b>Investment management fees</b>	<b>Total 2023</b>
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	829,256	207,314	191,275	573,824	39,850	191,156	240,557	896,614	-	<b>3,169,846</b>
Clinical Supplies	29,982	7,496	8,713	26,139	91	529	-	-	-	<b>72,950</b>
Training	5,761	1,440	1,861	5,582	203	685	206	2,362	-	<b>18,100</b>
Goods for Resale	-	-	-	-	-	-	-	35,031	-	<b>35,031</b>
Professional Fees	2,885	1,311	1,311	2,885	393	1,049	3,278	4,536	-	<b>17,648</b>
Lottery Prizes	-	-	-	-	-	-	81,500	-	-	<b>81,500</b>
<b>Support Costs</b>										-
Premises	108,424	27,106	25,009	75,027	5,210	24,993	29,530	425,554	-	<b>720,853</b>
IT and Communications	30,810	7,702	7,107	21,320	1,481	7,102	38,259	15,504	-	<b>129,285</b>
PR and Marketing	3,463	866	799	2,396	167	798	117,845	16,206	-	<b>142,540</b>
Management and Finance	200,602	50,151	46,271	138,812	9,640	46,242	51,657	35,753	17,590	<b>596,718</b>
Vehicles and Travel	7,087	1,772	1,635	4,904	341	1,633	101	38,008	-	<b>55,481</b>
Depreciation and amortisation	128,438	32,109	30,041	85,565	5,902	28,314	52,338	19,615	-	<b>382,322</b>
<b>Total Expenditure</b>	<b>1,346,708</b>	<b>337,267</b>	<b>314,022</b>	<b>936,454</b>	<b>63,278</b>	<b>302,501</b>	<b>615,271</b>	<b>1,489,183</b>	<b>17,590</b>	<b>5,422,274</b>

**Total Expenditure**

Year ended 31 March 2022

<b>Costs directly allocated to activities</b>	<b>Adult in-patient services</b>	<b>Adult day care services</b>	<b>Children's in-patient services</b>	<b>Children's day care services</b>	<b>Lymphoedema services</b>	<b>Bereavement services</b>	<b>Fundraising</b>	<b>Retail</b>	<b>Investment management fees</b>	<b>Total 2022</b>
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	786,129	196,532	188,358	565,073	64,888	165,331	182,355	746,143	-	<b>2,894,809</b>
Clinical Supplies	22,874	5,719	4,386	13,160	4,633	2,058	-	-	-	<b>52,830</b>
Training	-	-	-	-	-	-	1,091	2,890	-	<b>3,981</b>
Goods for Resale	-	-	-	-	-	-	-	10,462	-	<b>10,462</b>
Professional Fees	2,830	1,286	1,286	2,830	386	1,029	3,216	4,648	-	<b>17,511</b>
Lottery Prizes	-	-	-	-	-	-	80,000	-	-	<b>80,000</b>
<b>Support Costs</b>										-
Premises	92,919	23,893	29,203	87,609	10,619	21,238	29,498	406,797	-	<b>701,776</b>
IT and Communications	39,077	10,048	12,281	36,844	4,466	8,932	31,989	14,148	-	<b>157,785</b>
PR and Marketing	3,516	904	1,105	3,315	402	804	115,608	22,988	-	<b>148,642</b>
Management and Finance	147,157	33,229	47,470	137,663	14,241	33,229	61,711	29,549	16,347	<b>520,596</b>
Vehicles and Travel	6,293	1,618	1,978	5,933	719	1,438	135	38,396	-	<b>56,510</b>
Depreciation and amortisation	94,542	24,276	29,866	85,125	10,250	20,501	52,049	21,822	-	<b>338,431</b>
<b>Total Expenditure</b>	<b>1,195,337</b>	<b>297,505</b>	<b>315,933</b>	<b>937,552</b>	<b>110,604</b>	<b>254,560</b>	<b>557,652</b>	<b>1,297,843</b>	<b>16,347</b>	<b>4,983,333</b>

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**7 Staff numbers and costs**

The average number of staff employed by the charitable group, based on payroll data, not including vacancies, was as follows:

	<b>Average FTE</b>	<b>Average</b>	<b>Average FTE</b>	<b>Average</b>
	<b>2023</b>	<b>Headcount</b>	<b>2022</b>	<b>Headcount</b>
	<b>No.</b>	<b>2023</b>	<b>No.</b>	<b>2022</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>
Charitable activities	55	70	58	75
Fundraising and shops	40	50	36	42
Management and administration	17	21	19	22
	<b>112</b>	<b>141</b>	<b>113</b>	<b>139</b>

The aggregate payroll costs of these persons was as follows

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	2,976,019	2,783,818
Social security costs	247,871	209,214
Other pension costs	128,820	106,023
	<b>3,352,710</b>	<b>3,099,055</b>

The number of higher paid employees is disclosed below.

	<b>2023</b>	<b>2022</b>
	<b>No.</b>	<b>No.</b>
£60,000 to £69,999	2	-
£70,000 to £79,999	1	1
£80,000 to £89,999	1	-

Employer contributions into a money purchase scheme for these individuals were £19,342 (2022: £4,901).

The key management personnel of the charity (and group) comprise the Directors and the senior management team which comprises 8 individuals (2022: 6). The total remuneration of the key management personnel employed by the charity (and group) were £504,142 (2022: £383,519).

Pension contributions of £20,168 were outstanding at 31st March (2022: £13,863).

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**8 TANGIBLE FIXED ASSETS**

**GROUP**

	Leasehold property £	Freehold property £	Furniture and fittings £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 April 2022	57,891	7,756,401	583,381	-	8,397,673
Additions	-	-	231,344	-	231,344
Disposals	-	-	(1,000)	-	(1,000)
<b>At 31 March 2023</b>	<b>57,891</b>	<b>7,756,401</b>	<b>813,725</b>	<b>-</b>	<b>8,628,017</b>
<b>Depreciation</b>					
At 1 April 2022	39,630	2,702,081	251,847	-	2,993,558
Provided for in the year	13,156	254,538	114,630	-	382,324
Disposals	-	-	(1,000)	-	(1,000)
<b>At 31 March 2023</b>	<b>52,786</b>	<b>2,956,619</b>	<b>365,477</b>	<b>-</b>	<b>3,374,882</b>
<b>Net book amount</b>					
At 31 March 2023	<b>5,105</b>	<b>4,799,782</b>	<b>448,248</b>	<b>-</b>	<b>5,253,135</b>
At March 2022	18,261	5,054,320	331,534	-	5,404,115

**CHARITY**

	Leasehold property £	Freehold property £	Furniture and fittings £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 April 2022	-	7,756,401	569,676	-	8,326,077
Additions	-	-	217,585	-	217,585
Disposals	-	-	(1,000)	-	(1,000)
<b>At 31 March 2023</b>	<b>-</b>	<b>7,756,401</b>	<b>786,261</b>	<b>-</b>	<b>8,542,662</b>
<b>Depreciation</b>					
At 1 April 2022	-	2,702,081	243,684	-	2,945,765
Provided for in the year	-	254,538	108,171	-	362,709
Disposals	-	-	(1,000)	-	(1,000)
<b>At 31 March 2023</b>	<b>-</b>	<b>2,956,619</b>	<b>350,855</b>	<b>-</b>	<b>3,307,474</b>
<b>Net book amount</b>					
At 31 March 2023	<b>-</b>	<b>4,799,782</b>	<b>435,406</b>	<b>-</b>	<b>5,235,188</b>
At March 2022	-	5,054,320	325,992	-	5,380,312

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**9 INTANGIBLE FIXED ASSETS**

**GROUP AND CHARITY**

	Software	Total
	£	£
<b>Cost</b>		
At April 2022	23,414	23,414
Additions	-	-
Disposals	-	-
At 31 March 2023	<u>23,414</u>	<u>23,414</u>
<b>Amortisation</b>		
At April 2022	23,414	23,414
Provided for in the year	-	-
Disposals	-	-
At 31 March 2022	<u>23,414</u>	<u>23,414</u>
<b>Net book amount</b>		
At 31 March 2023	<u>-</u>	<u>-</u>
At 31 March 2022	<u>-</u>	<u>-</u>

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**10 Investments**

<b>GROUP</b>	<b>Other investments</b> £	<b>Listed investments</b> £	<b>Total</b> £
Valuation			
At 1 April 2022	100,000	2,392,405	<b>2,492,405</b>
Additions	-	426,778	<b>426,778</b>
Disposals	(100,000)	(323,751)	<b>(423,751)</b>
Revaluations	-	5,985	<b>5,985</b>
<b>Market value at 31 March 2023</b>	<b>-</b>	<b>2,501,417</b>	<b>2,501,417</b>
Cash held in investment portfolio (note 12)	-	74,521	<b>74,521</b>
<b>Total at 31 March 2023</b>	<b>-</b>	<b>2,575,938</b>	<b>2,575,938</b>

<b>CHARITY</b>	<b>Investment in subsidiary companies</b> £	<b>Other investments</b> £	<b>Listed investments</b> £	<b>Total</b> £
Valuation				
At 1 April 2022	5,000	100,000	2,392,405	<b>2,497,405</b>
Additions	-	-	426,778	<b>426,778</b>
Disposals	-	(100,000)	(323,751)	<b>(423,751)</b>
Revaluations	-	-	5,985	<b>5,985</b>
<b>Market value at 31 March 2023</b>	<b>5,000</b>	<b>-</b>	<b>2,501,417</b>	<b>2,506,417</b>
Cash held in investment portfolio (note 12)	-	-	74,521	<b>74,521</b>
<b>Total at 31 March 2023</b>	<b>5,000</b>	<b>-</b>	<b>2,575,938</b>	<b>2,580,938</b>

The historical cost of listed investments as at 31 March 2023 was £2,429,915 (2022: £2,346,915).

**Principal Subsidiaries**

The company owns 100% of the issued share capital of St Andrew's Hospice (Trading) Limited, incorporated in England and Wales.

Details relating to the subsidiary, and financial results for the year are shown below:

Company Number	02775647
Registered office	St. Andrew's Hospice, Peaks Lane, Grimsby, DN32 9RP
Principal activity	Sale of donated goods

Income	1,713,419
Expenditure	(1,489,183)
Profit/(Loss) for the year	224,236
Net Assets	5,000

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**11 Debtors**

	Group		Charity	
	Due within one year 2023 £	Due within one year 2022 £	Due within one year 2023 £	Due within one year 2022 £
Trade debtors	57,018	28,786	56,594	28,556
Prepayments and accrued income	333,107	489,493	250,125	399,573
Other debtors	17,854	156,967	4,288	142,045
VAT receivable	46,253	49,515	31,733	33,210
Amounts due from subsidiary undertakings	-	-	484,680	616,164
	<b>454,232</b>	<b>724,761</b>	<b>827,420</b>	<b>1,219,548</b>

**12 Cash at bank, in hand and on deposit**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Interest bearing bank and deposits	1,740,102	1,848,971	1,324,155	1,434,428
Cash in hand	847	362	664	218
Current asset investments	866,618	440,071	866,618	440,071
Cash held in investment portfolio	74,521	61,522	74,521	61,522
	<b>2,682,088</b>	<b>2,350,926</b>	<b>2,265,958</b>	<b>1,936,239</b>

**13 Creditors: amounts falling due within one year**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	93,405	92,953	62,632	51,641
Taxation and social security	63,677	49,889	63,677	49,889
Accruals and deferred income	112,542	51,516	87,426	34,855
Other creditors	37,300	71,765	37,300	71,765
Amounts due to subsidiary undertakings	-	-	-	4,033
Advanced lottery receipts	75,812	77,307	75,812	77,307
	<b>382,736</b>	<b>343,430</b>	<b>326,847</b>	<b>289,490</b>

**14 Commitments**

Total commitments under non-cancellable operating leases are as follows:

**Group and Charity**

	Land and buildings		Land and buildings	
	2023 £	Other 2023 £	2022 £	Other 2022 £
Within one year	148,279	7,039	190,413	6,869
More than one year and less than 5 years	320,961	11,891	412,447	21,254
In more than 5 years	-	-	14,167	-
	<b>469,240</b>	<b>18,930</b>	<b>617,027</b>	<b>28,123</b>

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**15 Statement of Funds**

Group	As at 1 April 2022	Income	Expenditure	Transfers	Changes in market value	As at 31 March 2023
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General funds	10,505,903	3,427,025	(3,563,291)	(2,027,644)	-	8,341,993
Investment funds	45,491	-	-	20,026	5,985	71,502
Designated funds	-	-	-	1,700,000	-	1,700,000
<b>Total unrestricted funds</b>	<b>10,551,394</b>	<b>3,427,025</b>	<b>(3,563,291)</b>	<b>(307,618)</b>	<b>5,985</b>	<b>10,113,495</b>
<b>Restricted funds</b>						
Children's Unit	-	1,361,148	(1,752,691)	391,543	-	-
Adult Unit	-	52,486	(37,773)	(14,000)	-	713
Hospice UK/NHSE	-	7,089	(7,089)	-	-	-
The National Lottery Community Fund	49,134	143,030	(39,621)	-	-	152,543
Southampton Hospitals Charity	-	289,740	(21,809)	(28,897)	-	239,034
Other restricted funds	28,249	15,130	-	(41,028)	-	2,351
	<b>77,383</b>	<b>1,868,623</b>	<b>(1,858,983)</b>	<b>307,618</b>	<b>-</b>	<b>394,641</b>
<b>Total funds</b>	<b>10,628,777</b>	<b>5,295,648</b>	<b>(5,422,274)</b>	<b>-</b>	<b>5,985</b>	<b>10,508,136</b>

**Statement of funds - prior year**

Group	As at 1 April 2021	Income	Expenditure	Transfers	Changes in market value	As at 31 March 2022
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General funds	10,137,399	3,446,989	(2,897,491)	(180,994)	-	10,505,903
Revaluation reserve	127,450	-	-	(121,606)	39,647	45,491
<b>Total unrestricted funds</b>	<b>10,264,849</b>	<b>3,446,989</b>	<b>(2,897,491)</b>	<b>(302,600)</b>	<b>39,647</b>	<b>10,551,394</b>
<b>Restricted funds</b>						
Children's Unit	-	1,362,636	(1,665,236)	302,600	-	-
Adult Unit	-	186,802	(186,802)	-	-	-
Lymphoedema services	-	10,000	(10,000)	-	-	-
Hospice UK/NHSE	-	221,854	(221,854)	-	-	-
The National Lottery Community Fund	-	51,084	(1,950)	-	-	49,134
Other restricted funds	-	28,249	-	-	-	28,249
	<b>-</b>	<b>1,860,625</b>	<b>(2,085,842)</b>	<b>302,600</b>	<b>-</b>	<b>77,383</b>
<b>Total funds</b>	<b>10,264,849</b>	<b>5,307,614</b>	<b>(4,983,333)</b>	<b>-</b>	<b>39,647</b>	<b>10,628,777</b>

**Unrestricted funds**

General funds - These represent the free reserves and fixed assets of the charity that are not designated or restricted for particular purposes.

Revaluation reserve - this represents the difference between the market value of the investments at 31 March 2023 and their cost.

Designated funds - for the development of St Andrew's strategic priorities.

**Restricted funds**

Children's unit - Any restricted income is spent during the year. It comprises elements of Trading income, together with Department of Health, Health Authority and Commissioned services.

Adult unit - any restricted income for the adult service is spent during the year. It includes donations and legacies received.

Lymphoedema services - any restricted income for the Lymphoedema services is spent during the year. It includes donations received.

Hospice UK - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from December 2021 to March 2022 for the same purpose. Amounts received in the 2023 year, relate to support for the period to March 2022.

The National Lottery Community Fund - funding received from the RC Yorkshire and Humber Region programme for the 'Making Each Day Count' through Volunteering project.

Southampton Hospitals Charity - support for a range of projects including clinical educator salary support, child bereavement service support, Hospice at Home service support, Making Special Memories Project (a capital and revenue project).

Other restricted funds - these funds relate to donations and grants received to purchase specific items of equipment that at year end have not been purchased.

**Transfers**

From unrestricted to restricted funds to remove the restricted deficit.

£1.7m was transferred to a designated fund during the year for the development of St Andrew's strategic priorities.

Transfers of £83,925 have been made from restricted funds to unrestricted funds to account for the purchase of tangible fixed assets in line with the restrictions of the funds.

**St Andrew's Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2023**

**16 Analysis of net assets between funds**

Fund balances at 31 March 2023 are represented by:

Group	Fixed assets	Investments	Net current assets	Total	
	£	£	£	£	£
Restricted funds	-	-	394,641	394,641	
Unrestricted funds	5,253,135	2,575,938	2,284,422	10,113,495	
	5,253,135	2,575,938	2,679,063	10,508,136	

Fund balances at 31 March 2022 are represented by:

Group	Fixed assets	Investments	Net current assets	Total	
	£	£	£	£	£
Restricted funds	-	-	77,383	77,383	
Unrestricted funds	5,404,115	2,553,927	2,593,352	10,551,394	
	5,404,115	2,553,927	2,670,735	10,628,777	

**17 Analysis of net cash funds**

	At beginning of year	Cashflow	At end of year
	£	£	£
Cash in hand	362	485	847
Cash on short term deposit	1,848,971	(108,869)	1,740,102
<b>Net cash funds</b>	<b>1,849,333</b>	<b>(108,384)</b>	<b>1,740,949</b>

**18 Contingent liabilities**

The group has no contingent liabilities at 31 March 2023 or at March 2022.

**19 Capital commitments**

The group has capital commitments at 31 March 2023 of £nil (2022: £nil).

**20 Related parties**

St Andrew's Hospice (Trading) Limited is a wholly owned subsidiary of St Andrew's Hospice Limited. The two entities also have some common directors. At the year end, amounts owed by St Andrew's Hospice (Trading) Limited were £484,680 (2022: £612,131). During the year the charity recharged salary costs of £895,782 (2022: £745,848) and other expenses of £94,831 (2022: £77,042) relating to rents, insurance and other property costs. The subsidiary acted as agent with respect to donations falling under the retail gift aid scheme of £285,145 (2022: £220,295) and received donations for the Hospice at shops of £6,253 (2022: £nil).

During the year, trustees expenses of £280 (2022: £nil) were incurred in relation to one trustee attending a conference.

There were no other disclosable related party transactions during the current or previous year.

**21 Control**

The Directors are of the opinion the Charity has no ultimate controlling party.

**ST ANDREWS HOSPICE LIMITED**

England & Wales - Charity number 1011117

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# Accounts

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**Company Number: 02710865**

**Charity Number: 1011117**

**St Andrew's Hospice Limited  
(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements  
For the year ended 31 March 2022**

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

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**For the year ended 31 March 2022**

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**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

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**For the year ended 31 March 2022**

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**CHARITY INFORMATION**

**Company number**  
02710865

**Charity number**  
1011117

**Registered Office**  
St Andrew's Hospice  
Peaks Lane  
Grimsby  
DN32 9RP

**Vice Presidents**

Mr I Davey  
Mr H Greenwood

**Trustees**

Ms R Harvey Chair  
Mr I Hargreaves Vice Chair  
Mr D R Hatfield  
Mr J Scaife (Resigned 3/01/22)  
Mr N Tranter  
Mrs J Bake  
Mr A Millson  
Ms P Spaight  
Ms L Pilgrim (Resigned 16/08/21)  
Mr M Wade  
Mr M Esmiley  
Dr T Salisbury (Appointed 10/03/22)

**Secretary**

Mr A Millson

**Senior Management Team**

Michelle Rollinson  
Geoff Jago  
Lesley Charlesworth-Browne  
Karen Higgins  
Shelley Lambert  
Jacqui Hall  
Dennis Vause

Chief Executive  
Head of Finance  
Deputy CEO  
Director of Clinical Services  
Director of Governance & Quality  
Director of People and Operations  
Head of IT and Digital Transformation

**Solicitors**

Wilkin Chapman Grange  
New Oxford House  
Town Hall Square  
Grimsby  
DN31 1HE

**Auditors**

BHP LLP  
Rievaulx House  
1 St Mary's Court  
York  
YO24 1AH

**St Andrew's Hospice Limited**  
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**STATEMENT FROM CHAIR OF TRUSTEES**

We have again seen the benefit of an emphasis on our Grant fundraising. Within the year we achieved and spent income of £255,733 on various projects that we would not have been able to fund ourselves without this additional resource. We were pleased to receive £73,854 from BBC Children in Need to support our Hospice at Home work and were awarded £194,114 over two years by the National Lottery to fund our Volunteer Coordinator team. Given our success we have budgeted £280,000 grant income for 2022-23

The NHS England awarded funding to provide bed capacity and community support from November 2021 to March 2022. St Andrews received £221,854 of this essential help.

We were very grateful to receive £290,634 this year from the NHS England Children's Hospice Grant programme.

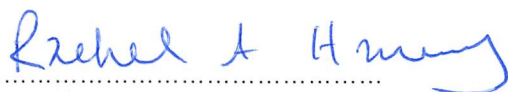
Our Trading Company income of £1,362,635 compared to £321,388 in the previous year – this is entirely due to the opening up of the shops and a relative return to normal. Retail continues to perform well and we are expecting another successful year.

Expenditure over the year rose by £57,809 (from £4,925,524 to £4,983,333). This reflects both reduced activity and cost control as it is well below inflation.

At the end of the year we generated a surplus of £363,928 compared to a budgeted loss of £432,269. This favourable difference of £796,197 is due to the recovery in our Trading activities and a year on year increase in Legacy income of £531,511.

The Hospice has emerged from the pandemic stronger, more capable and resilient than before having learned the lessons of fast and effective response to a changing and challenging set of circumstances.

I would like to thank my fellow Board members and our amazing staff and volunteers for their hard work and determination in keeping St Andrew's thriving and for continuing to deliver high standards of care and support for our patients and community.



.....  
Rachel Harvey  
**Chair, St Andrew's Hospice**

**St Andrew's Hospice Limited**  
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**For the year ended 31 March 2022**

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**REPORT OF THE TRUSTEES**

The Trustees present their annual report, strategic report and the audited consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

**Company status**

The charity is constituted as a company limited by guarantee and is therefore governed by its Memorandum and Articles of Association. The liability of the members in the event of the company being wound up is limited to £1. The company is a registered charity and acts entirely as a non-profit making organisation.

**Objectives and activities**

The charity was registered in 1980, after the formation of a group of dedicated local people in 1979, their inspiration being prompted by a local conference on the growth of the Hospice movement. They all felt that if there was a better way to respond to the needs of the terminally ill and their families, then every effort should be made, however daunting the challenge. As early as 1980, day care was offered once a week in 'borrowed' premises. A property was purchased in 1983, and by December 1986 both in-patient and day care for adults was operational. It wasn't until 1999 that the need for care of children and young people was identified, and the children's unit opened in 2001. After a lengthy period of planning and fundraising in April 2014 we started the redevelopment of our site in Peaks Lane. This project is now complete and offers much improved facilities for our patients.

**How our activities deliver public benefit**

The main areas of our charitable activities are caring for people of all ages with a progressive life-limiting illness and supporting their families and carers. All care is offered without charge to patients.

Information included in the other sections of the Report of the Trustees identifies, in more detail, the public benefit that the Hospice provides. Much of it is taken from our Quality Accounts which are prepared annually for NHS England.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity" (PB2).

**Our primary aim**

St Andrew's Hospice provides specialist palliative and end of life care for children, young people and adults who have a progressive life-limiting illness. Specialist palliative care is defined as providing management of pain and psychological, social, spiritual support to those with a progressive, life-limiting illness. It helps them to live their life to the full and includes the support to their families and friends both during their illness and into bereavement.

**St Andrew's Hospice Limited**  
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**REPORT OF THE TRUSTEES (Continued)**

**Our philosophy**

- To provide specialist care for patients with severe and progressive disease, where curative treatment is no longer possible.
- To demonstrate concern for the whole care of the patient, and to offer support not only to the patient, but also to those who care for them, both during illness and into bereavement.
- To communicate and liaise with all involved in the care of the patient, ensuring an integrated, seamless service is provided.
- To value the dignity and individuality of all patients and their rights to self-determination.
- To provide a flexible approach to care, wherever possible, in a manner and place of the patient's choosing: support in the early stages, access to in-patient and wellbeing services, clinics and support at home.
- To generate commitment and teamwork, bringing together the expertise and skills of an interdisciplinary caring team to meet the highest possible standards, addressing the patients' medical, nursing, social, emotional and spiritual needs, thereby enhancing the quality of life of the patient, and supporting those who care for them.
- To provide continuing education and training opportunities for all staff in order to develop commitment, expertise, specialism, innovation and the sharing of knowledge.
- To develop St Andrew's Hospice as an education, training and resource unit offering placements to students from all disciplines.
- To ensure the quality and standard of service is of a consistently high level, undertaking regular audit and responding to changing needs.
- To provide the most effective care in the most cost efficient manner.
- To be respected by health care professionals for the excellence of our service; to be respected by the public for our open and ethical behaviour, and for our dedication to the highest possible standards of care.

**Our criteria for care**

Anyone, of any age with a progressive life-limiting illness can access the services offered at St Andrew's Hospice. All care is offered without charge to patients.

**Driving force**

There are currently many local people not accessing hospice care due to their lack of understanding regarding the care that hospices deliver.

We want to change peoples' perceptions regarding hospice care. We can offer our expert service to benefit many more local people.

**St Andrew's Hospice Limited**  
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**REPORT OF THE TRUSTEES (Continued)**

**Services**

People of any age, for whom curative treatment is not possible, require active, total care delivered by a multi-professional team who will consider their physical, emotional, social and spiritual symptoms. The care of family members and friends is also integral and this is what makes hospice care unique in that it encompasses not only the patient but those close to them.

We care not only for patients with cancer, but for anyone with a progressive life-limiting illness.

We accept referrals from any source, however permission is sought from the patients' General Practitioner before assessment is undertaken.

Patients accessing services in either the Adult or Children's unit do so for symptom control, respite, rehabilitation or terminal care.

The clinical team at St Andrew's Hospice consists of clinicians with expertise and training in palliative care. As well as a palliative care consultant, specialist doctors and nurses, a wide range of therapists and allied healthcare professionals are employed, such as complementary therapists, a creative therapist, physiotherapist, family support workers and lymphedema specialists to support the clinical team. The clinical team is fully integrated with the administrative staff, and closely supported by volunteers in all departments.

Patients accessing either the Adult or Children's services have access to a comprehensive range of facilities and care, including lymphedema care, physiotherapy, creative therapies, emotional and social support, sensory equipment, spa pool, and so the list goes on.

Families and carers can access emotional, social and bereavement support as well as Carers and Children and Young Peoples Groups. Parent and Patient/Carer Forums are established and are working well, ensuring that patients and carers have input into service delivery planning and facility design.

**Adult services**

Care within Adult Services is available to any patient, 18 years upwards, who fits our criteria for care.

In-Patient Unit

We provide twelve in-patient single en-suite bedrooms.

Wellbeing Service

We have introduced a new way of providing day services which offers a flexible service to our patients. It is no longer appropriate to talk about "places" as patients can access a range of activities and services across the week. In light of the Pandemic this service is under constant review as we seek ways of safely supporting our service users.

**Children and Young People's services**

Care within Children's Services is available to patients up to the age of 25 years. Beyond this age, if appropriate, patients are transferred to Adult Services.

In-Patient Unit

We provide five in-patient single bedrooms.

Hospice at Home

Andy's Hospice at Home offers specialised hands on care and support from the comfort of the child/young person's own home. This encompasses a variety of different services including therapeutic activities, personal care, and is an opportunity to give parents a break whilst we care for the child/young person. Parents can then spend this time as they may wish for example shopping, spending time with friends/family or even sitting reading a book in another room of the home, knowing that their child is being

**St Andrew's Hospice Limited**  
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**REPORT OF THE TRUSTEES (Continued)**

well looked after and cared for. Care can also extend to providing symptom management and end of life care in the home. Support can also be offered for hospital appointments.

Wellbeing Service- Andy's Amigos

we have launched a new service called Andy's Amigos, which offers opportunities to mix and socialise within a group setting with other children and young people, learning from others as well as giving them a space to express themselves. These themed sessions take place across the hospice site at present, however we are considering how we can take some of these groups into the wider community to deliver these sessions nearer your home. Andy's Amigos groups include activities such as Crafty Kids, Physical Play, Meditation and Storytelling and Family Splash in our hydrotherapy pool.



**Achievements in 2021-22**

We deepened our links to health and social care providers over the past year to raise awareness of how our services can complement and support the wider healthcare system and the patients that we serve. This has positioned us to fully participate in the new structures that have emerged as the way that care is being organised and delivered by the NHS is changing following publication of the white paper 'Integrating Care'. The white paper presents a number of challenges but it also presents a number of opportunities – not least to bring local government, the NHS and all other key stakeholders in our system much closer together. This enables us to speak with one voice for the benefit of patients, and their families, maximising both the influence and role of our health and care system in the wider place shaping agenda, to keep pace with the increasingly complex needs of people and being more reflective of local issues.

**St Andrew's Hospice Limited**  
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**REPORT OF THE TRUSTEES (Continued)**

The governance model for embedding the health and care agenda into North East Lincolnshire's broader place arrangements, builds upon a history of strong collaborative working and partnership across North East Lincolnshire. This has been achieved through the introduction of a formal Joint Committee, which binds together North East Lincolnshire Council, Humber and North Yorkshire Health and Care Partnership and Provider partnerships such as ourselves at St Andrew's Hospice to lead and drive the health and care agenda locally.

Through our Children and Young People's Hospice at Home Service, we set the goal of enhancing the support for families and professionals. The service is constantly being reviewed and families are now offered longer sessions which are more beneficial to them and through planning can be offered on a regular basis depending on the child/ young person's needs. By having regular visits, we have been able to maintain 1-1 relationships, which are so important for trust, and lead to better nurse and child/family relationships, engagement and understanding. This has been hugely important through these very difficult times during the pandemic.

Also as part of this community, a new service called 'Andy's Amigo's' has been set up. This service offers therapeutic group sessions, enabling children to come together to socialise and interact whilst undertaking a variety of activities such as fun and games, crafty kids, physiotherapy through play, storytelling through massage and family splash sessions in our hydrotherapy pool.

By the end of 2020-21 we had completed the first stage of implementing a Data Warehouse and associated dashboards. This will continue to develop in 22-23 as we add more data sources and is already giving us instant access to our key performance data.

**Identified priorities for 2022-23**

**Single Nurse Administration of Controlled Drugs (SNACD)**

A significant amount of the working day within our Adult Inpatient Unit involves the management and administration of controlled drugs (CDs). The use of these controlled drugs currently requires checks by one Registered Nurse and another competent person/Registered Nurse. This ensures our patients have the required medications to control their symptoms, keeping them as comfortable as possible in our specialist palliative care setting.

Practicing in this way increases the resource required and with the introduction of the SNACD, it is hoped that this will generate more capacity for the team to be able to provide more care and reduce the wait time of our patients for their medications, thus improving the quality of care for our patients. Evidence also suggests there will be a reduction in medication errors.

In order for this to be successful, a robust training and policy plan is to be developed as a team approach with another hospice within our regional Executive Clinical Leads in Hospice and Palliative Care (ECLiHP) group. During this time there will be a period of engagement with the staff within the IPU, other relevant stakeholders and pilot of the project (involving a small group of staff) before a full launch. We recognise that our staff may not feel confident in working in this way and as such additional support, training and guidance will be given.

Patient and staff safety remains paramount to this identified priority and as such close monitoring and support is integral to the success of this. Whilst this identified priority is for the year 2022-23, we recognise that a robust period of planning and implementation may run over into 2023-24.

**Clinical Educator**

Here at St Andrew's we pride ourselves on the quality of care we deliver to our community. In order to do this, it is imperative that our staff have access to a range of training programmes and teachers to develop their competence and to keep up to date with the best evidence based practice. Therefore an identified priority for 2022- 23 is a new role to the organisation, a Clinical Educator.

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**REPORT OF THE TRUSTEES (Continued)**

Clinical Educators aim to provide support and education to clinical staff and students to improve their professional practice. They will assess the training needs of all of nursing, support and social team across the organisation and design a programme to meet those identified needs, whilst working closely with staff to deliver the programme and improve the competencies and skills. We hope to have this person in role by autumn 2022.

Until this point, we will continue to work on the development of the competency frameworks in both the adult and children's services, ensuring our staff are working to the most up to date evidence based practice to provide the best possible care with the skills they have. Extended skills will also be incorporated into these documents to allow staff to extend their reach and care for more patients with increasingly complex needs.

**Bereavement Services**

Our bereavement services support more and more patients and families each year. The value of good bereavement support is immeasurable and there isn't a consistent tool, which can be used to demonstrate the impact. The service allows our families the understanding that their grief is 'normal' and enables them to come to terms and adapt to the loss of a loved one. With the continued demand for this service, we have now reached the stage of re-evaluation.

Scoping work is required to be undertaken in 2022-23 to understand the need and demand for the service in the coming years and where there could be the potential to reach more people in need through partnership working.

**Digital Transformation**

As organisations evolve the amount of digital assets increase overtime, St Andrew's identified that a silo approach to digital system adoption had the potential to reduce productivity and increase administration overhead. St Andrew's has recently recruited a brand new position of Head of IT and Digital transformation. This position is to look at our existing digital landscape and develop a digital transformation roadmap that will leverage technology and systems to reduce costs, increase productivity and quality reliability. Digital transformation done right will enable proactive performance management by providing a holistic real-time view of business data and performance.

**Detailed Delivery Plan:**

Business discovery and technology intelligence discovery exercises have identified that St Andrew's Hospice has already started a number of digital initiatives. Based on the finding of both discovery exercises a 36 month strategic roadmap has been created to pull all projects together into one strategic vision.

**IT Infrastructure Upgrade Project:**

Building our digital capabilities is only possible if the hospice has a reliable network infrastructure, the intelligence discovery identified areas requiring improvement. The local area network upgrade project will improve service performance and active real-time monitoring of equipment, these improvements are critical as we move to more interconnected systems.

This upgrade will provide patients with better wi-fi, increased connectivity and allow additional services such as Sky TV to be installed into each of our patient bedrooms and communal areas.

**Data warehousing project:**

The data-warehousing project has identified areas needing improvement related to our use of SystmOne. SystmOne improvements and the data-warehousing project are to be combined as one single project. Combining these two pieces of work will improve the quality of data on existing dashboards and provide improved administration efficiency for our front line clinical staff.

The Data Warehousing Project, once complete, will allow staff to have a better insight into patient care and the interventions they may need to deliver in the future.

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**REPORT OF THE TRUSTEES (Continued)**

Health and Care Partnerships

The way that care is being organised and delivered by the NHS is changing following publication of the white paper 'Integrating Care'. The white paper presents a number of challenges but it also presents a number of opportunities— not least to bring local government, the NHS and all other key stakeholders in our system much closer together, aiming to speak with one voice for the benefit of patients, residents and service users, and maximising both the influence and role of our health and care system in the wider place shaping agenda to keep pace with the increasingly complex needs of people and being more reflective of local issues.

The governance model for embedding the health and care agenda into North East Lincolnshire's broader place arrangements builds upon a history of strong collaborative working and partnership across North East Lincolnshire through the introduction of a formal Joint Committee, which binds together North East Lincolnshire Council, Humber Coast and Vale ICS and Provider partnerships such as ourselves at St Andrew's Hospice to lead and drive the health and care agenda locally.

**Regulation**

After a successful CQC Transitional Monitoring Approach contact we now do not expect an imminent inspection.

Other regulators to which we are registered are the Gambling Commission, for the St Andrew's Hospice Lottery, and the Charity Commission. The Gambling Commission carried out an inspection five years ago and no material issues were identified.

**Fundraising**

Over the past several years since the 2015 Etherington report, the world of charity fundraising has seen scrutiny around some of its practices (although no hospices were found to be involved in any poor practice).

The subsequent introduction of the Code of Fundraising Practice by the Fund Raising Regulator (which includes protections for vulnerable people), is a means by which charities can voluntarily register and demonstrate their commitment to good practice. St Andrew's Hospice Ltd has chosen to voluntarily register with the Fund Raising Regulator and is compliant with the code.

St Andrew's Hospice engages only thoroughly vetted 3rd party commercial participators for the purposes of fundraising i.e. our lottery, and, monitors their activity routinely and collaboratively.

No complaints have been received in 2021-22 in respect of our fundraising practices under the code.

**Volunteers**

To deliver a high standard of care to patients, their families and friends, we rely heavily on a dedicated 'army' of volunteers who help across all areas of activity. We have approximately 450 volunteers, who work in all clinical areas, reception, administration, retail, gardening team, reception, catering, fundraising, marketing and household departments.

**Relationships**

We are committed to working collaboratively with our colleagues both within the statutory and the voluntary sector, to ensure a seamless service for patients and their families and to prevent duplication of services, thereby delivering care in the most cost effective and efficient way possible.

**St Andrew's Hospice Limited**  
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**For the year ended 31 March 2022**

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**REPORT OF THE TRUSTEES (Continued)**

**Financial review**

**Income**

The Trustees wish to thank all our supporters for their continued work and generosity. Our income increased by £371,340 or 7.5% this year to £5,307,614 (2021: £4,936,274). This was an excellent outcome given the withdrawal of nearly all Covid funding

Our Trading Company income of £1,362,635 (which excludes all sales related to Gift Aid donated items and the additional Gift Aid component) compared to £321,388 in the previous year – this is entirely due to the opening up of the shops and a relative return to normal. Retail continues to perform well and we are expecting another successful year.

Our lottery income, net of prizes, decreased by 4% this year to £357,933 (2021: £372,493). Lottery expenses, which are included in Fundraising, have decreased by £930 to £68,746 (2021: £69,676) which reflects the fall in members. A Lottery Management Contract is in place for 2022-23 which includes provision for recruitment though given the circumstances we are unlikely to do any face to face recruitment.

**Expenditure**

Expenditure over the year increased by £57,809 (from £4,925,524 to £4,983,333). The Board is absolutely determined to control expenditure while committed to investing in both patient care and in building sustainable income streams.

**Total Funds Carried Forward**

The surplus for the year was £363,928 (2021: £250,544). This was after investment gains of £39,647 (2021: £161,707). The surplus of £363,928 comprises of an operational surplus of £286,545 (2021: £250,544) and a surplus on restricted funds of £77,383 (2021: £nil). The surplus on restricted funds represents income received in advance of the expenditure it relates to. Total funds carried forward as at 31st March 2022 were £10,628,776 (2021: £10,264,848), of which £10,551,393 are unrestricted and £77,383 restricted, compared with £10,264,848 and £nil respectively in the comparative year.

**Pay policy for senior staff**

A Board committee, comprising the Chair, Vice Chair and two other Trustees, decides remuneration of key staff. These are benchmarked against a range of other Hospices and Public Sector bodies.

**Principal risks and uncertainties**

**Risk management**

We have identified the risks below as the principle organisational risks:

- Information Technology (IT)
- Fire/disaster/pandemic
- Potential Reputational Damage
- Reduced income/referrals
- Succession planning/ageing workforce/recruitment and retention of staff
- Potential reduction in volunteers

The above risks are recorded on our organisational risk register which lists mitigating measures and which is brought to the attention of the Board at each Board Meeting. There is a detailed Business Continuity and Resilience Plan, which addresses identified risks.

We have further developed a Governance Framework which identifies areas of risk/compliance across the organisation. It is the responsibility of the Board to ensure that those areas identified are monitored on a regular basis to give assurance that our controls and mitigation measures are effective.

**St Andrew's Hospice Limited**  
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**REPORT OF THE TRUSTEES (Continued)**

Since the Pandemic we have expanded our Risk Register but were generally pleased that the framework of incident management worked well.

**Reserves**

The term 'reserves' is used to describe our income funds that are freely available to help us meet our objectives.

Our current policy states that we aim to hold free reserves of between 6 and 12 months annual cash running costs.

It is recognised that we need to have sufficient cash and reserves to absorb short-term fluctuations and larger setbacks in income receipts. We recognise the importance of ensuring that we have a free reserves buffer in place in order to provide uninterrupted palliative care services to the local community. About 70% of our normal expenditure is in the form of salaries. Our cash reserves at the end of the year, including current asset investments, were £2,289,404 (2021: £2,576,708) which is equivalent to about six months running costs (2021: six months). Our net current assets (cash + debtors – creditors) at the end of March 2022 were £2,670,539, equivalent to about 7 months running costs. It should be noted however that in addition to our cash deposits we hold £2,553,927 in readily convertible investments (available within 1 week). Our effective running cost cover is just over £5.1m or around 12 months.

As at the year end the free reserves held by the group were £5,147,279 (2021: £4,833,630). These are calculated as follows:

	<b>2022</b>	<b>2021</b>
Total unrestricted funds	10,551,393	10,264,848
Less unrestricted fixed assets	(5,404,114)	(5,427,921)
Less unrestricted intangible assets	-	(3,297)
<b>Free reserves</b>	<b>5,147,279</b>	<b>4,833,630</b>

Following a rise in the levels of free reserves and in line with best practice as advocated by The Charity Commission, the Board has embarked on a review of our current practice and policy of reserves management, to ensure that our required reserves are proportionate to the range of strategic risks we have identified. This review recognises the changes in the external environment and those aspects that are beyond our control. It is expected as part of this work that should any surplus be released, these will be designated to further the charity's objectives.

**Investment policy**

The charity's Memorandum and Articles of Association gives the Directors power to invest monies of the charity in or on such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may from time to time be imposed or required by law.

The Board of Trustees takes a balanced risk attitude towards investment. As interest rates have continued to perform poorly the Board has resolved to increase the investment with Tilney by a further £1 million. Four hundred thousand was moved pre year end and the balance will be fed in over the next few months. The Board has increased its limit of exposure to Equities to 50%. As we closed down the other Bank Accounts, other than the Co-op, we have opened a Flagstone Account which enables us to allocate funds to a wide range of Bank Accounts, including Term and Notice Accounts and secure FSCS protection for a much higher proportion of our cash.

The current investments are cash deposits with:

The Co-operative Bank Plc  
Flagstone  
Funds under management by Tilney

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**REPORT OF THE TRUSTEES (Continued)**

**Structure, governance & management**

**Structure and decision making process**

The Board of Trustees is the governing body of St Andrew's Hospice, which currently comprises ten members and meets twelve times a year. These meetings currently take place mostly face to face. Trustees are elected for a three year period and may be re-elected. The Chief Executive attends Board meetings, accompanied by senior managers. Other staff attend as required. Authority for management of the Hospice is delegated to the Chief Executive and Senior Management Team (who are not Trustees of St Andrew's Hospice Limited).

**Trustees' induction and training**

New Trustees are appointed after interview with the Chair, Trustees and the Chief Executive. An Enhanced Disclosure and Barring Check is also conducted and two references are taken up. Trustees also declare they are fit and willing to undertake the responsibilities and duties of a charity trustee and complete the HMRC Fit and Proper Persons' Test.

They are given a Trustee Induction Pack which includes documents relating to the operational framework of the Hospice, Memorandum and Articles and financial reports, in addition to pertinent documents from the Charity Commission. They are appointed a fellow Trustee who acts as a mentor. Additionally, new Trustees are invited to attend a meeting with the Senior Management Team.

When any training requirements are identified, Trustees attend training courses and conferences. These include Induction Days for Trustees at Hospice UK, Safeguarding training, along with other courses as applicable.

**Internal controls**

We, the Trustees, confirm that internal control procedures are in place in order to provide assurance against material misstatement or loss. They include:

- Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actual results against budget.
- Financial policies and procedures which are kept under constant review.

**Subsidiary**

The charity's wholly owned trading subsidiary, St Andrew's Hospice (Trading) Limited, carries out non-charitable trading activities on behalf of the charity, and makes gift aid payments of its profits to the charity over the year.

**Trustees' responsibilities in relation to the financial statements**

The trustees (who are also directors of St Andrews Hospice Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2022**

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**REPORT OF THE TRUSTEES (Continued)**

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to disclosure to our auditors**

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

BHP LLP were appointed during the year ending March 2021 and in accordance with section 487(2) of the Companies Act 2006 are deemed to be re-appointed annually.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

The Trustees' Report was approved by the Board of Trustees and signed on its behalf by:



.....  
Rachel Harvey  
Chair, St Andrew's Hospice

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinion**

We have audited the financial statements of St Andrew's Hospice Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and notes to the financial statements, including 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 parent charitable company's affairs as at 31 March 2022, 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 parent charitable company's ability to continue as a going concern for a period of at least twelve 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 trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act. 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 specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

- we identified the laws and regulations applicable to the group and parent charitable company through discussions with management and trustees, and from our knowledge and experience of this organisation;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent charitable company, including the Charities Act 2011, the Companies Act 2006, data protection, health and safety legislation, CQC regulations and employment law;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and trustees;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit of the group and parent charitable company.

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**

*BHP LLP*

[Jane Marshall \(Sep 23, 2022 15:52 GMT+1\)](#)

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*Jane Marshall (Senior Statutory Auditor)*  
*For and on behalf of BHP LLP, Statutory Auditor*  
*Chartered Accountants*  
*Statutory Auditor*

*Rievaulx House*  
*1 St Mary's Court*  
*Blossom Street*  
*York*  
*YO24 1AH*

Date: Sep 23, 2022

St Andrew's Hospice Ltd year ended 31 March 2022

Consolidated Statement

		2022	2022	2022	2021	2021	2021
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
					as restated	as restated	as restated
	Note	£	£	£	£	£	£
<b>Income</b>							
Donations		385,877	426,456	812,333	499,109	144,343	643,452
Donations - retail		148,919	71,376	220,295	58,613	28,169	86,782
Legacies		794,991	43,900	838,891	303,380	4,000	307,380
<b>Income from charitable activities</b>							
Department of Health Funding Children's Unit		-	290,634	290,634	-	282,169	282,169
Health Authority		589,821	125,878	715,699	586,070	117,683	703,753
Provision of care		17,528	77,451	94,979	-	271,802	271,802
NHSE COVID funding		-	221,854	221,854	-	1,244,993	1,244,993
<b>Other trading activities</b>							
Income from retail operations	5	920,820	441,815	1,362,635	245,247	76,141	321,388
Fundraising events and lottery	4	386,106	113,239	499,345	262,133	125,913	388,046
<b>Income from Investments</b>	3	31,836	-	31,836	21,477	-	21,477
<b>Other Income</b>							
Coronavirus retention scheme grant income		16,182	-	16,182	316,986	-	316,986
Other Coronavirus grant income		48,866	26,001	74,867	235,665	95,725	331,390
Other Income		106,043	22,021	128,064	16,656	-	16,656
<b>Total Income</b>		<b>3,446,989</b>	<b>1,860,625</b>	<b>5,307,614</b>	<b>2,545,336</b>	<b>2,390,938</b>	<b>4,936,274</b>
<b>Expenditure</b>							
<b>Expenditure on charitable activities</b>							
Adult in-patient services		784,731	410,606	1,195,337	468,097	653,208	1,121,305
Adult day care services		297,505	-	297,505	279,682	-	279,682
Children's in-patient services		-	315,933	315,933	-	1,033,866	1,033,866
Children's day care services		-	937,552	937,552	-	346,125	346,125
Lymphoedema services		100,604	10,000	110,604	111,637	-	111,637
Family support bereavement services		254,560	-	254,560	209,799	-	209,799
<b>Expenditure on raising funds</b>							
Investment Management fees		16,347	-	16,347	11,139	-	11,139
Fundraising and retail		1,443,744	411,751	1,855,495	1,454,232	357,739	1,811,971
<b>Total Expenditure</b>	6	<b>2,897,491</b>	<b>2,085,842</b>	<b>4,983,333</b>	<b>2,534,586</b>	<b>2,390,938</b>	<b>4,925,524</b>
<b>Taxation on Trading profit</b>		-	-	-	78,087	-	78,087
<b>Net Income before net gains/(losses) on investments</b>							
Net gains/loss on investments	10	549,498	(225,217)	324,281	88,837	-	88,837
		39,647		39,647	161,707	-	161,707
<b>Net Income /(expenditure) before transfers</b>							
Transfers between funds		589,145	(225,217)	363,928	250,544	-	250,544
		(302,600)	302,600	-	-	-	-
<b>Net movement in funds for the year</b>							
Funds brought forward at the beginning of year	16	10,264,848	-	10,264,848	10,014,304	-	10,014,304
<b>Funds carried forward at the end of the year</b>	16	<b>10,551,393</b>	<b>77,383</b>	<b>10,628,776</b>	<b>10,264,848</b>	-	<b>10,264,848</b>

The results for the year all relate to continuing operations

St Andrew's Hospice Ltd year ended 31 March 2022  
**CONSOLIDATED AND CHARITY BALANCE SHEETS**

	Note	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 as restated £
<b>Fixed Assets</b>					
Tangible assets	8	5,404,114	5,427,921	5,380,312	5,401,187
Intangible assets	9	-	3,297	-	3,297
Investments	10	2,553,927	1,904,665	2,558,927	1,909,665
		<b>7,958,041</b>	<b>7,335,883</b>	<b>7,939,239</b>	<b>7,314,149</b>
<b>Current assets</b>					
Debtors	11	724,761	867,507	1,219,548	1,255,493
Cash on deposit, at bank and in hand	12	1,849,333	2,136,637	1,434,646	2,060,106
Current asset investments		440,071	440,071	440,071	440,071
		<b>3,014,165</b>	<b>3,444,215</b>	<b>3,094,265</b>	<b>3,755,670</b>
<b>Creditors: amounts falling due within one year</b>	13	<b>343,430</b>	<b>515,250</b>	<b>289,490</b>	<b>472,534</b>
<b>Net current assets</b>		<b>2,670,735</b>	<b>2,928,965</b>	<b>2,804,775</b>	<b>3,283,136</b>
<b>Total net assets</b>		<b>10,628,776</b>	<b>10,264,848</b>	<b>10,744,014</b>	<b>10,597,285</b>
<b>Charity Funds</b>					
Restricted funds		77,383	-	77,383	-
Unrestricted funds					
	General Funds	10,505,902	10,137,398	10,621,140	10,469,835
	Revaluation reserve	45,491	127,450	45,491	127,450
<b>Total Funds</b>	16	<b>10,628,776</b>	<b>10,264,848</b>	<b>10,744,014</b>	<b>10,597,285</b>

As permitted by s408 Companies Act 2006, the charitable company has not presented its own profit and loss accounts and related notes. The charitable company's surplus for the year was £146,729 (2021: deficit of £623,443).

The notes on pages 21 to 35 form part of these financial statements

These financial statements were approved by the Board of Trustees on 8 September 2022 and were authorised for issue and signed on its behalf by

Ms Rachel Harvey  
**Chair of the Trustees**

Mr A Millson  
**Trustee**

**St Andrew's Hospice Limited**  
**Consolidated cash flow statement**  
**for the year ended 31 March 2022**

	Note	2022		2021	
		£	£	£	£
Cash flows from operating activities			<b>601,804</b>		677,088
Income taxed paid					(21,230)
<b>Net cash provided by operating activities</b>			<b>601,804</b>		655,858
Cash flows from Investing activities					
Interest received			<b>31,836</b>		21,477
Purchase of tangible fixed assets	8		<b>(311,329)</b>		(55,747)
Purchase of Investment - Tilney	10		<b>(1,787,332)</b>		(647,240)
Proceeds on disposal of investments	10		<b>1,177,717</b>		141,277
Purchase of Current Asset investments			-		(440,071)
<b>Net cash used in investing activities</b>			<b>(889,108)</b>		(980,304)
<b>Change in cash and cash equivalents at the beginning of the year</b>			<b>(287,304)</b>		(324,446)
Cash and cash equivalents at the beginning of the year			<b>2,136,637</b>		2,461,083
<b>Cash and cash equivalents at the end of the year</b>			<b>1,849,333</b>		2,136,637

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2022	2021
	£	£
Net income for the year	<b>363,928</b>	250,544
(Gains)/losses on investments	<b>(39,647)</b>	(161,707)
Taxation on trading profit	-	(78,087)
Depreciation charge	<b>335,136</b>	361,993
Amortisation charge	<b>3,297</b>	7,805
Interest received	<b>(31,836)</b>	(21,477)
Loss on disposal of fixed assets	-	-
(Increase)/decrease in debtors	<b>142,746</b>	437,563
(Decrease)/increase in creditors	<b>(171,820)</b>	(119,546)
<b>Net cash inflow from operating activities</b>	<b>601,804</b>	677,088

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2022**

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**NOTES TO THE FINANCIAL STATEMENTS**

**1 Accounting policies**

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

**Company information**

St Andrews Hospice Limited is a company limited by guarantee, the liability of the Directors is limited to one pound, and a charity registered in England and Wales. The registered office is St Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP.

**Accounting convention**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

St Andrews Hospice Limited constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company 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 significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**Prior Year Adjustment**

In preparing the financial statements for the year ended 31 March, an error was identified that was sufficient to warrant restatement. The effect and nature of the restatement are disclosed in note 23

**Going concern**

The charitable company meets its daily working capital requirements through its bank account and current asset investments which has funds of £2.2m at 31 March 2022. Given the charitable company's favourable fundraising record and the level of free reserves available at the year end, the Directors consider that the charitable company has adequate resources to continue in operational existence for a period of at least 12 months from signing these accounts. Accordingly the financial statements have been prepared on a going concern basis.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2022**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Fund accounting**

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. These arise when funds are subject to specific restrictive conditions imposed by funders/donors or by the purpose of the grant. The purpose and use of the restricted funds is set out in note 16.

**Income**

Income is recognised in the year in which entitlement arises, receipt is probable and the amount can be reliably measured. Income is deferred:

- where the charitable company has to fulfil conditions before becoming entitled to it,
- where the income is received specifically for expenditure in a future accounting period
- where donations, sponsorship and entry fees are received in anticipation of an event to be held in a future accounting period.

**Legacies**

Pecuniary and residuary legacies are recognised when there is sufficient evidence of entitlement to the legacy, receipt is probable and it can be measured with sufficient reliability.

**Gifts in Kind and volunteers' contributions**

St Andrew's benefits greatly from a variety of gifts in kind and voluntary contributions. Gifts donated for resale are included as income when they are sold. Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Consumables and small items donated for fundraising activities are not recognised in the financial statements. No amounts are included in the financial statements for services donated by volunteers.

**Expenditure and irrecoverable VAT**

Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT that cannot be recovered. Expenditure is allocated directly to a particular activity where costs relate directly to that activity.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

**Cost of raising funds**

These include the salaries, direct expenditure and overhead costs of the fundraising team as well as lottery and event costs, investment management costs and the cost of our retail operations.

**Charitable activity costs**

These include the salaries, direct expenditure and overhead costs of the care and support team.

**Operating leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

**Pensions**

The charity operates a defined contribution scheme for the employees of both the Charity and its trading subsidiary. Contributions are charged as an expense to the Statement of Financial Activities in the period in which they fall due.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Trustees' Report and Financial Statements**  
For the year ended 31 March 2022

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Staff costs**

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits

**Investments**

Investments (other than investments in subsidiaries) are stated at market value at the balance sheet date.

The investments managed by Tilney, see note 10, are held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices with any gains or losses going through the Statement of Financial Activities.

Investments in subsidiaries are stated at cost and the Directors review the carrying value annually for indications of impairment.

**Intangible fixed assets other than goodwill**

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

<b>Software</b>	Shorter of the life of the license or 3 years
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**Fixed assets and depreciation**

Fixed assets are stated at cost. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold property	2-4% straight line
Leasehold property	33% straight line
Fixtures, fittings and equipment	20%-33% straight line
Motor vehicles	25% straight line

Assets under the course of construction are not depreciated until brought into use.

**Impairment policy**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease

**Stocks**

Purchased goods for resale are valued at the lower of cost and net realisable value.

Donated items of stock for resale are not included in the financial statements until they are sold as the Directors consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2022**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Tax**

St Andrew's Hospice Limited is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising to the extent that such income or gains are applied exclusively to charitable purposes.

The trading subsidiary is liable to corporation tax on their chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date.

**Financial instruments**

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

**Creditors, loans and provisions**

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

Financial liabilities are recognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2022**

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**1 Accounting Policies (continued)**

**Critical accounting estimates and judgements**

In the application of the group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

**Depreciation of tangible assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

The charity incurs expenditure on creating tangible fixed assets for use in the charity with costs being incurred over a number of months. The Directors believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

**Legacies**

Legacies are only recognised as income when notification has been received from the solicitors, the charity has established its legal entitlement to the funds and where sufficient information is available to allow it to measure its entitlement.

**Going Concern**

Because of the potential impact of the Covid-19 pandemic the Board has instituted a process by which it reviews three forecasts for the Financial Year following the one in which the accounts are compiled. It already has sight of regularly updated forecasts for the current period. Based on a review of the most likely outcome it will make a decision as to whether the business can be considered a going concern and the accounts prepared on that basis.

The charitable company meets its daily working capital requirements through its bank account and current asset investment which have funds of £2.2m at 31 March 2022. Given the charitable company's favourable fundraising record and the level of free reserves available at the year end, the Directors consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly the financial statements have been prepared on a going concern basis.

**St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022**

**2 Net Income**

	2022	2021
	£	£
<b>Net income is stated after charging:</b>		
Depreciation of tangible fixed assets	335,136	361,993
Amortisation of intangible fixed assets	3,297	7,805
Loss on disposal of fixed assets	-	-
Auditor's remuneration - audit of charity and subsidiary company accounts	13,915	13,125
Auditor's remuneration - Non audit services	1,910	1,800

**3 Income from Investments**

	Unrestricted	Unrestricted
	2022	2021
	£	£
Dividend Income	24,567	17,102
Interest from building societies and banks	7,269	4,375
	<b>31,836</b>	<b>21,477</b>

**4 Fundraising events and lottery**

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	2022	£	£	2021
	£	£	£	£	£	£
Events	24,453	1,049	25,502	14,592	961	15,553
Lottery	325,743	112,190	437,933	247,541	124,952	372,493
Catering	25,149	-	25,149	-	-	-
Retreat	10,761	-	10,761	-	-	-
	<b>386,106</b>	<b>113,239</b>	<b>499,345</b>	<b>262,133</b>	<b>125,913</b>	<b>388,046</b>

Lottery income is reported Gross of prizes in 2022 with the actual expenditure on those lottery prizes identified in the Total Expenditure breakdown found at Note 6 in the accounts.

**5 Income from retail operations**

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	2022	£	£	2021
	£	£	£	£	£	£
Shops	920,820	441,815	1,362,635	220,789	76,141	296,930
Catering	-	-	-	24,458	-	24,458
	<b>920,820</b>	<b>441,815</b>	<b>1,362,635</b>	<b>245,247</b>	<b>76,141</b>	<b>321,388</b>

St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

**6 Total Expenditure**

Year ended 31 March 2022

Costs directly allocated to activities	Adult in-patient services	Adult day care services	Children's in-patient services	Children's day care services	Lymphoedema services	Bereavement services	Fundraising	Retail	Investment management fees	Total 2022
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	786,129	196,532	188,358	565,073	64,888	165,331	182,355	746,143	-	2,894,809
Clinical Supplies	22,874	5,719	4,386	13,160	4,633	2,058	-	-	-	52,830
Training	-	-	-	-	-	-	1,091	2,890	-	3,981
Goods for Resale	-	-	-	-	-	-	-	10,462	-	10,462
Professional Fees	2,830	1,286	1,286	2,830	386	1,029	3,216	4,648	-	17,511
Lottery prizes	-	-	-	-	-	-	80,000	-	-	80,000
<b>Support Costs</b>										
Premises	92,919	23,893	29,203	87,609	10,619	21,238	29,498	406,797	-	701,776
IT & Communications	39,077	10,048	12,281	36,844	4,466	8,932	31,989	14,148	-	157,785
PR & Marketing	3,516	904	1,105	3,315	402	804	115,608	22,988	-	148,642
Management & Finance	147,155	33,229	47,470	137,663	14,241	33,229	61,711	29,549	16,347	520,594
Vehicles & Travel	6,293	1,618	1,978	5,933	719	1,438	135	38,396	-	56,510
Depreciation & amortisation	94,544	24,276	29,866	85,125	10,250	20,501	52,049	21,822	-	338,433
<b>Total Resources Expended</b>	<b>1,195,337</b>	<b>297,505</b>	<b>315,933</b>	<b>937,552</b>	<b>110,604</b>	<b>254,560</b>	<b>557,652</b>	<b>1,297,843</b>	<b>16,347</b>	<b>4,983,333</b>

**6 Total Expenditure**

Year ended 31 March 2021

Costs directly allocated to activities	Adult in-patient services	Adult day care services	Children's in-patient services	Children's day care services	Lymphoedema services	Bereavement services	Fundraising	Retail	Investment management fees	Total 2021
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	749,012	187,253	679,618	226,539	73,374	124,541	200,049	853,725	-	3,094,111
Clinical Supplies	25,001	6,250	30,633	10,211	907	1,577	117	-	-	74,696
Training	3,707	927	3,265	1,088	341	5,789	79	543	-	7,033
Goods for Resale	-	-	-	-	-	-	-	42,844	-	42,844
Professional Fees	2,363	1,074	2,363	1,074	322	859	2,687	5,217	-	15,959
<b>Support Costs</b>										
Premises	81,539	20,967	76,880	25,627	9,319	18,638	25,886	335,047	-	593,903
IT & Communications	43,380	11,155	40,901	13,634	4,958	9,915	34,373	11,247	-	169,563
PR & Marketing	2,742	705	2,585	862	313	627	95,420	1,192	-	104,446
Management & Finance	113,085	25,535	105,789	36,479	10,944	25,535	47,424	27,355	11,139	403,285
Vehicles & Travel	4,744	1,220	4,473	1,491	542	1,084	1,021	35,311	-	49,886
Depreciation & amortisation	95,732	24,596	93,889	31,296	10,617	21,234	54,063	38,371	-	369,798
<b>Total Resources Expended</b>	<b>1,121,305</b>	<b>279,682</b>	<b>1,033,866</b>	<b>346,125</b>	<b>111,637</b>	<b>209,799</b>	<b>461,119</b>	<b>1,350,852</b>	<b>11,139</b>	<b>4,925,524</b>

**St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022**

**7 Staff numbers and costs**

The average number of staff employed by the charitable group, based on payroll data, not including vacancies, was as follows:

	Average FTE 2022 No.	Average Headcount 2022 No.	Average FTE 2021 No.	Average Headcount 2021 No.
Charitable activities	58	75	68	86
Fundraising and shops	36	42	35	40
Management and administration	19	22	15	19
	<b>113</b>	<b>139</b>	<b>118</b>	<b>145</b>

The aggregate payroll costs of these persons was as follows

	2022 £	2021 £
Wages and salaries	2,783,818	2,843,212
Social security costs	209,214	195,297
Other pension costs	106,023	120,196
	<b><u>3,099,055</u></b>	<b><u>3,158,705</u></b>

The number of higher paid employees is disclosed below.

	2022 No.	2021 No.
£60,000 to £69,999	-	1
£70,000 to £79,999	1	-

Employer contributions into a money purchase scheme for this individual were £4,901 (2021: £4,852).

The key management personnel of the charity (and group) comprise the Directors and the senior management team which comprises 6 individuals (2021: 7). The total remuneration of the key management personnel employed by the charity (and group) were £383,519 (2021: £408,659).

Pension contributions of £13,863 were outstanding at 31st March (2021: £15,773).

St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

8 TANGIBLE FIXED ASSETS

GROUP

	Leasehold property	Freehold property	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2021	361,465	7,756,401	1,255,511	92,250	9,465,627
Additions	15,320	-	296,009	-	311,329
Disposals	(318,894)	-	(968,140)	(92,250)	(1,379,284)
<b>At 31 March 2022</b>	<b>57,891</b>	<b>7,756,401</b>	<b>583,380</b>	<b>-</b>	<b>8,397,672</b>
<b>Depreciation</b>					
At 1 April 2021	339,227	2,447,543	1,158,686	92,250	4,037,706
Provided for in the year	19,297	254,538	61,301	-	335,136
Disposals	(318,894)	-	(968,140)	(92,250)	(1,379,284)
<b>At 31 March 2022</b>	<b>39,630</b>	<b>2,702,081</b>	<b>251,847</b>	<b>-</b>	<b>2,993,558</b>
<b>Net book amount</b>					
<b>At 31 March 2022</b>	<b>18,261</b>	<b>5,054,320</b>	<b>331,533</b>	<b>-</b>	<b>5,404,114</b>
At March 2021	22,238	5,308,858	96,825	-	5,427,921

CHARITY

	Leasehold property	Freehold property	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2021	-	7,756,401	1,086,023	92,250	8,934,674
Additions	-	-	292,439	-	292,439
Disposals	-	-	(808,786)	(92,250)	(901,036)
<b>At 31 March 2022</b>	<b>-</b>	<b>7,756,401</b>	<b>569,676</b>	<b>-</b>	<b>8,326,077</b>
<b>Depreciation</b>					
At 1 April 2021	-	2,447,543	993,694	92,250	3,533,487
Provided for in the year	-	254,538	58,776	-	313,314
Disposals	-	-	(808,786)	(92,250)	(901,036)
<b>At 31 March 2022</b>	<b>-</b>	<b>2,702,081</b>	<b>243,684</b>	<b>-</b>	<b>2,945,765</b>
<b>Net book amount</b>					
<b>At 31 March 2022</b>	<b>-</b>	<b>5,054,320</b>	<b>325,992</b>	<b>-</b>	<b>5,380,312</b>
At March 2021	-	5,308,858	92,329	-	5,401,187

**St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022**

**9 INTANGIBLE FIXED ASSETS**

**Group and Charity**

	Software	Total
	£	£
<b>Cost</b>		
At April 2021	98,846	98,846
Additions	-	-
Disposals	(75,432)	(75,432)
At 31 March 2022	<u>23,414</u>	<u>23,414</u>
<b>Amortisation</b>		-
At April 2021	95,549	95,549
Provided for in the year	3,297	3,297
Disposals	(75,432)	(75,432)
At 31 March 2022	<u>23,414</u>	<u>23,414</u>
<b>Net book amount</b>		
At 31 March 2022	<u>-</u>	<u>-</u>
At 31 March 2021	<u>3,297</u>	<u>3,297</u>

St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

10 Investments

Group	Other investments £	Listed investments £	Cash held in investment portfolio £	Total £
Valuation				
At 1 April 2021	100,000	1,677,556	127,109	1,904,665
Additions	-	1,852,919	-	1,852,919
Disposals	-	(1,177,717)	-	(1,177,717)
Revaluations	-	39,647	-	39,647
Other movements	-	-	(65,587)	(65,587)
<b>At 31 March 2022</b>	<b>100,000</b>	<b>2,392,405</b>	<b>61,522</b>	<b>2,553,927</b>

Company	Investment in subsidiary companies £	Other investments £	Listed investments £	Cash held in investment portfolio £	Total £
Valuation					
At 1 April 2021	5,000	100,000	1,677,556	127,109	1,909,665
Additions	-	-	1,852,919	-	1,852,919
Disposals	-	-	(1,177,717)	-	(1,177,717)
Revaluations	-	-	39,647	-	39,647
Other movements	-	-	-	(65,587)	(65,587)
<b>At 31 March 2022</b>	<b>5,000</b>	<b>100,000</b>	<b>2,392,405</b>	<b>61,522</b>	<b>2,558,927</b>

The historical cost of listed investments as at 31 March 2022 was £2,346,915 (2021: £1,550,106).

Principal Subsidiaries

The company owns 100% of the issued share capital of St Andrew's Hospice (Trading) Limited, incorporated in England and Wales.

Details relating to the subsidiary, and financial results for the year are shown below:

Company Number	02775647
Registered office	St. Andrew's Hospice, Peaks Lane, Grimsby, DN32 9RP
Principal activity	Sale of donated goods
Income	1,514,332
Expenditure	(1,297,130)
Profit/(Loss) for the year	217,202
Net Assets	(110,237)

St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

11 Debtors

	Group		Charity	
	Due within one year 2022	Due within one year 2021	Due within one year 2022	Due within one year 2021
	£	£	£	£
Trade debtors	28,786	155,006	28,556	155,006
Prepayments & Accrued Income	489,493	406,055	399,573	342,120
Other debtors	156,967	276,261	142,045	255,506
VAT receivable	49,515	30,185	33,210	18,892
Amounts due from subsidiary undertakings	-	-	616,164	483,969
	<b>724,761</b>	<b>867,507</b>	<b>1,219,548</b>	<b>1,255,493</b>

12 Cash at bank, in hand and on deposit

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Interest bearing bank and deposits	1,848,971	2,135,692	1,434,428	2,059,426
Cash in hand	362	945	218	680
	<b>1,849,333</b>	<b>2,136,637</b>	<b>1,434,646</b>	<b>2,060,106</b>

13 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank overdraft	-	-	-	-
Trade creditors	92,953	91,073	51,641	64,135
Taxation and social security	49,889	5,439	49,889	-
Accruals and deferred income	51,516	81,569	34,855	71,230
Other creditors	71,765	261,634	71,765	261,634
Amounts due to subsidiary undertakings	-	-	4,033	-
Advanced lottery receipts	77,307	75,535	77,307	75,535
	<b>343,430</b>	<b>515,250</b>	<b>289,490</b>	<b>472,534</b>

14 Financial Instruments

	2022	2021
	£	£
<b>Carrying value of financial assets</b>		
Financial assets carried at amortised costs	2,574,094	3,004,144
Financial assets carried at fair value	2,453,927	1,804,665
<b>Carrying value of Financial Liabilities</b>		
Financial Liabilities carried at amortised cost	343,430	515,250

15 Commitments

Total commitments under non-cancellable operating leases are as follows:

Group and Charity

	Land and buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Within one year	190,413	6,869	224,746	6,459
More than one year and less than 5 years	412,447	21,254	524,926	20,254
In more than 5 years	14,167	-	59,083	-
	<b>617,027</b>	<b>28,123</b>	<b>808,755</b>	<b>26,713</b>

St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

16 Statement of Funds

Group

	As at 1 April 2021	Income	Expenditure	Transfers	Changes in market value	As at 31 March 2022
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General funds	10,137,398	3,446,989	(2,897,491)	(180,994)	-	10,505,902
Revaluation reserve	127,450	-	-	(121,606)	39,647	45,491
<b>Total unrestricted funds</b>	<b>10,264,848</b>	<b>3,446,989</b>	<b>(2,897,491)</b>	<b>(302,600)</b>	<b>39,647</b>	<b>10,551,393</b>

**Restricted funds**

Children's Unit	-	1,362,636	(1,665,236)	302,600	-	-
Adult Unit	-	186,802	(186,802)	-	-	-
Lymphoedema services	-	10,000	(10,000)	-	-	-
Hospice UK/NHSE	-	221,854	(221,854)	-	-	-
The National Lottery Community Fund	-	51,084	(1,950)	-	-	49,134
Other restricted funds	-	28,249	-	-	-	28,249
	-	1,860,625	(2,085,842)	302,600	-	77,383

**Total funds**

<b>10,264,848</b>	<b>5,307,614</b>	<b>(4,983,333)</b>	<b>-</b>	<b>39,647</b>	<b>10,628,776</b>
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**Statement of funds - prior year**

	As at 1 April 2020	Income	Expenditure	Transfers	Changes in market value	As at 31 March 2021
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General funds	10,014,304	2,545,336	(2,456,499)	34,257	-	10,137,398
Revaluation reserve	-	-	-	(34,257)	161,707	127,450
<b>Total unrestricted funds</b>	<b>10,014,304</b>	<b>2,545,336</b>	<b>(2,456,499)</b>	<b>-</b>	<b>161,707</b>	<b>10,264,848</b>

**Restricted funds**

Children's Unit	-	1,145,052	(1,145,052)	-	-	-
Adult Unit	-	893	(893)	-	-	-
Hospice UK/NHSE	-	1,244,993	(1,244,993)	-	-	-
	-	2,390,938	(2,390,938)	-	-	-

**Total funds**

<b>10,014,304</b>	<b>4,936,274</b>	<b>(4,847,437)</b>	<b>-</b>	<b>161,707</b>	<b>10,264,848</b>
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**Unrestricted funds**

General funds - These represent the free reserves and fixed assets of the charity that are not designated or restricted for particular purposes.

Revaluation reserve - this represents the difference between the market value of the investments at 31 March 2022 and their cost.

**Restricted funds**

Children's unit - Any restricted income is spent during the year. It comprises elements of Trading income, together with Department of Health, Health Authority and Commissioned services.

Adult unit - any restricted income for the adult service is spent during the year. It includes donations and legacies received.

Lymphoedema services - any restricted income for the Lymphoedema services is spent during the year. It includes donations received.

Hospice UK - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from December 2021 to March 2022 for the same purpose.

The National Lottery Community Fund - funding received from the RC Yorkshire and Humber Region programme for the 'Making Each Day Count through Volunteering' project

Other restricted funds - these funds relate to donations and grants received to purchase specific items of equipment that at year end have not been purchased.

**Transfers**

From unrestricted to restricted funds to remove the restricted deficit

## St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022

### 17 Analysis of net assets between funds

Fund balances at 31 March 2022 are represented by:

#### Group

	Fixed assets	Investments	Net current assets	Total
	£	£	£	£
Restricted funds	-	-	77,383	77,383
Unrestricted funds	5,404,114	2,553,927	2,593,352	10,551,393
	<b>5,404,114</b>	<b>2,553,927</b>	<b>2,670,735</b>	<b>10,628,776</b>

Fund balances at 31 March 2021 are represented by:

#### Group

	Fixed assets	Investments	Net current assets	Total
	£	£	£	£
Restricted funds	-	-	-	-
Unrestricted funds	5,431,218	1,904,665	2,928,965	10,264,848
	<b>5,431,218</b>	<b>1,904,665</b>	<b>2,928,965</b>	<b>10,264,848</b>

### 18 Analysis of net cash funds

	At beginning of year	Cashflow	At end of year
	£	£	£
Cash in hand	945	(583)	362
Cash on short term deposit	2,135,692	(286,721)	1,848,971
<b>Net cash funds</b>	<b>2,136,637</b>	<b>(287,304)</b>	<b>1,849,333</b>

### 19 Contingent liabilities

The group has no contingent liabilities at 31 March 2022 or at March 2021.

### 20 Capital commitments

The group has capital commitments at 31 March 2022 of £nil (2021: £nil).

### 21 Related parties

St Andrew's Hospice (Trading) Limited is a wholly owned subsidiary of St Andrew's Hospice Limited. Some of the trustees are also directors of the company. At the year end, amounts owed by St Andrew's Hospice (Trading) Limited were £612,131 (2021: £483,969 as restated). During the year the charity recharged salary costs of £745,848 (2021: £853,552) and other expenses relating of £77,042 (2021: £39,854) relating to rents, insurance and other property costs. The subsidiary acted as agent with respect to donations falling under the retail gift aid scheme of £220,295 (2021: £86,872).

There were no other related party transactions during the year.

### 22 Control

The Directors are of the opinion the Charity has no ultimate controlling party.

## **St Andrew's Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2022**

### **23 Prior year adjustment**

During the preparation of the 2022 accounts, it was identified that donations relating to the Retail Gift Aid scheme were included within sales in St Andrew's Hospice (Trading) Limited, rather than shown as Donations within the parent charitable company. The impact of this is considered material to each individual entity. The adjustment related to opening reserves is £158,013, increasing the charitable company reserves from £9,729,047 to £9,887,060 and reducing the Trading reserves from £285,257 to £127,244. A further £86,782 has been adjusted in the comparative figures relating to donations falling under the Retail Gift Aid scheme, increasing the charitable company reserves from £10,352,490 as previously stated to £10,597,285 and reducing the Trading reserves from (£87,644) to (£332,439).

At group level the adjustment does not result in an adjustment to reserves brought or carried forward. The analysis in the SOFA for the comparative year has been updated to better reflect the nature of the income.

**ST ANDREWS HOSPICE LIMITED**

England & Wales - Charity number 1011117

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# Accounts

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**Company Number: 02710865**

**Charity Number: 1011117**

**St Andrew's Hospice Limited  
(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements  
For the year ended 31 March 2021**

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

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**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**CHARITY INFORMATION**  
For the year ended 31 March 2021

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**Company number**  
02710865

**Charity number**  
1011117

**Registered Office**  
St Andrew's Hospice  
Peaks Lane  
Grimsby  
DN32 9RP

**Vice Presidents**  
Mrs S Brydges  
Mr I Davey  
Mr H Greenwood

**Directors**  
Ms Rachel Harvey Chair  
Mr I Hargreaves Vice Chair  
Mr D R Hatfield  
Mr S A Oldridge (Resigned 13/08/20)  
Mr J Scaife  
Mr N Tranter  
Mrs J Bake  
Mr Adam Millson  
Ms Peggy Anne Spaight  
Ms Lauren Pilgrim  
Mr Mark Wade  
Mr Marc Esmiley (Appointed 10/05/21)

**Secretary**  
Mr S A Oldridge (Resigned 13/08/20)  
Mr Adam Millson (Appointed 13/08/20)

**Senior Management Team**

Michelle Rollinson  
Geoff Jago  
Lesley Charlesworth-Browne  
Lynn Andrews  
Karen Higgins  
Shelley Lambert  
Jacqui Hall

Chief Executive  
Head of Finance & Support Services  
Deputy CEO  
Director of Care (Left 5/5/2020)  
Director of Clinical Services  
Director of Governance & Quality  
Head of Workforce and Development

**Solicitors**

Wilkin Chapman Grange  
New Oxford House  
Town Hall Square  
Grimsby  
DN31 1HE

**Auditors**

BHP LLP  
Rievaulx House  
1 St Mary's Court  
York  
YO24 1AH

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**STATEMENT FROM CHAIR OF TRUSTEES**

This last year has seen the benefit of emphasis on our Grant fundraising. Within the year we achieved and spent income of £154,798 on various projects that we would not have been able to fund ourselves. As an example we were pleased to receive funding from BBC Children in Need to support our Children's Hospice at Home programme, Help for Health and Yor4Good both funded our replacement of the 20 year old boilers heating the Children's Unit. East Coast Community Fund made a big contribution to our Children's Unit refurbishment and JP Morgan Chase donated Digital Consultancy time.

It is in the nature of Grant Fundraising that it takes time to build up a pipeline of incoming funds. We are confident, based on what we already have agreed and our plans for further development, that we will continue our progress in the 21-22 financial year and have accordingly budgeted for £180,000 of income received and spent on our Charitable Objects.

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. St Andrews received £1,244,993 of this essential help. Additional Covid funding (Furlough, Retail Grants etc) brought total Covid related income to £1.9m

We were very grateful to receive £282,169 this year from the NHS England Children's Hospice Grant programme.

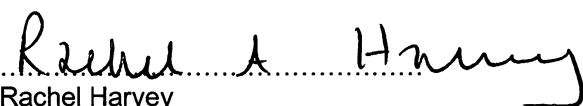
Our Trading Company income of £899,869 was unfortunately £1.1 million pounds down on the previous, year – pre-pandemic, albeit we received nearly half a million in Covid related government support. Given the amount of trading days lost because of restrictions this was inevitable and therefore not surprising. Since we re-opened our shops mid-April our takings have been very high, as has the amount of goods donated, and we are looking forward to a successful year ahead.

Expenditure over the year fell by 7% or £346,358 (from £5,271,882 to £4,925,524). This reflects both reduced activity and cost control.

At the end of the year we generated a surplus of £250,544 compared to a budgeted loss of £494,270. This favourable difference of £744,814 is due to the substantial funding from NHSE and Central Government. Without this support our losses would have been survivable but very damaging to our sustainability in future years.

At the time of writing this statement in July 2021 the hospice has weathered the the Covid-19 crisis and continued to serve our community while keeping staff and patients safe. We have learned a great deal about adaptability, perseverance and resilience as well as business continuity under very difficult circumstances. We feel we can face the future with renewed confidence.

I would like to thank my fellow Board members and our amazing staff and volunteers for their hard work and determination in keeping St Andrew's thriving and for continuing to delivery high standards of care and support for our patients and community.



Rachel Harvey  
**Chair, St Andrew's Hospice**

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES**

The Trustees present their annual report, strategic report and the audited consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

**Company status**

The charity is constituted as a company limited by guarantee and is therefore governed by its Memorandum and Articles of Association. The liability of the members in the event of the company being wound up is limited to £1. The company is a registered charity and acts entirely as a non-profit making organisation.

**Objectives and activities**

The charity was registered in 1980, after the formation of a group of dedicated local people in 1979, their inspiration being prompted by a local conference on the growth of the Hospice movement. They all felt that if there was a better way to respond to the needs of the terminally ill and their families, then every effort should be made, however daunting the challenge. As early as 1980, day care was offered once a week in 'borrowed' premises. A property was purchased in 1983, and by December 1986 both in-patient and day care for adults was operational. It wasn't until 1999 that the need for care of children and young people was identified, and the children's unit opened in 2001. After a lengthy period of planning and fundraising in April 2014 we started the redevelopment of our site in Peaks Lane. This project is now complete and offers much improved facilities for our patients.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**How our activities deliver public benefit**

The main areas of our charitable activities are caring for people of all ages with a progressive life-limiting illness and also supporting their families and carers. All care is offered without charge to patients.

Information included in the other sections of the Report of the Directors identifies, in more detail, the public benefit that the Hospice provides. Much of it is taken from our Quality Accounts which are prepared annually for NHS England.

**Our primary aim**

St Andrew's Hospice provides specialist palliative and end of life care for children, young people and adults who have a progressive life-limiting illness. Specialist palliative care is defined as providing management of pain and psychological, social, spiritual support to those with a progressive, life-limiting illness. It helps them to live their life to the full and includes the support to their families and friends both during their illness and into bereavement.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Our philosophy**

- To provide specialist care for patients with severe and progressive disease, where curative treatment is no longer possible.
- To demonstrate concern for the whole care of the patient, and to offer support not only to the patient, but also to those who care for them, both during illness and into bereavement.
- To communicate and liaise with all involved in the care of the patient, ensuring an integrated, seamless service is provided.
- To value the dignity and individuality of all patients and their rights to self-determination.
- To provide a flexible approach to care, wherever possible, in a manner and place of the patient's choosing: support in the early stages, in-patient and day care, clinics and support at home.
- To generate commitment and teamwork, bringing together the expertise and skills of an interdisciplinary caring team to meet the highest possible standards, addressing the patients' medical, nursing, social, emotional and spiritual needs, thereby enhancing the quality of life of the patient, and supporting those who care for them.
- To provide continuing education and training opportunities for all staff in order to develop commitment, expertise, specialism, innovation and the sharing of knowledge.
- To develop St Andrew's Hospice as an education, training and resource unit offering placements to students from all disciplines.
- To ensure the quality and standard of service is of a consistently high level, undertaking regular audit and responding to changing needs.
- To provide the most effective care in the most cost efficient manner.
- To be respected by health care professionals for the excellence of our service; to be respected by the public for our open and ethical behaviour, and for our dedication to the highest possible standards of care.

**Our criteria for care**

Anyone, of any age with a progressive life-limiting illness can access the services offered at St Andrew's Hospice. All care is offered without charge to patients.

**Driving force**

There are currently many local people not accessing hospice care due to their lack of understanding regarding the care that hospices deliver.

We want to change peoples' perceptions regarding hospice care. We can offer our expert service to benefit many more local people.

REPORT OF THE TRUSTEES (Continued)



**Identified priorities for 2020-21**

**System-wide Approach To Palliative And End Of Life Care Services**

There is an impetus towards collaboration and integration from the national bodies within the health sector, driven by sustainability and transformation partnerships (STPs) and integrated care systems (ICSs). System-wide working approaches are presenting providers and the wider health and care sector with opportunities to come together to effectively build relationships and by working collaboratively, at a local level, deliver joined up, higher-quality care and support for local communities.

A collaborative approach can improve communication, save time, reduce duplication of effort, improve working relationships and provide a better experience for people who use health and social care services.

As part of the system wide improvement for Palliative and End of Life Care Services, the hospice has become integral and is taking a key responsibility in the Northern Lincolnshire End of Life Steering Group. The group has been established to provide system-wide accountability for the strategic development and sustained improvement of End of Life care across the populations of North and North East Lincolnshire CCGs. It aims to ensure that services across Northern Lincolnshire are delivered consistently and robustly in accordance with national guidance.

There has been substantial support and enthusiasm from system partners to accelerate delivery in End of Life care across Northern Lincolnshire. Whilst some challenges remain, there is significant appetite to work collectively to overcome these and deliver change.

**St Andrew's Hospice Limited**  
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**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

A work plan has been developed to provide overview and focus to the identified areas of improvement that will lead to a sustained transformation of services to support people with a palliative diagnosis and to those who care for them. As a lead provider of palliative and end of life care, the hospice is integral to the development of the following key work streams:

**Enhanced leadership**

One of the first tasks is to confirm the collective strategy and agree the framework for measuring the improvement across the identified work streams. By coming together we can utilise the expertise and collective resources, hold each other to account, to provide improved experiences through a collective governance structure where end of life care is prioritised and seen as an integral part of all services.

**Delivery of a patient-centred partnership model**

The aim is to design and deliver a community based integrated model of care, to ensure patients and those who care for them get access to the right services, in the right place, at the right time. The pathway has been mapped, identifying gaps in skills, provision, or resources. The approach is to collectively develop to meet these unmet needs.

**Improved Communication and Coordination**

Good communication and coordinating care services for a dying person improves their end of life care and the bereavement experience of those important to them. It is essential when caring for people at end of life that care plans detailing expressed wishes are considered and shared across the multidisciplinary teams to avoid misunderstanding, unnecessary distress or inappropriate care to be delivered.

**Recommended Summary Plan for Emergency Care and Treatment (ReSPECT)**

The ReSPECT process creates personalised recommendations for a person's clinical care and treatment in a future emergency in which they are unable to make or express choices. These recommendations are created through conversations between a person, their families, and their health and care professionals to understand what matters to them and what is realistic in terms of their care and treatment.

This process is being rolled out across the UK and staff at St Andrew's are being trained to understand the document and how to facilitate conversations with patients and their families and carers.

**Electronic Palliative Care Co-ordination System (EPaCCS)**

The Electronic Palliative Care Co-ordination System (EPaCCS) enables the recording and sharing of a patient's care preferences and key details about their care. This has been developed to support joined-up care for patients in the last months, weeks and days of life and is being rolled out across North East Lincolnshire. Staff are being trained to use this system and provide vital information to healthcare professionals 24 hours a day, 7 days a week across the region to support patient wishes.

**Consistent and coordinated education**

The hospice is contributing to a new system wide approach to palliative care education. We are launching a new set of competencies to support all staff in delivering high quality, evidence based care. The hospice will deliver teaching and training as part of this programme to professionals from a wide variety of health and social care settings.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Development Of Children's Unit Hospice At Home**

We have seen first-hand how the Covid-19 pandemic and lockdown has hugely and immediately affected the children using our services, with families living in rural outlying areas in some cases particularly affected. Many of our children require daily medication and personal care, with their carers having to fill the gap which has added a further challenge to already difficult circumstances. In some cases children have had their care through other providers reduced or cancelled. As a result we have reviewed our service offer not only to recognise the current challenges but also look to future needs in order to protect the most vulnerable children in our community.

Our review has led to developing a new 'hospice at home' service in response to the current situation and in response to feedback we have received from patients and families. The service once fully rolled out will include:

**Respite at home:** families book a time slot on identified days for support to be delivered at home. This can include supporting families with trips/appointments, giving parents time to spend with siblings and delivering therapeutic play to the child.

**Traditional day care:** including weekends, and be pre-bookable. Children will have a set number they can book throughout the year. Emergency slots will be available. Much of this work has had to be paused due to Covid

**Programme of events:** e.g. oncology days, family splash days, bereavement support, sibling events.

**Range of therapeutic groups:** e.g. art, music, life skills.

**Education days:** weekly during term time, for children who are fully or partially home educated; enabling socialisation, supported learning & educational trips.

**Programme of educational events:** for families and other professionals

**Quality Improvement Of Information To Utilise More Effectively, To Inform Decision Making**

**Outcome Assessment and Complexity Collaborative (OACC)**

The Outcome Assessment and Complexity Collaborative (OACC) are a set of palliative outcome measures, which were introduced to the hospice in 2018. We have been working with Hull York Medical School as part of their RESOLVE project to make better use of the information these outcome measures give us. This will allow us to target and improve symptom management for patients whilst providing evidence of the impact of our services.

**Quality improvement through the use of information: using data, statistics and metrics to inform and support effective decision making**

Further embedding of our data management software, Vantage. This enables us to record, integrate, track, interrogate, report and measure important data sets relating to a range of key hospice functions and activities.

Further embedding and participation in the Hospice UK Patient Safety Data Benchmarking. Quality indicators are useful to demonstrate safe and harm-free care. The primary purpose of the Hospice UK Patient safety data collection is to provide assurance and support improvement in patient safety. Benchmarking, as a component of quality management, offers a continuous process by which an organisation can measure and compare its outcomes over time with peer organisations and use the findings to inform management decision making.

Over 2020-21 St Andrew's Hospice has engaged in the provision of information (utilising Vantage and other collection methods) in order to support and participate in sector benchmarking. This will provide improved evidence based decision making at an Operational and Strategic level.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

Since 2019-20 the Hospice UK inpatient patient safety measures project collects three core patient safety metrics and two patient activity metrics:

- Falls
- Pressure ulcers
- Medication incidents
- Bed occupancy
- Throughput

In 2020-21 the above patient safety metrics will be captured in a more user-friendly way and will inform practice and stakeholders in a variety of ways. From an individual learning perspective, staff will be able to see where the majority of their incidents are and work to improve them. From a unit perspective, managers will have a better oversight of the themes within their units and be able to identify the work that needs to be undertaken for improvement. From an organisational perspective, we will be able to benchmark ourselves with a truly reflective picture of a like-for-like hospice, knowing that that the work undertaken by hospices with Hospice UK will ensure the data is captured the same way throughout the sector. Having the ability to do this will not only provide clarity but is also crucial for learning opportunities, to improve practice and promote a culture of openness and transparency. This data will also be available for our patients and Trustees to provide quality assurance of the high level of care St Andrew's Hospice gives.

**Data warehousing project**

Building on the experience gained as a result of the work to build a data dashboard using Microsoft BI, we have started a much more ambitious piece of work. We realised the potential that would come from a full data warehouse, in meeting the needs not just of our internal data users but of our external partners within the locality and nationally. Traditionally, data needed for monitoring the quality of the care we give has been extracted and processed manually. This was partly automated by the BI project but was necessarily limited by the data sources available. We have been working with Navigo, a local mental health service provider, to use their expertise in digging deeper into the data held in SystemOne, our main patient data database, and the records kept in the Vantage database. This will create a near real-time dashboard of all the essential metrics and leave the option open to further develop the scope of data that we can mine and display. At the time of writing this project has completed its scoping phase, delayed by the pandemic, and is starting the delivery stage part supported by a grant from Spark Fund

As we work ever more closely across the localities in which we provide services, we will be able to provide our stakeholders with access to the performance information that they need without having to divert human resources from the main task of patient care.

**Approach**

We recognise the immense pressure placed upon individuals and their families and friends who have a progressive life-limiting illness. By working with them at the earliest opportunity we can assist in supporting the patient, and their family and friends, throughout their illness, enabling them to live life to their full potential.

**St Andrew's Hospice Limited**  
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**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Services**

People of any age, for whom curative treatment is not possible, require active, total care delivered by a multi-professional team who will consider their physical, emotional, social and spiritual symptoms. The care of family members and friends is also integral and this is what makes hospice care unique in that it encompasses not only the patient but those close to them.

We care not only for patients with cancer, but for anyone with a progressive life-limiting illness.

We accept referrals from any source, however permission is sought from the patients' General Practitioner before assessment is undertaken.

Patients accessing services in either the Adult or Children's unit do so for symptom control, respite, rehabilitation or terminal care.

The clinical team at St Andrew's Hospice consists of clinicians with expertise and training in palliative care. As well as a palliative care consultant, specialist doctors and nurses, a wide range of therapists and allied healthcare professionals are employed, such as complementary therapists, a creative therapist, physiotherapist, family support workers and lymphedema specialists to support the clinical team. The clinical team is fully integrated with the administrative staff, and closely supported by volunteers in all departments.

Patients accessing either the Adult or Children's services have access to a comprehensive range of facilities and care, including lymphedema care, physiotherapy, creative therapies, emotional and social support, sensory equipment, spa pool, and so the list goes on.

Families and carers can access emotional, social and bereavement support as well as Carers and Children and Young Peoples Groups. Parent and Patient/Carer Forums are established and are working well, ensuring that patients and carers have input into service delivery planning and facility design.

**Adult services**

Care within Adult Services is available to any patient, 18 years upwards, who fits our criteria for care.

In-Patient Unit

We provide twelve in-patient single en-suite bedrooms.

Wellbeing

We have introduced a new way of providing day services which offers a flexible service to our patients. It is no longer appropriate to talk about "places" as patients can access a range of activities and services across the week. In light of the Pandemic this service is under constant review as we seek ways of safely supporting our service users.

**Child and adolescent services**

Care within Children's Services is available to patients up to the age of 25 years. Beyond this age, if appropriate, patients are transferred to Adult Services.

In-Patient Unit

We provide 4 in-patient single bedrooms.

Day Unit

A 20 place per week unit for children and adolescents. We are looking to further integrate the adult and children's provision.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Regulation**

After a successful CQC Transitional Monitoring Approach contact we now do not expect an imminent inspection.

Other regulators to which we are registered are the Gambling Commission, for the St Andrew's Hospice Lottery, and the Charity Commission. The Gambling Commission carried out an inspection five years ago and no material issues were identified.

**Fundraising**

Over the past several years since the 2015 Etherington report, the world of charity fundraising has seen scrutiny around some of its practices (although no hospices were found to be involved in any poor practice).

The subsequent introduction of the Code of Fundraising Practice by the Fund Raising Regulator (which includes protections for vulnerable people), is a means by which charities can voluntarily register and demonstrate their commitment to good practice. St Andrew's Hospice Ltd has chosen to voluntarily register with the Fund Raising Regulator and is compliant with the code.

St Andrew's Hospice engages only thoroughly vetted 3<sup>rd</sup> party commercial participators for the purposes of fundraising i.e. our lottery, and, monitors their activity routinely and collaboratively.

No complaints have been received in 2020-21 in respect of our fundraising practices under the code.

**Volunteers**

To deliver a high standard of care to patients, their families and friends, we rely heavily on a dedicated 'army' of volunteers who help across all areas of activity. We have approximately 500 volunteers, who work in all clinical areas, reception, administration, retail, gardening team, reception, catering, fundraising, marketing and household departments.

**Relationships**

We are committed to working collaboratively with our colleagues both within the statutory and the voluntary sector, to ensure a seamless service for patients and their families and to prevent duplication of services, thereby delivering care in the most cost effective and efficient way possible.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Financial review**

**Income**

The Directors wish to thank all our supporters for their continued work and generosity. Our income decreased by £187,658 or 4% this year to £4,936,274 (2020: £5,123,932). Given the massive impact on our Trading income over the course of the pandemic this was a very good outcome and the result of the essential support we received from NHSE and the Furlough scheme.

Our Trading Company income of £899,869 was £1,118,857 down on last year. The number of lost trading days was the cause of this. So far since re-opening in April we are performing strongly.

Our lottery income decreased by 5% this year to £372,493 (2020: £393,293). Lottery expenses, which are included in Fundraising/Retail, have increased by £1,620 to £69,676 (2020 £68,056) which reflects a number of small cost increases. A Lottery Management Contract is in place for 2021-22 which includes provision for recruitment though given the circumstances we are unlikely to do any face to face recruitment.

**Expenditure**

Expenditure over the year fell by 7% or £346,358 (from £5,271,882 to £4,925,524). The Board is absolutely determined to control expenditure while committed to investing in both patient care and in building sustainable income streams.

**Pay policy for senior staff**

Remuneration of key staff is decided by a Board committee comprising the Chair and the Vice Chair

**Principal risks and uncertainties**

**Risk management**

We have identified the risks below as the principle organisational risks:

- Information Technology (IT)
- Fire/disaster/pandemic
- Negative publicity
- Reduced income/referrals
- Succession planning/ageing workforce/recruitment and retention of staff
- Lack of/reliance upon suitable volunteers
- Training
- Security

The above risks are recorded on our organisational risk register which lists mitigating measures and which is brought to the attention of the Board at each Board Meeting. There is a detailed Business Continuity plan which addresses identified risks.

We have further developed a Governance Framework which identifies areas of risk/compliance across the organisation. It is the responsibility of the Board to ensure that those areas identified are monitored on a regular basis to give assurance that our controls and mitigation measures are effective.

Since the Pandemic we have expanded our Risk Register but were generally pleased that the framework of incident management worked well.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Reserves**

The term 'reserves' is used to describe our income funds that are freely available to help us meet our objectives.

Our policy states that we aim to hold free reserves of between 6 and 12 months annual cash running costs.

It is recognised that we need to have sufficient cash and reserves to absorb short-term fluctuations and larger setbacks in income receipts. We recognise the importance of ensuring that we have a free reserves buffer in place in order to provide uninterrupted palliative care services to the local community. About 70% of our normal expenditure is in the form of salaries. Our cash reserves at the end of the year were £2,136,637 (2020: £2,461,083) which is equivalent to about five months running costs (2020 six months). Our net current assets (cash + debtors – creditors) at the end of March 2021 were £2,928,965, equivalent to about 7 months running costs. It should be noted however that in addition to our cash deposits we hold £1,904,665 in readily convertible investments (available within 1 week). We hold a further £440,071 in term and notice accounts which means that our effective running cost cover is just over £4.5m or around 12 months.

As at the year end the free reserves held by the group were £4,833,630 (2020: £4,269,035).

**Investment policy**

The charity's Memorandum and Articles of Association gives the Directors power to invest monies of the charity in or on such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may from time to time be imposed or required by law.

The Board of Trustees takes a balanced risk attitude towards investment. As interest rates have continued to perform poorly the Board has resolved to increase the investment with Tilney by a further £1 million. Four hundred thousand was moved pre year end and the balance will be fed in over the next few months. The Board has maintained its limit of 40% exposure to Equities. As we close down the other Bank Accounts, other than the Co-op, we have opened a Flagstone Account which enables us to allocate funds to a wide range of Bank Accounts, including Term and Notice Accounts and secure FSCS protection for a much higher proportion of our cash.

The current investments are cash deposits with:

The Co-operative Bank Plc  
Santander  
NatWest Bank plc  
Flagstone

And

Funds under management by Tilney

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Structure, governance & management**

***Structure and decision making process***

The Board of Trustees is the governing body of St Andrew's Hospice, which currently comprises eleven members and meets twelve times a year. In accordance with Covid restrictions these meetings currently take place on Zoom. Trustees are elected for a three year period and may be re-elected. The Chief Executive attends Board meetings, accompanied by senior managers. Other staff attend as required. Authority for management of the Hospice is delegated to the Chief Executive and Senior Management Team (who are not Trustees of St Andrew's Hospice Limited).

***Trustees' induction and training***

New Trustees are appointed after interview with the Chair, Trustees and the Chief Executive. An Enhanced Disclosure and Barring Check is also conducted and two references are taken up. Trustees also declare they are fit and willing to undertake the responsibilities and duties of a charity trustee and complete the HMRC Fit and Proper Persons' Test.

They are given a Trustee Induction Pack which includes documents relating to the operational framework of the Hospice, Memorandum and Articles and financial reports, in addition to pertinent documents from the Charity Commission. They are appointed by a fellow Trustee who acts as a mentor. Additionally, new Trustees are invited to attend a meeting with the Senior Management Team and attend the various committees.

When any training requirements are identified, Trustees attend training courses and conferences. These include Induction Days for Trustees at Help the Hospices, training on how to conduct inspections, along with other courses as applicable.

**Internal controls**

We, the Trustees, confirm that internal control procedures are in place in order to provide assurance against material misstatement or loss. They include:

- Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actual results against budget.
- Financial policies and procedures which are kept under constant review.

**Subsidiary**

The charity's wholly owned trading subsidiary, St Andrew's Hospice (Trading) Limited, carries out non-charitable trading activities on behalf of the charity, and makes gift aid payments of its profits to the charity over the year.

**Plans for future periods**

At the time of preparing this report the Charity has embarked on a redevelopment and redesign of our Children's Services. We are extensively refurbishing the unit at Peaks Lane and increasing to five bedrooms from four as well as expanding our Hospice at Home service. We believe that this will improve access to our services and extend the ways in which patients and their families can benefit from what we can provide.

We are in the first year of our three year strategic plan and are confident that we will deliver against our ambition to improve the reach and quality of our services as well as embracing the digital technologies we need to meet the challenges of the coming years.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report**  
**For the year ended 31 March 2021**

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**REPORT OF THE TRUSTEES (Continued)**

**Trustees' responsibilities in relation to the financial statements**

The trustees (who are also directors of St Andrews Hospice Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to disclosure to the auditor**

In so far as the trustees are aware:

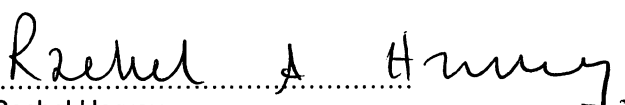
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditor**

BHP LLP were appointed during the year ending March 2021 and in accordance with section 487(2) of the Companies Act 2006 are deemed to be re-appointed annually.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

The Trustees' Report was approved by the Board of Trustees and signed on its behalf by:



Rachel Harvey  
**Chair, St Andrew's Hospice**  
Date: 9<sup>th</sup> August 2021

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**  
**For the year ended 31 March 2021**

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**Opinion**

We have audited the financial statements of St Andrew's Hospice Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and notes to the financial statements, including 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 parent charitable company's affairs as at 31 March 2021, 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 parent charitable company's ability to continue as a going concern for a period of at least twelve 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 trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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 the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**  
**For the year ended 31 March 2021**

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**Matters on which we are required to report by exception**

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the groups and 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and parent charitable company through discussions with management and trustees, and from our knowledge and experience of this organisation;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent charitable company, including the Charities Act 2011, the Companies Act 2006, data protection, health and safety legislation (including CQC documentation) and employment law;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and trustees;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit of the group and parent charitable company.

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

**St Andrew's Hospice Limited**  
(A Company Limited by Guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST ANDREW'S HOSPICE LIMITED**  
**For the year ended 31 March 2021**

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To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

  
Jane Marshall (Aug 16, 2021 16:03 GMT+1)

*Jane Marshall (Senior Statutory Auditor)*

*For and on behalf of BHP LLP, Statutory Auditor*  
*Chartered Accountants*  
*Statutory Auditor*

*Rievaulx House*  
*1 St Mary's Court*  
*Blossom Street*  
*York*  
*YO24 1AH*

Date: Aug 16, 2021

BHP LLP are eligible to act as an auditor in terms of section 1212 of Companies Act 2006.

**St Andrews Hospice Ltd Consolidated statement of financial activities (incorporating the income and expenditure account)  
for the year ended 31 March 2021**

		2021 Unrestricted Funds	2021 Restricted Funds	2021 Total Funds	2020 Unrestricted Funds as restated	2020 Restricted Funds	2020 Total Funds as restated
	Note	£	£	£	£	£	£
<b>Income</b>							
Donations		499,109	144,343	643,452	445,479	270,431	715,910
Legacies		303,380	4,000	307,380	568,650	365	569,015
<b>Income from charitable activities</b>							
Department of Health Funding		-	282,169	282,169	-	273,950	273,950
Children's Unit		-	-	-	-	-	-
Health Authority		586,070	117,683	703,753	648,437	119,905	768,342
Provision of care		-	271,802	271,802	-	100,314	100,314
NHSE COVID funding		-	1,244,993	1,244,993	123,462	-	123,462
<b>Other trading activities</b>							
Income from retail operations	5	303,860	104,310	408,170	1,348,213	670,513	2,018,726
Fundraising events and lottery	4	262,133	125,913	388,046	319,677	148,867	468,544
<b>Income from Investments</b>	3	21,477	-	21,477	18,288	-	18,288
<b>Other Income</b>							
Coronavirus job retention scheme grant income		316,986	-	316,986	-	-	-
Other Coronavirus grant income		235,665	95,725	331,390	-	-	-
Other Income		16,656	-	16,656	38,061	29,320	67,381
<b>Total Income</b>		2,545,336	2,390,938	4,936,274	3,510,267	1,613,665	5,123,932
<b>Expenditure</b>							
<b>Expenditure on charitable activities</b>							
Adult in-patient services		468,097	653,208	1,121,305	1,117,330	-	1,117,330
Adult day care services		279,682	-	279,682	278,799	-	278,799
Children's in-patient services		-	1,033,866	1,033,866	-	1,095,105	1,095,105
Children's day care services		-	346,125	346,125	-	366,524	366,524
Lymphoedema services		111,637	-	111,637	116,116	-	116,116
Family support bereavement services		209,799	-	209,799	217,866	-	217,866
<b>Expenditure on raising funds</b>							
Investment Management fees		11,139	-	11,139	-	-	-
Fundraising and retail		1,454,232	357,739	1,811,971	1,634,112	446,030	2,080,142
<b>Total Expenditure</b>	6	2,534,586	2,390,938	4,925,524	3,364,223	1,907,659	5,271,882
<b>Taxation on Trading profit</b>		78,087	-	78,087	(104,756)	-	(104,756)
<b>Net income before net gains/(losses) on Investments</b>		88,837	-	88,837	41,288	(293,994)	(252,706)
Net gains/loss on investments	10	161,707	-	161,707	(27,770)	-	(27,770)
<b>Net income /(expenditure) before transfers</b>		250,544	-	250,544	13,518	(293,994)	(280,476)
Transfers between funds		-	-	-	(293,994)	293,994	-
<b>Net movement in funds for the year</b>		250,544	-	250,544	(280,476)	-	(280,476)
Funds brought forward at the beginning of year	16	10,014,304	-	10,014,304	10,294,780	-	10,294,780
<b>Funds carried forward at end of the year</b>	16	10,264,848	-	10,264,848	10,014,304	-	10,014,304

The results for the year all relate to continuing operations.

**St Andrews Hospice Ltd year ended 31st March 2021  
CONSOLIDATED AND CHARITY BALANCE SHEETS**

		<b>GROUP</b>	<b>GROUP</b>	<b>CHARITY</b>	<b>CHARITY</b>
		<b>2021</b>	<b>as restated</b>	<b>2021</b>	<b>as restated</b>
	<b>Note</b>	<b>£</b>	<b>2020</b>	<b>£</b>	<b>2020</b>
			<b>£</b>		<b>£</b>
<b>Fixed Assets</b>					
Tangible assets	8	5,427,921	5,734,167	5,401,187	5,670,938
Intangible assets	9	3,297	11,102	3,297	11,102
Investments	10	1,904,665	1,236,995	1,909,665	1,241,995
		<b>7,335,883</b>	<b>6,982,264</b>	<b>7,314,149</b>	<b>6,924,035</b>
<b>Current assets</b>					
Debtors	11	867,507	1,305,070	1,010,698	1,020,326
Cash on deposit, at bank and in hand	12	2,136,637	2,461,083	2,060,106	2,342,202
Current asset investments		440,071	-	440,071	-
		<b>3,444,215</b>	<b>3,766,153</b>	<b>3,510,875</b>	<b>3,362,528</b>
<b>Creditors: amounts falling due within one year</b>	13	<b>515,250</b>	<b>734,113</b>	<b>472,534</b>	<b>557,516</b>
<b>Net current assets</b>		<b>2,928,965</b>	<b>3,032,040</b>	<b>3,038,341</b>	<b>2,805,012</b>
<b>Total net assets</b>		<b>10,264,848</b>	<b>10,014,304</b>	<b>10,352,490</b>	<b>9,729,047</b>
<b>Charity funds</b>					
Restricted funds	16				
Unrestricted funds					
General funds		10,137,398	10,014,304	10,225,040	9,729,047
Revaluation reserve		127,450	-	127,450	-
<b>Total funds</b>		<b>10,264,848</b>	<b>10,014,304</b>	<b>10,352,490</b>	<b>9,729,047</b>

As permitted by s408 Companies Act 2006, the charitable company has not presented its own profit and loss accounts and related notes. The charitable company's loss for the year was £623,443 (2020: deficit of £565,733 as restated).

The notes on pages 19 to 34 form part of these financial statements

These financial statements were approved by the Board of Trustees on 9th of August 2021 and were authorised for issue and signed on its behalf by

*Rachel A Harvey*

Ms Rachel Harvey  
Chair of the Trustees

*Adam Millson*

Adam Millson (Aug 16, 2021 14:55 GMT+1)

Mr A Millson  
Trustee

**St Andrew's Hospice Limited**  
**Consolidated cash flow statement**  
**for the year ended 31 March 2021**

		2021		2020	
	Note	£	£	£	£
Cash flows from operating activities			<b>677,088</b>		144,412
Income taxes paid			<b>(21,230)</b>		-
<b>Net cash provided by operating activities</b>			<b>655,858</b>		144,412
<b>Cash flows from investing activities</b>					
Interest received			<b>21,477</b>		18,288
Purchase of tangible fixed assets	8		<b>(55,747)</b>		(68,860)
Purchase of Investment - Tilney	10		<b>(647,240)</b>		1,039
Proceeds on disposal of investments	10		<b>141,277</b>		-
Purchase of Current Asset investments			<b>(440,071)</b>		-
<b>Net cash used in investing activities</b>			<b>(980,304)</b>		(49,533)
<b>Change in cash and cash equivalents at the beginning of the year</b>			<b>(324,446)</b>		94,879
Cash and cash equivalents at the beginning of the year	18		<b>2,461,083</b>		2,366,204
<b>Cash and cash equivalents at the end of the year</b>	18		<b>2,136,637</b>		2,461,083

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2021	2020
	£	£
Net income for the year	<b>250,544</b>	(280,476)
(Gains)/losses on investments	<b>(161,707)</b>	27,770
Taxation on trading profit	<b>(78,087)</b>	104,756
Depreciation charge	<b>361,993</b>	457,658
Amortisation charge	<b>7,805</b>	7,805
Interest received	<b>(21,477)</b>	(18,288)
Loss on disposal of fixed assets	-	-
(Increase)/decrease in debtors	<b>437,563</b>	(163,120)
(Decrease)/Increase in creditors	<b>(119,546)</b>	8,307
<b>Net cash inflow from operating activities</b>	<b>677,088</b>	144,412

**St Andrew's Hospice Limited**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**  
**For the year ended 31 March 2021**

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**NOTES TO THE FINANCIAL STATEMENTS**

**1 Accounting policies**

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

**Company information**

St Andrews Hospice Limited is a company limited by guarantee, the liability of the Directors is limited to one pound, and a charity registered in England and Wales. The registered office is St Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP.

**Accounting convention**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

St Andrews Hospice Limited constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company 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 significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**Prior Year Adjustment**

In preparing the financial statements for the year ended 31 March, errors were identified that were sufficient to warrant restatement. The effect and nature of the restatement are disclosed in note 23.

**Going concern**

The charitable company meets its daily working capital requirements through its bank account which has funds of £2.1m at 31 March 2021. Given the charitable company's favourable fundraising record and the level of free reserves available at the year end, the Directors consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly the financial statements have been prepared on a going concern basis.

## **1 Accounting Policies (continued)**

### **Fund accounting**

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. These arise when funds are subject to specific restrictive conditions imposed by funders/donors or by the purpose of the grant. The purpose and use of the restricted funds is set out in note 16.

### **Income**

Income is recognised in the year in which entitlement arises, receipt is probable and the amount can be reliably measured. Income is deferred:

- where the charitable company has to fulfil conditions before becoming entitled to it,
- where the income is received specifically for expenditure in a future accounting period
- where donations, sponsorship and entry fees are received in anticipation of an event to be held in a future accounting period.

### **Legacies**

Pecuniary and residuary legacies are recognised when there is sufficient evidence of entitlement to the legacy, receipt is probable and it can be measured with sufficient reliability.

### **Gifts in Kind and volunteers' contributions**

St Andrew's benefits greatly from a variety of gifts in kind and voluntary contributions. Gifts donated for resale are included as income when they are sold. Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Consumables and small items donated for fundraising activities are not recognised in the financial statements. No amounts are included in the financial statements for services donated by volunteers.

### **Expenditure and irrecoverable VAT**

Expenditure is included in the Statement of Financial Activities on an accruals basis inclusive of any VAT that cannot be recovered. Expenditure is allocated directly to a particular activity where costs relate directly to that activity.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

### **Cost of generating funds**

These include the salaries, direct expenditure and overhead costs of the fundraising team as well as lottery and event costs, investment management costs and the cost of our retail operations.

### **Charitable activity costs**

These include the salaries, direct expenditure and overhead costs of the care and support team.

### **Operating leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

### **Pensions**

The charity operates a defined contribution scheme for the employees of both the Charity and its trading subsidiary. Contributions are charged as an expense to the Statement of Financial Activities in the period in which they fall due.

## 1 Accounting Policies (continued)

### Staff costs

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits

### Investments

Investments (other than investments in subsidiaries) are stated at market value at the balance sheet date.

The investments managed by Tilney, see note 10, are held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices with any gains or losses going through the Statement of Financial Activities.

Investments in subsidiaries are stated at cost and the Directors review the carrying value annually for indications of impairment.

### Intangible fixed assets other than goodwill

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	Shorter of the life of the license or 3 years
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### Fixed assets and depreciation

Fixed assets are stated at cost. Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold property	2-4% straight line
Leasehold property	33% straight line
Fixtures, fittings and equipment	20%-33% straight line
Motor vehicles	25% straight line

Assets under the course of construction are not depreciated until brought into use.

### Impairment policy

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease

### Stocks

Purchased goods for resale are valued at the lower of cost and net realisable value.

Donated items of stock for resale are not included in the financial statements until they are sold as the Directors consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

## **1 Accounting Policies (continued)**

### **Tax**

St Andrew's Hospice Limited is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising to the extent that such income or gains are applied exclusively to charitable purposes.

The trading subsidiary is liable to corporation tax on their chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date.

### **Financial instruments**

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

### **Creditors, loans and provisions**

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

Financial liabilities are recognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

## **1 Accounting Policies (continued)**

### **Critical accounting estimates and judgements**

In the application of the group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

### **Depreciation of tangible assets**

Depreciation policies have been set according to management's experience of the useful lives and residual values of the assets in each category, something which is reviewed annually.

The charity incurs expenditure on creating tangible fixed assets for use in the charity with costs being incurred over a number of months. The Directors believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

### **Legacies**

Legacies are only recognised as income when notification has been received from the solicitors, the charity has established its legal entitlement to the funds and where sufficient information is available to allow it to measure its entitlement.

### **Going Concern**

Because of the potential impact of the Covid-19 pandemic the Board has instituted a process by which it reviews three forecasts for the Financial Year following the one in which the accounts are compiled. The Board also has sight of regularly updated forecasts for the current period. Based on a review of the most likely outcome, it has made the decision that the business can be considered a going concern and the accounts prepared on that basis.

St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021

2 Net Income

	2021 £	2020 £
<b>Net income is stated after charging:</b>		
Depreciation of tangible fixed assets	361,993	457,658
Amortisation of intangible fixed assets	7,805	7,805
Loss on disposal of fixed assets	-	-
Auditor's remuneration - audit of charity and subsidiary company accounts	13,125	9,600
Auditor's remuneration - Non audit services	1,800	-

3 Income from Investments

	Unrestricted 2021 £	Unrestricted 2020 £
Dividend income	17,102	-
Interest receivable from GILTs	-	4,410
Interest from building societies and banks	4,375	13,878
	<b>21,477</b>	<b>18,288</b>

4 Fundraising events and lottery

	Unrestricted £	Restricted £	Total 2021 £	Unrestricted £	Restricted £	Total 2020 £
Events	14,592	961	15,553	68,117	7,134	75,251
Lottery	247,541	124,952	372,493	251,560	141,733	393,293
	<b>262,133</b>	<b>125,913</b>	<b>388,046</b>	<b>319,677</b>	<b>148,867</b>	<b>468,544</b>

5 Income from retail operations

	Unrestricted £	Restricted £	Total 2021 £	Unrestricted £	Restricted £	Total 2020 £
Shops	279,402	104,310	383,712	1,203,788	661,908	1,865,696
Tearooms	-	-	-	21,770	8,605	30,375
Catering	24,458	-	24,458	122,655	-	122,655
	<b>303,860</b>	<b>104,310</b>	<b>408,170</b>	<b>1,348,213</b>	<b>670,513</b>	<b>2,018,726</b>

St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021

**6 Total Expenditure**

Year ended 31 March 2021

Costs directly allocated to activities	Adult in-patient services	Adult day care services	Children's in-patient services	Children's day care services	Lymphoedema services	Bereavement services	Fundraising	Retail	Investment management fees	Total 2021
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	749,012	187,253	679,618	226,539	73,374	124,541	200,049	853,725	-	3,094,111
Clinical Supplies	25,001	6,250	30,633	10,211	907	1,577	117	-	-	74,696
Training	3,707	927	(3,265)	(1,088)	341	5,789	79	543	-	7,033
Goods for Resale	-	-	-	-	-	-	-	42,844	-	42,844
Professional Fees	2,363	1,074	2,363	1,074	322	859	2,687	5,217	-	15,959
<b>Support Costs</b>										
Premises	81,539	20,967	76,880	25,627	9,319	18,638	25,886	335,047	-	593,903
IT & Communications	43,380	11,155	40,901	13,634	4,958	9,915	34,373	11,247	-	169,563
PR & Marketing	2,742	705	2,585	862	313	627	95,420	1,192	-	104,446
Management & Finance	113,085	25,535	105,789	36,479	10,944	25,535	47,424	27,355	11,139	403,285
Catering Supplies	-	-	-	-	-	-	-	-	-	-
Vehicles & Travel	4,744	1,220	4,473	1,491	542	1,084	1,021	35,311	-	49,886
Depreciation & amortisation	95,732	24,596	93,889	31,296	10,617	21,234	54,063	38,371	-	369,798
<b>Total Resources Expended</b>	<b>1,121,305</b>	<b>279,682</b>	<b>1,033,866</b>	<b>346,125</b>	<b>111,637</b>	<b>209,799</b>	<b>461,119</b>	<b>1,350,852</b>	<b>11,139</b>	<b>4,925,524</b>

**6 Total Expenditure**

Year ended 31 March 2020

Costs directly allocated to activities	Adult in-patient services	Adult day care services	Children's in-patient services	Children's day care services	Lymphoedema services	Bereavement services	Fundraising	Retail	Investment management fees	Total 2020
	£	£	£	£	£	£	£	£	£	£
Clinical and fundraising staff costs	718,594	179,648	699,130	233,043	72,364	138,177	198,447	844,755	-	3,084,158
Clinical Supplies	64,914	16,228	71,584	23,861	6,451	3,888	-	-	-	186,926
Training	9,755	2,439	15,720	5,240	2,458	2,398	1,209	3,006	-	42,225
Goods for Resale	-	-	-	-	-	-	-	129,414	-	129,414
Professional Fees	2,759	1,254	2,759	1,254	376	1,003	3,135	5,088	-	17,628
<b>Support Costs</b>										
Premises	67,056	17,242	63,222	21,074	7,663	15,327	21,287	449,512	-	662,383
IT & Communications	26,101	6,712	24,609	8,203	2,983	5,966	24,221	12,690	-	111,485
PR & Marketing	3,001	772	2,829	943	343	686	102,939	16,965	-	128,478
Management & Finance	107,447	24,262	100,515	34,660	10,398	24,262	45,059	29,686	-	376,289
Catering Supplies	-	-	-	-	-	-	-	-	-	-
Vehicles & Travel	7,639	1,964	7,203	2,401	873	1,746	889	44,714	-	67,429
Depreciation & amortisation	110,064	28,278	107,534	35,845	12,207	24,413	54,243	92,883	-	465,467
<b>Total Resources Expended</b>	<b>1,117,330</b>	<b>278,799</b>	<b>1,095,105</b>	<b>366,524</b>	<b>116,116</b>	<b>217,866</b>	<b>451,429</b>	<b>1,628,713</b>	<b>-</b>	<b>5,271,882</b>

**St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021**

**7 Staff numbers and costs**

The average number of staff employed by the charitable group during the year was as follows:

	Average		Average	
	Average FTE	Headcount	Average FTE	Headcount
	2021	2021	2020	2020
	No.	No.	No.	No.
Charitable activities	68	86	72	87
Fundraising and shops	35	40	31	37
Management and administration	15	19	15	19
	<b>118</b>	<b>145</b>	118	143

The aggregate payroll costs of these persons was as follows:

	2021	2020
	£	£
Wages and salaries	2,843,212	2,872,591
Social security costs	195,297	190,709
Other pension costs	120,196	120,152
	<b>3,158,705</b>	<b>3,183,452</b>

The Directors do not receive any remuneration. During the year no expenses were paid to Directors (2020: £nil). Directors are not included in the average number of employees.

The number of higher paid employees is disclosed below.

	2021	2020
	No.	No.
£60,000 to £70,000	1	1

Employer contributions into a money purchase scheme for this individual were £4,852 (2020: £4,840).

The key management personnel of the charity (and group) comprise the Directors and the senior management team which comprises 7 individuals (2020: 5). The total remuneration of the key management personnel employed by the charity (and group) were £408,659 (2020: £280,249).

Pension contributions of £15,773 were outstanding at 31st March (2020: £16,875).

St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021

8 TANGIBLE FIXED ASSETS

GROUP

	Leasehold property	Freehold property	Furniture and fittings	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2020	432,564	7,714,801	1,241,364	92,250	9,480,979
Additions	-	41,600	14,147	-	55,747
Disposals	(71,099)	-	-	-	(71,099)
At 31 March 2021	<b>361,465</b>	<b>7,756,401</b>	<b>1,255,511</b>	<b>92,250</b>	<b>9,465,627</b>
<b>Depreciation</b>					
At 1 April 2020	381,330	2,187,736	1,085,496	92,250	3,746,812
Provided for in the year	28,996	259,807	73,190	-	361,993
Disposals	(71,099)	-	-	-	(71,099)
At 31 March 2021	<b>339,227</b>	<b>2,447,543</b>	<b>1,158,686</b>	<b>92,250</b>	<b>4,037,706</b>
<b>Net book amount</b>					
At 31 March 2021	<b>22,238</b>	<b>5,308,858</b>	<b>96,825</b>	<b>-</b>	<b>5,427,921</b>
At 31 March 2020	51,234	5,527,065	155,868	-	5,734,167

CHARITY

	Leasehold property	Freehold property	Furniture and fittings	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
As at 1 April 2020 (as previously state)	-	7,664,801	1,071,876	92,250	8,828,927
Prior year adjustment	-	50,000	-	-	50,000
At 1 April 2020 (as restated)	-	7,714,801	1,071,876	92,250	8,878,927
Additions	-	41,600	14,147	-	55,747
Disposals	-	-	-	-	-
At 31 March 2021	-	<b>7,756,401</b>	<b>1,086,023</b>	<b>92,250</b>	<b>8,934,674</b>
<b>Depreciation</b>					
As at 1 April 2020 (as previously state)	-	2,169,611	928,003	92,250	3,189,864
Prior year adjustment	-	18,125	-	-	18,125
At 1 April 2020 (as restated)	-	2,187,736	928,003	92,250	3,207,989
Provided for in the year	-	259,807	65,691	-	325,498
Disposals	-	-	-	-	-
At 31 March 2021	-	<b>2,447,543</b>	<b>993,694</b>	<b>92,250</b>	<b>3,533,487</b>
<b>Net book amount</b>					
At 31 March 2021	-	<b>5,308,858</b>	<b>92,329</b>	<b>-</b>	<b>5,401,187</b>
At 31 March 2020	-	5,527,065	143,873	-	5,670,938

**St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021**  
**9 INTANGIBLE FIXED ASSETS**

**Group and Charity**

	Software	Total
	£	£
<b>Cost</b>		
At 1 April 2020	98,846	98,846
Additions	-	-
Disposals	-	-
At 31 March 2021	<u>98,846</u>	<u>98,846</u>
<b>Amortisation</b>		
At 1 April 2020	87,744	87,744
Provided for in the year	7,805	7,805
Disposals	-	-
At 31 March 2021	<u>95,549</u>	<u>95,549</u>
<b>Net book amount</b>		
At 31 March 2021	<u>3,297</u>	<u>3,297</u>
At 31 March 2020	11,102	11,102

**St Andrews Hospice Ltd**  
**Notes to the Financial Statements for the Year Ended 31 March 2021**

**10 Investments**

Group	Other investments £	Listed investments £	Cash held in investment portfolio £	Total £
<i>Valuation</i>				
At 1 April 2020	-	1,088,136	148,859	<b>1,236,995</b>
Additions	100,000	547,240	-	<b>647,240</b>
Disposals	-	(119,527)	(21,750)	<b>(141,277)</b>
Revaluations	-	161,707	-	<b>161,707</b>
<b>At 31 March 2021</b>	<b>100,000</b>	<b>1,677,556</b>	<b>127,109</b>	<b>1,904,665</b>

Company	Investment in subsidiary companies £	Other investments £	Listed investments £	Cash held in investment portfolio £	Total £
<i>Cost or valuation</i>					
At 1 April	5,000	-	1,088,136	148,859	<b>1,241,995</b>
Additions	-	100,000	547,240	-	<b>647,240</b>
Disposals	-	-	(119,527)	(21,750)	<b>(141,277)</b>
Revaluations	-	-	161,707	-	<b>161,707</b>
<b>At 31 March 2021</b>	<b>5,000</b>	<b>100,000</b>	<b>1,677,556</b>	<b>127,109</b>	<b>1,909,665</b>

The historical cost of listed investments as at 31 March 2021 was £1,550,106 (2020: £1,253,954)

**Principal subsidiaries**

The company owns 100% of the issued share capital of St Andrew's Hospice (Trading) Limited, incorporated in England and Wales.

Details relating to the subsidiary, and financial results for the year are shown below:

Company Number	02775647
Registered office	St. Andrews Hospice, Peaks Lane, Grimsby, DN32 9RP
Principal activity	Sale of donated goods
Included in consolidation	Yes
Income	899,868
Expenditure	(1,272,770)
Profit/(Loss) for the year	(372,901)
Net Assets	(82,644)

St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021

11 Debtors

	Group		Charity	
	Due within one year 2021	Due within one year 2020	Due within one year 2021	Due within one year 2020 as restated
	£	£	£	£
Trade debtors	155,006	57,980	155,006	55,705
Prepayments & Accrued Income	406,055	724,223	342,120	653,815
Other debtors	276,261	477,691	255,506	181,347
VAT receivable	30,185	45,176	18,892	34,597
Amounts due from subsidiary undertakings	-	-	239,174	94,862
	<b>867,507</b>	<b>1,305,070</b>	<b>1,010,698</b>	<b>1,020,326</b>

12 Cash at bank, in hand and on deposit

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Interest bearing bank and deposits	2,135,692	2,459,707	2,059,426	2,341,854
Cash in hand	945	1,376	680	348
	<b>2,136,637</b>	<b>2,461,083</b>	<b>2,060,106</b>	<b>2,342,202</b>

13 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020 as restated	2021	2020
	£	£	£	£
Bank overdraft	-	-	-	-
Trade creditors	91,073	190,275	64,135	156,065
Taxation and social security	5,439	104,756	-	-
Accruals and deferred income	343,203	354,274	332,864	336,671
Other Creditors	-	20,137	-	109
Advanced lottery receipts	75,535	64,671	75,535	64,671
	<b>515,250</b>	<b>734,113</b>	<b>472,534</b>	<b>557,516</b>

14 Financial Instruments

	2021	2020
	£	£
<b>Carrying value of financial assets</b>		
Financial assets carried at amortised costs	3,004,144	3,766,153
Financial assets carried at fair value	1,804,665	1,236,995
<b>Carrying value of Financial Liabilities</b>		
Financial Liabilities carried at amortised cost	515,250	734,113

15 Commitments

Total commitments under non-cancellable operating leases are as follows:

Group and Charity

	Land and buildings		Other	
	2021	2021	2020	2020
	£	£	£	£
Within one year	224,746	6,459	201,425	5,243
More than one year and less than 5 years	524,926	20,254	419,517	-
In more than 5 years	59,083	-	14,058	-
	<b>808,755</b>	<b>26,713</b>	<b>635,000</b>	<b>5,243</b>

16 Statement of funds

Group	As at 1 April 2020 as restated £	Income £	Expenditure £	Transfers £	Changes in market value £	As at 31 March 2021 £
<b>Unrestricted funds</b>						
General funds	10,014,304	2,545,336	(2,456,499)	34,257	-	10,137,398
Investment funds	-	-	-	(34,257)	161,707	127,450
<b>Total unrestricted funds</b>	<b>10,014,304</b>	<b>2,545,336</b>	<b>(2,456,499)</b>	<b>-</b>	<b>161,707</b>	<b>10,264,848</b>
<b>Restricted funds</b>						
Children's Unit	-	1,145,052	(1,145,052)	-	-	-
Adult Unit	-	893	(893)	-	-	-
Hospice UK/NHSE	-	1,244,993	(1,244,993)	-	-	-
	-	2,390,938	(2,390,938)	-	-	-
<b>Total funds</b>	<b>10,014,304</b>	<b>4,936,274</b>	<b>(4,847,437)</b>	<b>-</b>	<b>161,707</b>	<b>10,264,848</b>

**Unrestricted funds**

General funds - These represent the free reserves and fixed assets of the charity that are not designated or restricted for particular

Revaluation reserve - this represents the difference between the market value of the investments at 31 March 2021 and their cost.

**Restricted funds**

Children's unit - Any restricted income is spent during the year. It comprises elements of Trading income, together with Department of Health, Health Authority and Commissioned services.

Adults' unit - The amount received was a donation for a specific item. It was spent within the year.

Hospice UK - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

**17 Analysis of net assets between funds**

Fund balances at 31 March 2021 are represented by:

Group	Fixed assets £	Investments £	Net current assets £	Total £
Restricted funds	-	-	-	-
Unrestricted funds	5,431,218	1,904,665	2,928,965	10,264,848
	5,431,218	1,904,665	2,928,965	10,264,848

Fund balances at 31 March 2020 are represented by:

Group	Fixed assets £	Investments £	Net current assets as restated £	Total £
Restricted funds	-	-	-	-
Unrestricted funds	5,745,269	1,236,995	3,032,040	10,014,304
	5,745,269	1,236,995	3,032,040	10,014,304

## St Andrews Hospice Ltd Notes to the Financial Statements for the Year Ended 31 March 2021

### 18 Analysis of net cash funds

	At beginning of year £	Cashflow £	At end of year £
Cash in hand	1,376	(431)	945
Cash on short term deposit	2,459,707	(324,015)	2,135,692
<b>Net cash funds</b>	<b>2,461,083</b>	<b>(324,446)</b>	<b>2,136,637</b>

### 19 Contingent liabilities

The group had no contingent liabilities at 31 March 2021 or at March 2020.

### 20 Capital Commitments

The group had capital commitments at 31 March 2021 of £nil (2020: £nil).

### 21 Related parties

During the year the Charity was supplied services by First Media Solutions Ltd, a company of which Mr I Hargreaves is Managing Director and shareholder, amounting to £216 (2020: £3,516). Mr Hargreaves was appointed a Trustee of the Charitable company on 21 March 2016. There was no outstanding balance at the year end (2020: £420).

St Andrew's Hospice (Trading) Limited is a wholly owned subsidiary of St Andrew's Hospice Limited. Some of the trustees are also directors of the company. At the year end, amounts owed by St Andrew's Hospice (Trading) Limited were £239,174 (2020: £94,862 as restated).

All the above transactions were carried out at arm's length.

### 22 Control

The Directors are of the opinion the Charity has no ultimate controlling party.

### 23 Prior year adjustment

During the preparation of the 2021 accounts it was identified that distributions made under gift aid from St Andrew's Hospice (Trading) Limited to the parent charitable company within the 2020 accounts should not have been paid as the subsidiary had insufficient reserves to make the distribution. A prior year adjustment has therefore been made in relation to the £368,783 gift aid distribution made. The effect of this impacts only the Charitable Company rather than the Group consolidated figures. Amounts due from subsidiary undertakings in Debtors has been restated from £495,520 to £126,737. The deficit for the charity for the 2020 year, as disclosed on the Balance Sheet has also been restated from a deficit of £196,950 to a deficit of £565,733.

A prior year adjustment has also been made within the Financial Statements of St Andrew's Hospice (Trading) Ltd, including the tax impact of this adjustment. The impact of this on the Group accounts is that Taxation and Social Security creditors have been restated from £21,230 to £104,756. The comparative deficit for the year for the Group as shown on the Statement of Financial Activities has been restated from £196,016 to a deficit of £280,476.

It was also identified that freehold property held on the Balance Sheet of St Andrew's Hospice (Trading) Ltd was not registered with the Land Registry as being owned by the company. Instead it was registered as being owned by the parent charitable company, St Andrew's Hospice Limited. A prior year adjustment has been made to reflect the correct ownership of the property in both companies' Balance Sheets resulting. For the parent charitable company the result of this is in an increase in charity fixed assets by £31,875 and a matching decrease to debtors. There is no impact on opening reserves as a result of this adjustment.