

HOSPICE UK

England & Wales · Charity number 1014851

Details

Other names	HELP THE HOSPICES
Status	Registered
Legal form	Charitable company
Company number	02751549
Registered	1992-10-21
Register	View on the Charity Commission register

Contact

Address	Hospice UK 34-44 Britannia Street London WC1X 9JG
Phone	02075208200
Email	info@hospiceuk.org
Website	www.hospiceuk.org

Activities

Objects: (A) TO FACILITATE AND PROMOTE THE RELIEF, CARE AND TREATMENT OF THE SICK, ESPECIALLY OF THE DYING, AND THE SUPPORT AND CARE OF THEIR FAMILIES AND CARERS AND OF THE BEREAVED; (B) TO FACILITATE AND PROMOTE THE CHARITABLE ACTIVITIES OF THOSE PERSONS (WHETHER INDIVIDUALS OR ORGANISATIONS) WHICH PROVIDE AND/OR SUPPORT HOSPICE CARE; (C) TO PROVIDE OR FACILITATE EDUCATION AND TRAINING FOR PROFESSIONALS AND VOLUNTEERS ENGAGED IN PALLIATIVE CARE AND INCREASE AWARENESS AMONG THE GENERAL PUBLIC OF THE VALUES, PRINCIPLES AND PRACTICE OF HOSPICE AND PALLIATIVE CARE.

Activities: Hospice UK is the national charity working for those experiencing death, dying and bereavement. Our strategic goals underpin our programmes and aim to ensure hospice quality care is delivered in any setting; tackle inequality and widen access to hospice care; build community capacity and resilience and empower a strong, dynamic and responsive hospice sector.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Guernsey
- Isle Of Man
- Jersey
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£34,097,000	£32,595,000	£12,011,000	79
2024-03-31	£6,666,000	£8,182,000	£10,501,000	84
2023-03-31	£8,578,000	£7,782,000	£12,206,000	83
2022-03-31	£109,132,000	£105,145,000	£11,630,000	79
2021-03-31	£264,355,000	£263,564,000	£7,564,000	82

Trustees

Name	Role	Appointed
Paul Jennings	Chair	2020-12-10
Andrew Charles Strevens		2025-07-11
Chloe Chik		2021-09-17
DAVID SMITH		2020-01-10
Dr Michael George Miller		2018-06-19
Dr Sabrina Bajwah		2025-01-01
Dr Samuel Kofi Kyeremateng		2025-01-01
Helen Claire Julia Bennett		2025-07-11
Michelle Rollinson		2019-05-28
Professor Alison Richardson		2025-01-01
Professor Helen Jane Laville		2025-01-01
Richard Thomas George Winter		2025-08-15
Rosemary Eileen Keeton		2023-03-29
Sharon Allen		2021-09-17

HOSPICE UK

England & Wales - Charity number 1014851

Accounts



Audited annual report and financial statements

For the year ended 31 March 2025

Charity registered in England and
Wales No. 1014851 Charity
registered in Scotland No. SC041112
Company No. 2751549

Contents

Contents	2
Acknowledgements	3
Strategic report	4
Priority 1: Achieve sustainability	6
Priority 2: To improve equity of access	9
Priority 3: Enhance quality care	11
Our supporters and partners	13
Financial review	14
Structure, governance and management	20
Reference and administrative information	22
Statement of trustees' responsibilities	24
Independent Auditor's Report to the Trustees and Members of Hospice UK	26
Consolidated Statement of financial activities	31
Balance sheet	32
Statement of cash flows	33
Notes to financial statements	34

Acknowledgements

The Trustees would like to sincerely thank supporters, donors and partners of Hospice UK.

We thank our many thousands of public supporters who donate, raise funds and support our campaigning work in all manner of creative ways. This public support is the bedrock of the UK's hospice sector.

We are grateful to our corporate partners, in particular 4G Textiles, Anchor Hanover Group, Aspire Pharma Ltd, Becton, Dickinson and Company, Crowe LLP, DAC Beachcroft, Disclosure and Barring Service, Deutsche Bank, Dignity Plc, Local Hospice Lottery, MDDUS, MEMORIA Limited, mhance, Microsoft Tech for Social Impact, National Garden Scheme, National Tube Stockholders Limited, Neutral Home, Northern Trust, PIB Insurance Brokers, Players of People's Postcode Lottery, Rathbones Group plc, RBC Brewin Dolphin, Rothesay Life Plc, Sayer Vincent LLP, St James's Place, The Care Database, The Co-operative Bank, The PwC Foundation, Towergate Insurance, Tyl by NatWest, and Weatherbys Bank Ltd.

Thank you to the Trusts and Foundations whose ongoing support has been invaluable, in particular the Masonic Charitable Foundation, Kirby Laing Foundation, the Julia and Hans Rausing Trust, Wolfson Foundation, Rank Foundation, Linder Foundation, the Inman Charity, Sir Halley Stewart Charitable Trust, D'Oyly Carte Charitable Trust, James Tudor Foundation, Hospital Saturday Fund, Sharegift, Albert Hunt, PF Charitable Trust, Scouloudi Foundation, Ian Fleming Charitable Trust, The Forbes Charitable Trust, Mallinckrodt Foundation, Inverforth Charitable Trust, R.U.B White Charitable Trust, The Adint Charitable Trust, Unicior Charitable, Portrack CT and the Army Benevolent Fund.

We thank our Vice-Presidents, Ambassadors and the London Fundraising Committee for the commitment, energy and dedication they bring.

We are ever grateful to the staff and trustees of member hospices who give their time, expertise and wisdom to inform our work.

Lastly, thank you to all Hospice UK's staff and volunteers whose hard work and expertise is ultimately what is behind our success.

Strategic report

Who we are

Hospice care eases the physical and emotional pain of death and dying, letting people focus on living, right until the end. But too many people miss out on this essential care.

Hospice UK is the national champion for hospice care. We represent a community of more than 200 hospices from across the UK, delivering services to adults and children. We fight to ensure hospices can be there for everyone who needs them, now and long into the future.

Our vision

Hospice care for all, for now and forever.

Our mission

To promote and protect hospice care for all.

Strategic priorities

Every year, our hospices care for 310,000 people living with life-limiting conditions or facing the end of their life. They provide bereavement, counselling and practical support to 90,000 of those dear to them.¹ Demand for their care is increasing. By 2040, around 130,000 more people will die each year in the UK than today.² More children with complex needs are surviving beyond infancy and into young adulthood, and medical and social complexity is increasing with age.

Hospices provide care which is free at the point of use. But, unlike in the NHS, it is not fully state funded. While hospices receive some government funding, more than £1.3 billion of the £1.8 billion they need each year comes from generous donors.³ The cost of providing hospice services is going up, while ever more people need palliative care.

By working collaboratively with hospices and other partners, our aim with our new five-year strategy, published this year, is to secure hospice care for all who need it.

Our three strategic priorities are:

- To achieve sustainability for the hospice sector;
- To improve equity of access to hospice care;
- To enhance quality care.

Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the

¹ Data from Hospice UK: Hospice Activity and Demographic Survey, 2022-2023

² Based on data from ONS National population projections: 2020-based interim, released 12th January 2022 and ONS Dataset: Vital statistics in the UK: births, deaths and marriages, released 24th February 2023

³ Data from Hospice UK Hospice Accounts Report, 2022-3

community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives.

Activities, achievements and performance

The operating environment for the hospice sector has remained challenging in the past year. There are clear, continued threats to the sector's ability to meet the needs of the communities we serve. Equally, the change in UK government, with a new set of priorities for health and social care, has come with a set of fresh opportunities. Our work this year has focused on seizing these, by rallying both public and political support, and continuing to provide an array of practical support to our hospice members.

In May 2024 we launched a refreshed brand and bold new strategy, setting out our vision for hospice care for all who need it, for now and forever. Our three strategic priorities – to improve equity of access, to enhance quality care, and to achieve sustainability – set out our plan to ensure hospices thrive so that they are well funded, governed and well-staffed long into the future. The sections that follow look in detail at our projects and activities over the last year.

Overall, our strategy and activities aim to provide a mixture of both practical and immediate, and longer-term and strategic support to hospices as they navigate challenging times, particularly financially. In England, our high-profile parliamentary, media and public-facing campaign secured an additional £126 million for hospices for 2024-26, made up of £100m capital funding for all hospices and £26m revenue funding for children's services. In Wales, we secured £4 million for 2024-25 and £3 million for 2025-26. In Scotland, we secured £5 million for hospices in 2025-26 to match NHS pay, plus future funding aligned to future NHS pay negotiations, and a commitment to a new national funding framework for hospices. In Northern Ireland, we worked hard to ensure hospices are high on the list of priorities for ministers.

Hospice UK was asked by the Department of Health and Social Care to distribute the £100m capital funding, given our operational knowledge and networks within the sector. The first tranche of £25m was distributed in March 2025, with the second £75m tranche to be distributed later in 2025. We continue to impress on Government the importance of hospices to the wider health and care system, and the role hospices could play, with long-term reform, in Government plans to shift more care into the community.

Alongside this national work, we provide focused support to hospices in strengthening and improving their day to day practice in a number of focus areas. Through our refreshed offer of communities of practice, networks and conferences, as well as our grant programmes, we facilitate the sharing of ideas and best practice among the UK's 200+ independent hospices. Supporting and developing the hospice workforce remains a core priority, offering wellbeing and professional development opportunities for existing hospice staff, and developing the future workforce pipeline. Enabling hospices to deliver high quality and safe care is also a key focus area, encouraging impactful data collation, as well as updating and interpreting regulatory guidance for our sector.

We've launched new programmes this year looking at how we support hospices to meet the needs of people with progressive neurological conditions, and those transitioning

from children's to adult services. Our frailty programme, meanwhile, has successfully supported eleven hospices to build understanding of caring for frail populations in their local health systems.

Our continued focus on improving the data we collect and hold on the hospice sector has continued this year, with this data underpinning both local and national negotiations about commissioning and funding.

We were proud this year to launch a first-ever cross-sector collaborative marketing campaign to bolster legacy giving to hospices. With more than 140 hospices contributing, we reached millions of the UK public with a powerful television ad and associated digital and outdoor advertising. Legacy giving remains a vital source of income for hospices, and we look forward to continuing the campaign this year.

Priority 1: Achieve sustainability

We will fight for hospice services, making sure they are well funded, governed and staffed long into the future.

Mobilising our members and supporters to lobby for fairer funding

Hospices must be well-funded and well-staffed to support people with long-term and life-limiting illnesses long into the future. Amid significant financial pressures affecting the sector, Hospice UK's campaigning has secured unprecedented emergency funding this year, paving the way for much-needed long-term reform.

We worked systematically and ultimately successfully to make hospice care a key issue for political decision makers, mobilising the hospice community before and after the general election. We supported more than 20,000 people to write to their MP or MSP in a first-of-its-kind national campaign. As a result, we were able to brief hundreds of Parliamentarians in person or by email on the challenges in hospice funding. We held a pop-up charity shop in Parliament for Hospice Care Week attended by 100+ MPs, highlighting the critical importance of retail income for hospices, and the fact that our analysis of hospices finances showed that gross income from hospice shops surpassed their statutory income for the first time.

This was accompanied by sustained media coverage driving political engagement - over 6,000 pieces of media coverage in 2023-24, including a significant series of national BBC coverage, and a special ITV Tonight documentary in the autumn.

Working with decision makers in the four nations

Our year-long campaign resulted in securing £126m in emergency funding for adults and children's hospices in England. This comprised of £100m additional capital funding for all hospices, along with £26m of revenue funding for children's services, in effect renewing and uplifting the children's hospice grant. We are pleased to have been asked to administer and distribute the £100m of capital grant for hospices in England, and have been working closely with the Department of Health and Social Care and NHS England to do so as quickly as possible. The first £25m was allocated in March 2025, with the second tranche to follow early in 2025-6.

In Wales, we secured a commitment to a national commissioning framework for hospices and £4m of emergency funding in April, and an additional £3m of recurrent funding for Welsh hospices was secured in December which will be available from 2025-6 onwards. Close working with Hospices Cymru in our conversations with ministers and civil servants has been critical.

In Scotland £5 million in funding was secured for hospices as well as a commitment to year-on-year funding for hospices to enable them to match NHS pay for their staff. Again, working with the Scottish Hospice Leaders Group in our campaign work was vital. Our joint campaign included a successful Hospice Care Week Parliamentary event, a digital mobilisation campaign in which 5,600 people wrote to their MSP, and a significant stream of media coverage.

In Northern Ireland we were able to bring hospices together to lobby for more sustainable funding which has led to Ministerial engagement and a new inquiry into palliative care by the Health Committee, to which we have been invited to give evidence.

Supporting hospices to integrate with local health systems

Our campaigning has opened up significant space for us to support hospices to deepen their integration with their local health systems, not least given the changes and pressures we are seeing at ICB level. A major programme of work to collate the information and data needed to describe and evidence our sector to the wider health care system has been a significant priority area, and the data we now hold on the sector's activity, workforce and finances is as strong as it has ever been. In a time of significant pressure on local health systems, this evidence gathering is increasingly vital, both nationally and locally.

In tandem, we interpret and disseminate national guidance for hospices to use locally and support hospices, as well as commissioners, with advice, and are now convening a new network for hospice collaboration leads to work with us and each other in this space.

Developing a national legacy campaign

Our efforts to bolster hospice income streams are not limited to statutory income. We were proud to unite the sector behind 'This is Hospice Care', an unprecedented campaign bringing 143 hospices together to invest jointly in marketing and advertising for the first time with the aim of increasing interest in legacy donations.

The campaign was seen by 12 million+ people and saw a 700% year-on-year increase to hospice legacy giving webpages.

We'll build on the campaign's initial success by running it again in 2026 and 2027. Our aim is to secure and grow legacy income for the hospice sector in the long-term, not least in the context of the significant generational transfer of wealth set to occur in the coming decade.

Facilitating discussion around assisted dying

As draft Bills to legalise it have progressed across the UK, assisted dying is an area of significant concern for the hospice sector. We have maintained our position of 'no collective view', whilst amplifying the hospice sector's voice and expertise and ensuring that Parliamentarians considering the draft Bills in both Holyrood and Westminster understand the concerns and questions our members have. As well as giving evidence to committees scrutinising the legislation, we have briefed many Parliamentarians directly,

including the individuals behind the Bills, and facilitated high-level media discussion on the likely impact of hospices.

As a result, we have been pleased to see cross-party support in both Parliaments for the principle of improving and strengthening hospice care, as well as careful and serious consideration by elected representatives of the myriad operational complexities that assisted dying would introduce for hospices. Should the Bills progress, this will remain a significant focus area for Hospice UK for the years to come.

Supporting the hospice workforce

How we support our workforce has remained a top priority for the hospice sector and for Hospice UK throughout the year. Our Resilience-based Clinical Supervision programme, in partnership with the Foundation of Nursing Studies, supports hospice staff to cope with the emotional consequences of personal, relational, or organisational demands of their role. Currently, 76 hospices are involved in the programme resulting in a further 200 hospice staff trained as facilitators.

Additionally, our Education Network supports ongoing workforce development. It operates as a space for hospice staff or volunteers to share the latest thinking in education, staff development and learning (with a particular focus on early entry, existing workforce and later career pathways), and facilitates sharing of knowledge, expertise, resources and solutions to common challenges with a peer support group.

Our workforce programme also continues to support hospices and hospice staff along the recruitment and retention pathway. It includes seven hospices piloting Volunteer to Career, an innovative programme delivered in partnership with Helpforce to support hospice volunteers to move into paid roles. Hospice staff also make use of our Corndel apprenticeships and Strategic Leadership Programme, to develop key skills they can deploy in their day to day work.

Supporting hospices to access digital technologies

Our first ever Hospice Digital Technology Maturity Assessment report was published in early March. The report makes several recommendations in response to a mixed assessment of technology use and plans in hospices.

Over 70 hospices took part in the assessment, and each received a personalised report enabling them to compare themselves with others. The insights and recommendations can be used to help technology planning and prioritisation in hospices. Hospice UK will use the insights to support members with digital transformation including providing relevant content for the Hospice Technology Leaders network and the Hospice UK website.

Supporting hospice boards

We continue to run a Trustee Network, which enables trustees from hospices across the UK to hear about the work of others in the sector, and to share challenges and solutions. As part of this, our new Trustee Essentials sessions provide new and existing trustees with an introduction to Hospice UK and our sector, as well as more regular communication with trustees on key issues facing the sector.

Priority 2: To improve equity of access

We will work so people get the end of life care they need, and support hospices to reach those we know are missing out.

Understanding local population need and supporting hospices to identify gap in services

We have worked with hospice data analysts across the sector this year to develop a consistent approach to service data collation. This will provide an excellent foundation for deepening our work in this key area over the remainder of our strategy. We have mapped all the hospice catchment areas on to PopNAT, our online population needs assessment tool.

Survey returns from member hospice remain high (over 80%), engagement in the data network is high (over 200 members), and use of PopNAT to compare with, and plan for, local population demographics is increasing (over 10,000 for the first time in 2024). We have developed a prototype tool to compare patient demographics with population demographics and we are looking forward to building on this work in the coming year.

Exploring solutions to secure equitable access

We continue to champion equity in access and quality of care, and have continued our series of policy research reports focusing on a number of key subject areas this year, each of which place lived experience at their heart.

Our report on financial hardship, supported by the PwC Foundation and published in September 2024, outlines how financial hardship affects experiences of death, dying and bereavement. The report, drawing on focus group research with professionals and members of the public, found significant 'hidden costs' attached to terminal illness and bereavement which overly penalise people living in financial hardship. It sets out recommendations for how governments, health systems and services can make improvements to policy and practice to mitigate these.

We continue to advocate for and support hospices to make their services more inclusive to trans and gender diverse communities. After the release of our report, 'I Just Want To Be Me', Hospice UK established itself as a leading voice on access to palliative and end of life care for trans and gender diverse communities. The work has been very well received by hospices at a number of networks and events, as well as being cited in a number of academic articles. We have supported our partner, GIRES (Gender Identity Research & Education Society) to design and deliver training for professionals on the needs of trans and gender diverse people during all stages of death, dying and bereavement.

The findings were presented to NHS England, and as Hospice UK we have been invited to contribute to the end of life care chapter of the NHS England LGBTQ+ Health Action Plan. This year we produced guidance for hospices on how they can best implement the findings of the report in their day to day practice, which has been very well received. Work is underway on a report looking at the experience of remote and rural communities, featuring interviews with staff from 11 hospices who received a Hospice UK remote and rural grant, funded by the St James Place Charitable Foundation. The report, due to be published in June 2025, will look at the unique challenges and pressures faced by people living in remote, rural and island communities and the service providers who seek to meet their needs.

Providing grant funding to support inclusive working with underserved communities

In January 2025 we awarded 11 hospices with grants focussing on improving palliative and end of life care for people with progressive neurological conditions such as motor neurone disease. This major new programme will test new approaches to caring for patients with these complex conditions. We'll also partner with neurological condition specialist charities to develop resources for patients, families and healthcare professionals.

Encourage conversations about death and dying

Dying Matters Awareness Week continued to grow, with equality and inclusion at the heart of its approach. The theme in 2024 was 'The Way We Talk About Dying Matters', with a focus on the language used between healthcare professionals and patients and their families at the end of life. Our short animation featuring a hospice patient being cared for at the end of life, a bereaved person, and an expert palliative care professional, was viewed over 57,000 times – a 400% increase on 2023 – driving conversations across the country.

Our Dying Matters Community Grants project, generously funded by our partner Dignity, funded five creative initiatives focused on opening up conversations on death and dying in communities across the country, with a focus on equity and inclusion for communities who we know tend to miss out on high quality care.

More widely, this year, nearly 180,000 people have accessed our guides and resources on topics such as planning ahead and what to expect when people are in their last days and moments of life.

Complementing the end of life care guides, our online hospice care finder is a unique resource, which this year has helped nearly 52,000 people find out about hospice care support for adults and children across the UK. Providing an at-a-glance overview of services on offer at every hospice, this hugely popular tool has seen a 6% increase this year.

Sharing learning to improve end of life care for people with dementia

Our Dementia End of Life Care Community of Practice, in collaboration with Dementia UK, brought together practitioners and clinical leaders via an interactive forum to build skills, knowledge and confidence in providing high quality palliative and end of life care for people affected by dementia and their families. The Community of Practice currently has over 200 people registered.

A new resource for young people with a life-limiting illness

We worked with a group of young people to co-produce information and advice about living with a life-limiting illness as a teenager or young adult. Their experiences of living with a life-limiting condition were vital to producing a resource which covered what to expect when you've been diagnosed; support with school, college and talking to friends; the impact on loved ones; hospital admissions; planning ahead; and transitioning back to 'normal life' post-treatment.

The resource was released in digital form at the end of 2024, and we have since printed physical copies. Hospices and other healthcare services who provide care to young people can request to receive these free of charge.

We've promoted the physical resource at the most recent Together for Short Lives Conference, as well as via emails such as Hospice Leaders Briefing. We will continue promoting the resource via social media, email and relevant Hospice UK networks throughout 2025.

Priority 3: Enhance quality care

We will support hospices to deliver individualised quality care amid rapidly changing demands.

Collecting data and evidence to demonstrate the outcomes and impact of hospice care

We have made huge progress over the year with our ability to request, store, analyse and package the data and evidence needed to inform both national campaigning and funding asks, as well as support hospices with their local commissioning analysis and discussions. To support this work, we have gathered evidenced case studies showing the impact of hospice services in the context of hospital admission avoidance.

Linked to this work, we have developed a new service model brochure which sets out a framework through which hospices and their local commissioners can understand, map and assess the value of the services they provide. The model will be launched as part of a new commissioning support package for hospices later in the year, which underpins our work with NHS England and devolved authorities to develop clearer and stronger guidance for how they should be contracting hospice services.

Providing tools to help hospice measure and improve their services

We have developed a new plan for our quality and safety work, a key part of which is collating and sharing patient safety measures via quarterly audit submissions by our member hospices. Participation in the programme remains high, the collation and reporting methodology has been completely revamped, and hospices are working together to roll out the national requirements. We have secured funding to develop a hospice data portal, through which we aim to further streamline and standardise our data collections.

Sharing good practice and facilitate learning

A key aim of our new strategy is to ensure more consistency and coordination as well as clinical leadership of the various support offers available to our members. This includes having revamped and better communicated our sharing and learning opportunities this year.

Our flagship national conference in Glasgow saw nearly 1,000 attendees - a record attendance - come together to discuss the challenges and opportunities being faced in all aspects of hospice care. Successful discussions, debates and research presentations were held on topics including assisted dying, equity of access for underserved communities, supporting staff wellbeing, and trends in income generation, as well as clinical best practice in a number of areas. When asked for feedback, 98% of attendees said the event met or exceeded their expectations, and plenary sessions scored 89% 'excellent' or 'good'.

Our first ever Hospice UK Technology Conference in Manchester in February was a success. Delegate places were sold out and we exceeded our targets set for exhibitor and sponsor income. Our one-day conferences for both Income Generation and Clinical & Workforce leaders were also well received, providing invaluable opportunities for the sector to discuss and share best practice in these disciplines. Delegates, speakers and exhibitors gave positive feedback across all three events.

The launch of the Big Conversation series of webinars, workshops and roundtables continues to be well received and highly attended. Designed to broaden our reach and engagement across the hospice sector, we have surpassed 3,000 registrations for nearly 30 events since April last year. Our content is responsive to what the sector needs, delivering topical sessions that meet current needs and are relevant for anyone working in hospice care.

Hospice UK has for a long time delivered a range of high quality, engaging and useful online networks, which successfully bring our hospice and end of life care community together. We refreshed these this year to align them to our new strategy, and ensure they were coordinated, consistent and evidence-based. We now facilitate 23 thriving peer networks, communities of practice and online groups, which bring relevant stakeholders together to learn from each other and share experience and expertise.

Our online Innovation Hub grew, offering practical support and best practice examples to 60,000+ people in 2024.

Our Professional Development Grant (PDG) and Bursary programmes funded 600+ hospice staff to attend courses and study days. The number of PDGs awarded have increased by nearly 50% when compared to last year. This is due to improved marketing of the programme in which our aim was to see a greater number of PDGs awarded with a greater geographic spread.

Close gaps in provision for children in transition to adult services and the frail elderly

We have secured funding from the National Lottery Community Fund for a comprehensive programme improving the experience of young people transitioning from children to adult hospice services. Four hospices have been selected as centres of learning, to help identify and share best practice across the country. We will continue to work with Together for Short Lives in our national community of practice, improving the data and evidence we have to influence decision makers and better enable this transition for young people and their families.

As we come to the end of our programme funding hospice projects to extend frailty care, we have been pleased to share key findings and learnings on our website and will continue to learn and share with hospices via our community of practice. We launched a new resource for our members on Extending Frailty Care in March 2025, outlining best practice in this historically poorly understood area of healthcare, and the ways in which hospices can play a leading role in supporting this population.

Our supporters and partners

This year, we were proud to launch our newest long-term partnership with the People's Postcode Lottery and we were incredibly grateful to be awarded £1million in our first year. Thank you to the players of the People's Postcode Lottery for making this possible.

The National Garden Scheme continues to be a most valued partner, supporting Hospice UK since 1996. This year's generous donation brought the total donated to Hospice UK to nearly £8 million.

We were delighted to secure flagship partnership status with long-term partner Co-op Bank (recently taken over by Coventry Building Society).

Commercial income from sponsors and exhibitors at our events remains strong, with growth of nearly 13%. The National Conference was our most successful to date.

Our Compassionate Employers programme, designed to help companies best support their staff and customers through caring, long-term illness and grief, grew to 21 members this year, supporting more than 165,000 employees across the UK. We are pleased to confirm the renewed 2025 membership from some of our larger organisations including Deutsche Bank, Aviva, Co-op Group and Northern Trust. 27 workshops were delivered to 1,500+ employees.

We are extremely grateful to all those individuals who gave a personal donation to Hospice UK, especially those who chose to give regularly. We engaged with supporters online in new ways, increasing the number of supporters who have opted in to receive our newsletter from 18,575 in April 2024 to over 34,000 by April 2025.

Our special events helped us engage with our supporters and raise valuable funds for Hospice UK. The TCS London Marathon remains a key income stream for us, with 167 people running for Team Hospice UK, plus we supported 152 runners from local hospices during marathon week.

The London Fundraising Committee, led by Hospice UK Vice President Merrill Powell, continues to support our special events programme, including our annual Fashion Lunch; our Christmas Carol Service at St Paul's Church in Knightsbridge, kindly supported by Rothesay, and an evening with TV presenter and journalist Jon Sopel at the British Museum in celebration of our 40th anniversary.

Legacy giving remains an important source of income, and we deeply thank all of those people who generously left a gift to Hospice UK in their wills.

Financial review

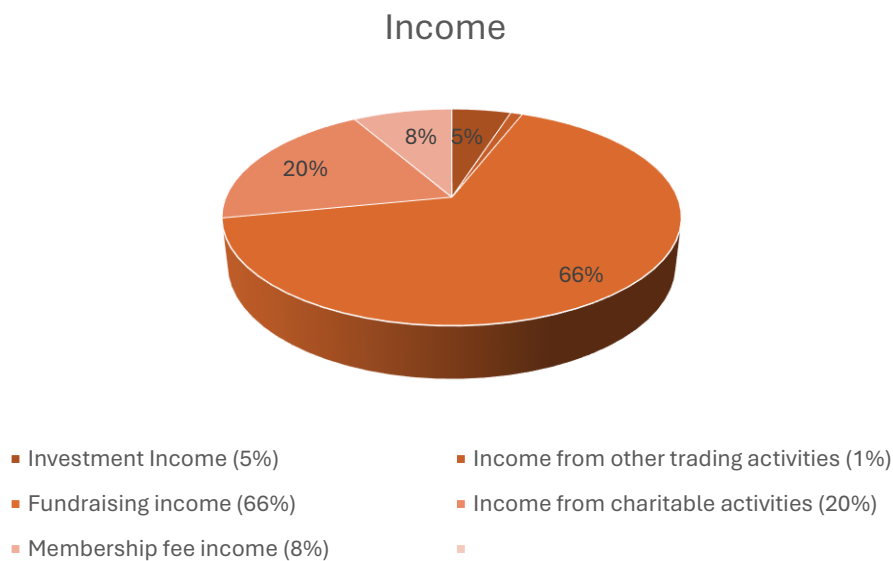
Overall Financial Performance

Our net movement on funds, before investment gains, was a surplus of £1.5M (2023/24: deficit £1.5M).

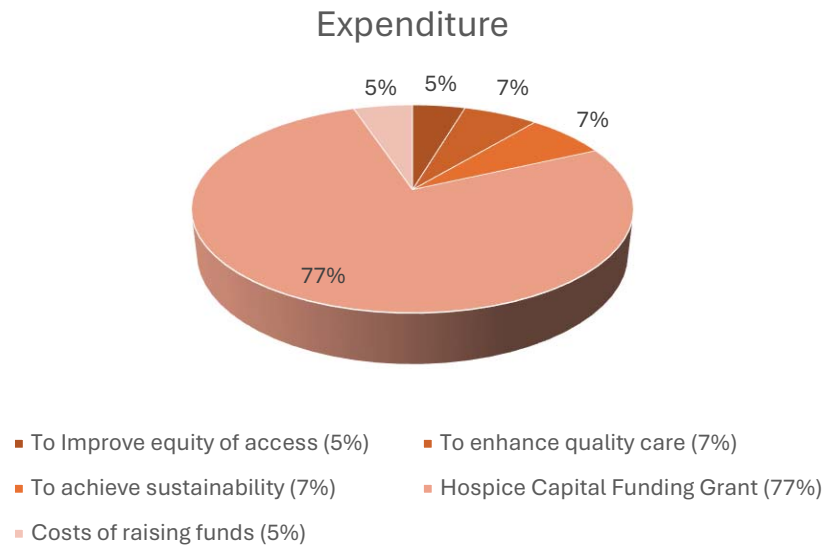
The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds before any investment gains/losses. We recorded a surplus on unrestricted general funds of £1.1M (2023/24: £1M deficit) before investments gains. The trustees were satisfied with the financial performance.

Our total income for 2024/25 was £34M. This was up on the prior year (£6.7M), due to exceptional income of £25M from the Department of Health and Social Care (DHSC), though like for like income was also up £2.3M

The chart below shows the proportion of our income coming from various sources (excluding DHSC, Capital grant Funding) and highlights that, unusually for a membership organisation, we are very reliant on fundraising income, which represents 66% per cent of our total income



Total expenditure increased from 8.2M in the previous year to £32.6M. £25M of the increase was due to an exceptional grant programme, otherwise expenditure would have been at similar levels to the prior year. We spent 95% of our expenditure on charitable activities, and 5% on our fundraising activities.



Our trading subsidiary Help the Hospices Trading made a profit of £227k (2023/24: £220k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The subsidiary continues to perform well, in line with prior years.

Investment policy and performance

Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place. We exclude any companies involved in the manufacture of landmines, cluster bombs, chemical weapons or weapons of mass destruction or who engages in predatory lending. We also exclude any companies that derive more than 10% of their turnover from tobacco, pornography, unconventional oil or gas extraction, coal power generation. We restrict investments to institutions that have high standards of governance and corporate social responsibility.

In the financial year under review, our investments decreased in value by £11,000 (2023/24: £156,000 increase).

Principal Funding Sources and Fundraising Strategy

Most of the charity's income comes from fundraised income. More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are from corporate partnerships, charitable trusts and gifts in wills. Payroll giving and fundraising events are also important sources. Our fundraising strategy focusses on maximising donations from existing income sources, while diversifying developing new income streams. To that end, we hope to grow our donations from our Compassionate Employers programme, corporate partners, philanthropists, and digital fundraising in future years.

Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £4M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately and authorise additional expenditure on specific projects.

At 31 March 2025, the charity had total funds of £12M (2024 £10.5M). Of these, £4.2M (2024 £4M) represent free reserves and therefore we are in line with our reserves policy.

Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, considering any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.

A separate Board sub-committee, comprising primarily trustees who do not have an active role in a member hospice, has been set up to oversee the DHSC Capital Grants Programme.

Risk assessment

The Trustees, together with the Senior Leadership Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

During the year, the trustees and senior management devoted several meetings (at full Board, Governance Committee and senior leadership team) to carrying out a full review of the risks facing the charity and the mitigations that are in place to address them.

This led to the development of a new risk strategic register, which assesses the risks of us not achieving our three strategic objectives (around equity, quality and sustainability), and will be reviewed by the Board biannually going forward.

This strategic risk register is supported by an operational risk register which has identified key risks in six categories:

- Membership engagement - mitigated by regular communication and feedback mechanisms, including through our Advisory Council, consultations and surveys.
- Our brand and reputation - mitigated by proactive comms work.
- Workforce - mitigated by regular feedback mechanisms, including new pulse surveys, staff forums and monitoring by the People Committee.
- Financial - mitigated by regular monitoring by the finance committee, management accounts and dual authorisation / separation of responsibility.
- IT & Data - mitigated by an IT transformation programme which is overseen by a programme board.
- Governance - mitigated by overview from the Governance Committee, and an internal review of our governance arrangements in the year.

Compliance with Fundraising Standards

Staff employed by Hospice UK carry out most of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties and ensure that anyone working on

our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

Hospice UK is registered with the Fundraising Regulator and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate.

Plans for Future Periods

During the year, we consulted widely on our new strategy, which we launched in April 2024. The new strategy has three key priorities:

1. To improve equity of access: We will work so people get the end of life care they need, and support hospices to reach those we know are missing out
2. To enhance quality care: We will support hospices to deliver individualised care amid rapidly changing demands
3. To achieve sustainability: We will fight for hospice services, making sure they are well funded, governed and well staffed long into the future.

These strategic priorities will be underpinned by three ways of working that we will also be measuring:

- a) Working as a community to learn, advocate and deliver better end of life care for all in the UK. We will generate support from the wider palliative care community, national charities, volunteers, patients, families and those who want to see equitable end of life care in this country.
- b) Being an outstanding organisation. We will strive to be a super place to work to attract talent and foster a positive employee experience. Our charity will have good governance and stewardship of resources. We will deploy the right technology with data analytics driving our decision-making.
- c) Being a great fundraising organisation. We will create a culture where fundraising is embedded into the DNA of the organisation, and we have well-designed and attractive projects for funders. Enabling us to secure the funds we need from diverse sources in order to achieve our goals.

In 2025-26, we will be working within this framework to achieve our goals and support our members. The next year offers a real opportunity for Hospice UK to advance our strategic priorities, in light both of our own profile and achievements over the past year, but also how the external environment is presenting obvious opportunities to shape the national context for and future delivery of palliative and hospice care.

Zooming in on our three strategic priorities, we will see key activities which will help us achieve our goals.

Priority 1 - To achieve sustainability: We will continue to campaign for fairer and more sustainable models for hospice funding, and we will have the responsibility of distributing the second £75m tranche of the £100m NHSE funding to our members, ensuring that all stakeholders are satisfied with the impact and integrity of this major investment programme into the hospice sector. We will support and advocate for hospices in ongoing political developments, such as the delivery of the 10 year plan for the NHS, in which we hope palliative care will feature prominently, and support members, their staff and volunteers to navigate and prepare for any change in the law related to the progression of the Terminally Ill Adults bill in England and Wales, and the equivalent bill in Scotland. We will also deliver year two of our legacy campaign.

Priority 2 - To Improve equity of access: We will be conducting research on socio-economic deprivation as part of a new area of our equity work, and we will be delivering our new programme improving end of life care for people with neurological conditions.

Priority 3 - To enhance quality care: We will develop a new member data portal to better collect and analyse member data, we will develop staffing guidance to help hospices staff their IPUs safely and efficiently, and we will launch our new transitions programme for children and young people.

Cutting across and directly supporting our work in all 3 priority areas will be our continued delivery of compelling and well-subscribed online community platforms, conferences. And knowledge sharing initiatives.

And for our three approaches to work, there are several one-off activities that will help us deliver our goals:

1. Community
 - a. Deliver a successful annual conference in Liverpool
2. Outstanding Organisation
 - a. Develop and deliver our People & Culture plan, with a focus on our values and developing a consistent Hospice UK way of doing things
3. Great Fundraising Organisation
 - a. Deliver a show garden at the Chelsea Flower Show May 2025, as a platform for engagement with major funders and prospects
 - b. Launch our major donor strategy

Structure, governance and management

Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising.

The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees and voted on by all members.

Hospice UK trustees are detailed on page 26. Following a governance review, our constitution was updated at our AGM in November 2023, and trustees are now appointed for an initial three year term, which can be extended to three, three year terms. The majority of the trustees are elected from within the membership, with additional trustees from outside of the membership being co-opted to fill specific skills gaps, so long as the majority of the Board is always made up of member trustees. The full Board met five times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

Several trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

- Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. It also oversees our risk management processes. The committee met four times during the year, and the main activity during the year was to oversee an external governance review to ensure that our processes were up to date and reflected best practice, and implementing a new strategic risk register.

- People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Leadership Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met four times during the year, primarily focussing on compliance issues.

- Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met four times in the year, and the key activity during the year was monitoring financial performance, including recommending the approval of the budget and statutory accounts.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

Membership

The membership structure of Hospice UK came into being in April 2007. On 31st March 2025, there were 212 members (31 March 2024: 212)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board - more than half of the trustees of Hospice UK are elected from within and by member hospices.
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Hospice Boards Council (formerly know as the Forum of Chairmen) and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

The Advisory Council and the Hospice Boards Council

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Leadership Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairs, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairs (Ros Keeton) each hold a place on the Board of Hospice UK

Reference and administrative information

Trustees

Tony Collins² (Resigned 26 March 2025)
 Sharon Allen¹
 Stephen Roberts¹ (Resigned 23 July 2025)
 Chloe Chik³
 Rosemary Keeton¹
 Michael Miller^{1,2}
 Michelle Rollinson^{2,3}
 Rhian Edwards (Resigned 15 August 2025)
 David Smith³
 Paul Jennings, Chair
 Samuel Kyeremateng³ (Appointed 1 July 2025)
 Helen Laville³ (Appointed 1 January 2025)
 Sabrina Bajwah² (Appointed 1 January 2025)
 Alison Richardson² (Appointed 1 January 2025)
 Richard Winter³ (Appointed 1 July 2025)
 Helen Bennett² (Appointed 1 July 2025)
 Andrew Strevens³ (Appointed 1 July 2025)
 Emma Reynolds (Resigned 25 July 2024)

Membership of Board committees as of 31 March 2025

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

Founder

Anne, Duchess of Norfolk CBE

Vice-Presidents

Prof. David Clark
Martyn Lewis CBE
Baroness Finlay of Llandaff
Lord Howard of Lympne
Robert Peston
Merrill Powell

Senior Leadership Team (as at date of approval)

Toby Porter	Chief Executive
Craig Duncan	Chief Operating Officer
Catherine Bosworth	Director of Income Generation and Grants
Charlie King	Director of External Affairs
Steve Thorlby-Coy	Director of Transformation
Annette Alcock	Director of Programmes

Registered office

34 – 44 Britannia Street
London
WC1X 9JG

Charity and company registration

Registered charity in England and Wales: 1014851

Registered charity in Scotland: SC041112

Company limited by guarantee: 2751549

Solicitor

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

Auditors

Price Bailey LLP
24 Old Bond Street
London
W1S 4AP

Bank

Coutts and Co. 440 Strand London
WC2 0QS

Statement of trustees' responsibilities

The trustees (who are also directors of Hospice UK for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors 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; and
- 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 ensuring proper accounting records are kept 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

The trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

Approved by the Trustees 08 October 2025 and signed on their behalf by

A handwritten signature in black ink, appearing to read "Paul Jennings". The signature is written in a cursive style with a large initial "P".

Paul Jennings

Chair of Board of Trustees

Independent Auditor's Report to the Trustees and Members of Hospice UK

Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement 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 of 31 March 2025, 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 trustee's annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of 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 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 parent 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.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 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 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 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations related to the financial statements, including financial reporting and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation and enquiries of management and officers of the Charitable Group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates including treatment of legacies and grant income, and the valuation of investments.

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.

Use of our report

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

**Shaun Jordan ACA (Senior Statutory Auditor)**

For and on behalf of **Price Bailey LLP**,
Statutory Auditor
Chartered Accountants
24 Old Bond Street
London
W1S 4AP
Date: 21 October 2025

Consolidated Statement of financial activities

(Incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted Funds		Restricted Funds £'000	2025 Total £'000	2024 restated Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		3,783	-	2,093	5,876	5,074
Government capital grants funding		-	-	25,000	25,000	-
Funds raised for independent hospices		-	-	156	156	121
Income from other trading activities		42	-	-	42	57
Investment income		455	-	-	455	331
Income from charitable activities:						
Supporting those providing end of life care		1,554	-	1,014	2,568	1,083
Total income		5,834	-	28,263	34,097	6,666
Expenditure						
Expenditure on charitable activities:	3					
To Improve equity of access		903	41	557	1,501	2,531
To enhance quality care		1,253	60	811	2,124	2,255
To achieve sustainability		984	38	1,269	2,291	1,558
Hospice Capital Funding Grant		-	-	25,000	25,000	-
Costs of raising funds	3	1,627	52	-	1,679	1,838
Total expenditure		4,767	191	27,637	32,595	8,182
Net income/(expenditure) before gains on investments		1,067	(191)	626	1,502	(1,516)
Realised gains/(losses) on investments	10	19	-	-	19	(33)
Unrealised gains/(losses) on investments	10	(11)	-	-	(11)	(156)
Net income/(expenditure) for the year	5	1,075	(191)	626	1,510	(1,705)
Transfer between funds	15	(1,006)	1,006	-	-	-
Net movement in funds		69	815	626	1,510	(1,705)
Reconciliation of funds						
Total funds brought forward	1	4,093	4,753	1,655	10,501	12,206
Total funds carried forward	15	4,162	5,568	2,281	12,011	10,501

Balance sheet

As at 31 March 2025

	Note	The group		The charity	
		2025	2024	2025	2024
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	9	1,045	1,102	1,045	1,102
Investments	10	5,207	4,642	5,207	4,642
		6,252	5,744	6,252	5,744
Current assets					
Debtors	13	1,028	1,263	1,255	1,517
Short-term deposit - Investments		4,619	2,085	4,619	2,085
Cash at bank and in hand		4,062	6,505	3,574	6,008
		9,709	9,853	9,448	9,610
Creditors					
Amounts due within one year	14	3,950	5,096	3,707	4,871
Net current assets		5,759	4,757	5,741	4,739
Total net assets	12	12,011	10,501	11,993	10,483
Funds					
Restricted funds	15	2,281	1,655	2,281	1,655
Unrestricted funds					
General funds		4,162	4,093	4,144	4,075
Designated funds		5,568	4,753	5,568	4,753
Total funds		12,011	10,501	11,993	10,483

The Charity's net movement in funds for the year was £1,510,000 (2024 - (£1,705,000)).

The notes on pages 33 to 54 form part of these financial statements.

Approved by the trustees 08 October 2025 and signed on their behalf by:



Paul Jennings
CHAIR OF TRUSTEES

Company number 2751549

Consolidated Statement of cash flows

For the year ended 31 March 2025

	2025 £'000	2024 £'000
Net cash generated by operating activities	213	(519)
Cash flows from investing activities		
Payments to acquire tangible fixed assets	(21)	(14)
Receipts on the disposal of investments	1,500	3,031
Receipts on the disposal of short-term investments	2,000	4,590
Payments to acquire investments	(2,000)	(3,064)
Payments to acquire short-term investments	(4,590)	(1,980)
Investment income	455	331
Change in cash and cash equivalents in the reporting period	(2,443)	2,375
Reconciliation of net movement in funds to net cash flow from operating activities		
	2025 £'000	2024 £'000
Net movement in funds for the year	1,510	(1,705)
Non-operating cashflows eliminated		
Depreciation	78	78
Investment income	(455)	(331)
Losses/(gains) on investments	(8)	190
Decrease/(increase) in debtors	234	(345)
(Decrease)/increase in creditors	(1,146)	1,594
Net cash generated by operating activities	213	(519)
Cash and cash equivalents at 01 April 2024	6,505	4,130
Cash and cash equivalents at 31 March 2025	4,062	6,505
Analysis of cash and cash equivalents		
	2025 £'000	2024 £'000
Cash and cash equivalents at the beginning of the year	6,505	4,130
Cash flows	(2,443)	2,375
Cash and cash equivalents at the end of year	4,062	6,505

Notes to 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 shown below.

a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102), and the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

In April 2024 we launched our new strategy, with a focus on three priorities: equity, quality & sustainability. Charitable expenditure has been categorised under these priorities, and as a result, prior year expenditure has been reclassified to reflect these updated priorities (there is no change to the overall level of expenditure or net result as reported in the prior year).

b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate into 2027.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiary, Help the Hospices (Trading) Limited - company number 02000660. The charitable company has taken advantage of the exemption in included within FRS 102 not to produce an individual cash flow statement.

1. Accounting policies (continued)

e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably. Where these conditions are not met, the legacy is treated as a contingent asset and disclosed accordingly

1. Accounting policies (continued)

f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Redundancy payments

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet immediately at the point the charity is demonstrably committed to either: terminate the employment of an employee or group of employees before normal retirement date; or provide termination benefits as a result of an offer made in order to encourage voluntary redundancy. The charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

1. Accounting policies (continued)

g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

1. Accounting policies (continued)**l. Short term investments**

Short term investments include investments with a maturity of between three and twelve months from the date of acquisition or opening of the deposit or similar account

m. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

n. Cash at bank and in hand

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

o. Creditors

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

p. Fund accounting

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

1. Accounting policies (continued)

q. Operating Leases

Operating leases are recognised over the period of which the lease falls due.

r. Judgements and key sources of uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

s. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

t. Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing bid market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2. Donations and Legacies - Group

			2025		2024	
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Corporate donations	1,154	89	1,243	381	69	450
Trusts and other charities	295	1,567	1,862	272	1,813	2,085
Payroll giving	182	109	291	203	121	324
Challenge events	472	-	472	345	-	345
Campaigns and special events	70	-	70	160	-	160
National Garden Scheme	405	45	450	500	-	500
Legacies	1,037	-	1,037	754	-	754
Individual donors	168	8	176	128	-	128
Government and statutory income	-	431	431	-	448	448
Government grants - capital funding	-	25,000	25,000	-	-	-
Other voluntary income	-	-	-	1	-	1
Total Donations and Legacies	3,783	27,249	31,032	2,744	2,451	5,195

Donation and legacy income can be analysed as follows:

Income for Hospice UK	3,783	1,662	5,445	2,744	1,882	4,626
Government and Statutory Income	-	431	431	-	448	448
Income for Hospices	-	156	156	-	121	121
Government capital grants	-	25,000	25,000	-	-	-
	3,783	27,249	31,032	2,744	2,451	5,195

3. Analysis of expenditure - Group**a) 2025**

	Direct Costs: Charitable activities				Cost of Raising Funds	Support and governance	2025 £'000
	Equity £'000	Quality £'000	Sustainability £'000	Capital Grants £'000			
Staff costs (Note 7)	626	1,043	653	-	919	1,062	4,303
Grants payable (Note 4)	284	346	77	25,000	-	-	25,707
Local hospices donations	-	-	109	-	47	-	156
Other expenditure	248	245	1,218	-	275	443	2,429
	1,158	1,634	2,057	25,000	1,241	1,505	32,595
Support and governance	343	400	324	-	438	(1,505)	-
Total expenditure 2025	1,501	2,034	2,381	25,000	1,679	-	32,595

b) 2024 (reclassified)

	Direct Costs: Charitable activities				Cost of Raising Funds	Support and governance	2024 £'000
	Equity £'000	Quality £'000	Sustainability £'000	Capital Grants £'000			
Staff costs (Note 7)	621	1,112	623	-	963	1,118	4,437
Grants payable (Note 4)	1,017	449	35	-	2	-	1,503
Local hospices donations	-	-	121	-	-	-	121
Other expenditure	309	272	309	-	299	932	2,121
	1,947	1,833	1,088	-	1,264	2,050	8,182
Support and governance	584	422	470	-	574	(2,050)	-
Total expenditure 2024	2,531	2,255	1,558	-	1,838	-	8,182

In April 2024 we launched our new strategy, with a focus on three priorities: equity, quality & sustainability. Charitable expenditure has been categorised under these priorities, and as a result, prior year expenditure has been reclassified to reflect these updated priorities (there is no change to the overall level of expenditure or net result as reported in the prior year).

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

	Charitable activities				Cost of Raising Funds	2025 £'000
	Equity	Quality	Sustainability	Capital Grants		
	£'000	£'000	£'000	£'000	£'000	
Finance	70	81	66	-	89	306
Facilities	80	93	75	-	102	350
Governance	13	15	12	-	17	57
Human Resources	59	70	56	-	76	261
Strategy & Legal	2	2	2	-	3	9
Irrecoverable VAT	(46)	(53)	(43)	-	(58)	(200)
IT & Business Systems	165	192	155	-	210	722
	343	400	323	-	439	1,505

	Charitable activities				Cost of Raising Funds	2024 £'000
	Equity	Quality	Sustainability	Capital Grants		
	£'000	£'000	£'000	£'000	£'000	
Finance	94	93	94	-	112	393
Facilities	86	85	86	-	102	359
Governance	22	22	22	-	26	92
Human Resources	69	70	69	-	83	291
Strategy & Legal	2	2	2	-	2	8
Irrecoverable VAT	18	17	18	-	21	74
IT & Business Systems	198	198	198	-	239	833
	489	487	489	-	585	2,050

4. Grants payable - Group

	2025	2024
	£'000	£'000
Grants given comprise of:		
DHSC Hospice Capital Funding Grants	25,000	-
Masonic CF - Neurological Conditions grants programme	400	-
Masonic CF - Bursaries	166	148
The Wolfson Foundation - Professional Development Grants	134	96
The Rank Foundation	77	18
St Jame's Place - Dying at Home with Dignity	-	547
The Linder Foundation - End of Life Care in Prisons	-	80
Masonic CF - Hospice Grants - Poverty and Deprivation	-	398
Masonic CF - Supporting Young People Transitioning to Adult Health Services	-	390
Dignity Plc - Dying matters community Grants	-	39
Other grant programmes	20	73
	Note 3	
	25,797	1,789
Provision for grants which may not be claimed	(90)	(286)
	25,707	1,503

A full list of grants awarded in the year is available from our website at <https://www.hospiceuk.org/innovation-hub/support-for-your-role/grants/reports-lists>

628 (2024: 344) grants were made to 197 (2024: 134) organisations.

5. Net income/(expenditure) for the year - Group

	2025	2024
	£'000	£'000
This is stated after charging / crediting:		
Depreciation	78	78
Trustees' indemnity insurance	1	1
Auditors' remuneration:		
Audit - Hospice UK	24	22
Audit - Help the Hospices (Trading) Ltd.	6	6
Other services	2	1
Operating leases	Note 17	
	7	7

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2024: £nil).

Vat Recovery. HMRC has accepted the charity's proposed new VAT recovery method. As a result, a refund of £235k was received during the financial period

7. Analysis of staff costs - Group

a) Staff numbers

The average monthly head count was 79 (2024: 84). The average number of employees during the year was as follows:

	2025	2024 reclassified
	No.	No.
To Improve equity of access	14	18
To enhance quality care	16	13
To achieve sustainability	13	15
Raising Funds	17	18
Support and Governance	19	20
	<u>79</u>	<u>84</u>

b) Staff costs

	2025	2024
	£'000	£'000
Salaries and wages	3,541	3,695
Social security costs	387	407
Pension contributions	324	292
Temporary and agency staff and recruitment	51	43
	<u>4,303</u>	<u>4,437</u>

Included within staff costs is a redundancy payment of £19k made to a staff member.

The charity considers its key management personnel to be its trustees and the members of the Senior Leadership Team (SLT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 16.

The value of payments and other benefits, including pension contributions and redundancy payments to members of the Senior Leadership Team (SLT), in the year was £746k (2024: £895k) to six individuals (2024: nine)

7. Analysis of staff costs - Group (continued)

The number of employees whose total employee benefits excluding pension contributions exceeded £60,000 was:

	2025	2024
	No.	No.
£60,000 - £70,000	4	4
£70,000 - £80,000	1	2
£80,000 - £90,000	-	1
£90,000 - £100,000	4	3
£100,000 - £110,000	-	1
£110,000 - £120,000	2	2

Pensions contributions for higher paid employees totalled £74k (2024: £119k).

8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £324k (2024: £292k). There was £37k outstanding at the year end (2024: £nil)

9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	Total £'000
Cost					
At the start of the year	163	1,647	338	220	2,368
Additions	-	4	7	10	21
Disposals	-	-	-	(79)	(79)
At the end of the year	163	1,651	345	151	2,310
Depreciation					
At the start of the year	-	806	303	157	1,266
Charge for the year	-	33	9	36	78
Disposal in year	-	-	-	(79)	(79)
At the end of the year	-	839	312	114	1,265
Net book value					
At the end of the year	163	812	33	37	1,045
At the start of the year	163	841	35	63	1,102

10. Investments - Group and Charity

	2025	2024
	£'000	£'000
Listed & Unlisted Investments		
Market value at the start of the year	3,087	3,263
Additions	2,785	3,045
Disposal at Market Value	(764)	(3,065)
Unrealised investment gains/(losses)	(11)	(156)
Market value at the end of the year	5,097	3,087
Long Term Cash Deposit	-	1,500
Capital account	110	55
Total Fixed Assets Investments	5,207	4,642
Historic cost at the year end	5,096	4,754
Realised gains/(losses) on investments	19	(33)
Investments comprise:	2025	2024
	£'000	£'000
UK Common investment funds	5,097	3,087
Cash and cash equivalents	-	1,555
Unlisted investments	110	-

11.Subsidiary Undertaking

a) Trading

The charitable company controls one subsidiary. Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	2025	2024
	£'000	£'000
Turnover	835	802
Cost of sales	(313)	(447)
Gross profit	522	355
Administrative expenses	(295)	(135)
Profit on ordinary activities	227	220
Payment under Deed of Covenant	(227)	(220)
Net result	-	-

The aggregate of the assets, liabilities and funds was:

	2025	2024
	£'000	£'000
Assets	663	672
Liabilities	(645)	(654)
Funds	18	18

12. Analysis of net assets between funds - Group**a) 2025****Group**

	General £'000	Designated £'000	Restricted £'000	2025 Total £'000
Tangible fixed assets	-	1,045	-	1,045
Investments	5,207	-	-	5,207
Net current assets	(1,024)	4,502	2,281	5,759
	4,183	5,547	2,281	12,011

Charity

	General £'000	Designated £'000	Restricted £'000	2025 Total £'000
Tangible fixed assets	-	1,045	-	1,045
Investments	5,207	-	-	5,207
Net current assets	(1,042)	4,502	2,281	5,741
	4,165	5,547	2,281	11,993

b) 2024**Group**

	General £'000	Designated £'000	Restricted £'000	2024 Total £'000
Tangible fixed assets	-	1,102	-	1,102
Investments	4,642	-	-	4,642
Net current assets	(549)	3,651	1,655	4,757
	4,093	4,753	1,655	10,501

Charity

	General £'000	Designated £'000	Restricted £'000	2024 Total £'000
Tangible fixed assets	-	1,167	-	1,167
Investments	4,642	-	-	4,642
Net current assets	(568)	3,586	1,656	4,674
	4,074	4,753	1,656	10,483

13. Debtors

	The group		The charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade and other debtors	184	704	54	554
Amounts due from subsidiary	-	-	402	429
Prepayments and accrued income	844	559	799	534
	1,028	1,263	1,255	1,517

Within prepayments and accrued income is £505k (2024: £220k) of prepayments relating to fundraising events which will be held after the year end.

14. Creditors: amounts due within one year**a) Creditors**

	The group		The charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade and other creditors	285	612	272	600
Tax and social security	-	184	-	184
Pension contributions payable	37	-	37	-
Amounts due to independent hospices	112	122	112	121
Grants payable	2,340	2,431	2,340	2,431
Accruals	135	164	128	151
Deferred income	1,041	1,583	818	1,384
	3,950	5,096	3,707	4,871

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2025 its subsidiary trading company, Help the Hopsices had a creditor value relating to value added tax of £111k (2024 £48k)

b) Deferred income reconciliation

	The group		The charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Balance brought forward	1,583	299	1,384	146
Amount recognised in year	(1,583)	(299)	(1,384)	(146)
Amount deferred in the year	1,041	1,583	818	1,384
Balance carried forward	1,041	1,583	818	1,384

15. Movements in funds

a) 2025	At 1 April 2024	Income £'000	Expenditure £'000	Unrealised	Transfers	At 31 March
	£'000			gains/(losses) £'000	between funds £'000	2025 £'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
Department of Health and Social Care	-	25,000	(25,000)	-	-	-
NHS England	25	-	(25)	-	-	-
St James's place (Quality & Equity Work)	258	-	6	-	(264)	-
Masonic Charitable Fund	152	800	(715)	-	-	237
The Kirby Laing Foundation	7	108	(115)	-	-	-
Health and Social Care Board	5	341	(330)	-	-	16
Other projects						
Quality & Equity Work	99	-	-	-	264	363
Equity & Sustainability Work	69	-	-	-	-	69
Personal Development Grants Fund (Wolfson)	309	-	-	-	-	309
Grant Writeback Fund	211	-	-	-	-	211
Julia and Hans Rausing Trust	179	-	(145)	-	-	34
Anonymous donor (Neurological project)	288	-	-	-	-	288
The Linder Foundation	-	100	-	-	-	100
Legacy Campaign	-	1,004	(708)	-	-	296
Other	53	820	(515)	-	-	358
Total restricted funds	1,655	28,263	(27,637)	-	-	2,281
Unrestricted funds						
Designated funds:						
Fixed assets	1,042	-	(78)	-	81	1,045
Building repairs	749	-	(9)	-	(60)	680
Digital/technology	500	-	(92)	-	(6)	402
Fundraising Innovation	400	-	-	-	-	400
Frailty programme	12	-	(3)	-	(9)	-
Legacy equalisation	1,000	-	-	-	-	1,000
Future programmes to improve equitable access	550	-	-	-	500	1,050
Future quality improvement programmes	500	-	(9)	-	500	991
Total designated funds	4,753	-	(191)	-	1,006	5,568
General funds	4,093	5,853	(4,767)	(11)	(1,006)	4,162
Total unrestricted funds	8,846	5,853	(4,958)	(11)	-	9,730
Total funds	10,501	34,116	(32,595)	(11)	-	12,011
b) Charity						
b) Charity	At 1 April 2024	Income £'000	Expenditure £'000	Unrealised	Transfers	At 31 March
	£'000			gains/(losses) £'000	between funds £'000	2025 £'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
Department of Health and Social Care	-	25,000	(25,000)	-	-	-
NHS England	25	-	(25)	-	-	-
St James's place (Quality & Equity Work)	258	-	6	-	(264)	-
Masonic Charitable Fund	152	800	(715)	-	-	237
The Kirby Laing Foundation	7	108	(115)	-	-	-
Health and Social Care Board	5	341	(330)	-	-	16
Other projects						
Quality & Equity Work	99	-	-	-	264	363
Equity & Sustainability Work	69	-	-	-	-	69
Personal Development Grants Fund	309	-	-	-	-	309
Grant Writeback Fund	211	-	-	-	-	211
Rausing Wokforce	179	-	(145)	-	-	34
Anonymous donor (Neurological project)	288	-	-	-	-	288
Linder Foundation	-	100	-	-	-	100
Legacy Campaign	-	1,004	(708)	-	-	296
Other	53	810	(505)	-	-	358
Total restricted funds	1,655	28,253	(27,627)	-	-	2,281
Unrestricted funds						
Designated funds:						
Fixed assets	1,042	-	(78)	-	81	1,045
Building repairs	749	-	(9)	-	(60)	680
Digital/technology	500	-	(92)	-	(6)	402
Fundraising Innovation	400	-	-	-	-	400
Frailty programme	12	-	(3)	-	(9)	-
Legacy equalisation	1,000	-	-	-	-	1,000
Future programmes to improve equitable access	550	-	-	-	500	1,050
Future quality improvement programmes	500	-	(9)	-	500	991
Total designated funds	4,753	-	(191)	-	1,006	5,568
General funds	4,075	5,009	(3,923)	(11)	(1,006)	4,144
Total unrestricted funds	8,828	5,009	(4,114)	(11)	-	9,712
Total funds	10,483	33,262	(31,741)	(11)	-	11,993

Hospice UK

Annual report and financial statements – 31 March 2025

c) 2024	At 1 April 2023	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2024
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
HWA - Data	-	30	(30)	-	-	-
HWA - Bereavement	-	19	(19)	-	-	-
NHS England	25	-	-	-	-	25
St James's place	268	550	(560)	-	-	258
Masonic Charitable Fund	302	700	(850)	-	-	152
The Kirby Laing Foundation	7	102	(102)	-	-	7
Health and Social Care Board	0	308	(303)	-	-	5
Other projects	917	652	(361)	-	-	1,208
Total restricted funds	1,519	2,451	(2,315)	-	-	1,655
Unrestricted funds						
Designated funds:						
Fixed assets	1,106	-	(78)	-	14	1,042
Building repairs	490	-	(33)	-	292	749
New Website	55	-	(55)	-	0	-
Digital/technology	524	-	(293)	-	269	500
Fundraising Innovation	250	-	(16)	-	166	400
Frailty programme	-	-	(1)	-	13	12
Legacy equalisation	-	-	-	-	1,000	1,000
Future quality improvement programmes	-	-	-	-	550	550
Strategy	3,250	-	-	-	(3,250)	-
Training and development	100	-	(17)	-	(83)	-
Future Vision	200	-	(74)	-	(126)	-
Transformation	150	-	(88)	-	438	500
Total designated funds	6,125	-	(655)	-	(717)	4,753
General funds	4,561	4,215	(5,244)	(156)	717	4,093
Total unrestricted funds	10,686	4,215	(5,899)	(156)	-	8,846
Total funds	12,205	6,666	(8,214)	(156)	-	10,501

d) Charity	At 1 April 2023	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
Department of Health and Social Care	-	30	(30)	-	-	-
Health & Wellbeing Alliance	-	19	(19)	-	-	-
NHS England	25	-	-	-	-	25
St James's place	268	550	(560)	-	-	258
Masonic Charitable Fund	318	700	(850)	-	-	168
The Kirby Laing Foundation	8	102	(102)	-	-	8
Health and Social Care Board	3	308	(303)	-	-	8
Other projects	897	652	(361)	-	-	1,188
Total restricted funds	1,519	2,451	(2,315)	-	-	1,655
Unrestricted funds						
Designated funds:						
Fixed assets	1,106	-	(78)	-	14	1,042
Building repairs	490	-	(33)	-	292	749
New Website	55	-	(55)	-	0	-
Digital/technology	524	-	(293)	-	269	500
Fundraising Innovation	250	-	(16)	-	166	400
Frailty programme	-	-	(1)	-	13	12
Legacy equalisation	-	-	-	-	1,000	1,000
Future quality improvement programmes	-	-	-	-	550	550
Strategy	3,250	-	-	-	(3,250)	-
Training and development	100	-	(17)	-	(83)	-
Future Vision	200	-	(74)	-	(126)	-
Transformation	150	-	(88)	-	438	500
Total designated funds	6,125	-	(655)	-	(717)	4,753
General funds	4,543	3,413	(4,442)	(156)	717	4,075
Total unrestricted funds	10,668	3,413	(5,097)	(156)	-	8,828
Total funds	12,187	5,864	(7,412)	(156)	-	10,483

15. Movements in funds (continued)

e) Purposes of restricted funds

Health & Wellbeing Alliance (HWA) -The Department of Health & Social Care awarded £90k to a consortium of charities (Hospice UK, Marie Curie, Together for Short Lives and National Bereavement Alliance) in relation to our membership of the Alliance. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

Masonic Charitable Foundation - awarded grant funding to support the Workforce Resilience Programme. Additionally, it has awarded grant funding to support people with neurological conditions, as well as funding for professional development grants.

Kirby Laing are supporting a three year programme to improve care for the frail elderly.

The Department of Health in Northern Ireland have commissioned Hospice UK to support their work in transforming the health service in Northern Ireland through our work on Project ECHO.

Linder Foundation - Are supporting a two year programme focusing on the development of the National Hospice Services Data Portal

Capital Grants - the Department of Health and Social Care have awarded Hospice UK £100M over two years for onward grants to hospices in England for investment in their capital infrastructure. £25M was received in the year ended 31 March 2025, and distributed to hospices who in turn spent it on capital projects.

Legacy Campaign - Hospice UK is leading a national legacy campaign to encourage people to protect hospice care by leaving a gift in their will to support local hospices. £1M was raised in the year ended 31 March 2025, of which £708k had been spent by the year end, with the remainder to be spent in the next financial year.

Personal Development Grants Fund - a fund restricted to personal development grants (largely funded by the Wolfson Foundation)

Anonymous donor (Neurological project) - A three year programme aimed at improving end-of-life care for people with progressive neurological conditions and their families.

Other projects - represents restricted funds for a variety of programmes supporting hospice care in the UK.

f) Purposes of designated funds

Fixed assets - represents the value of our tangible fixed assets

Building repairs fund - to budget against eventuality of a major repairs to the freehold property.

Digital/technology - for a programme to transform our digital and IT systems

Fundraising Innovation - to allow for investment in new fundraising ideas

Frailty programme - funds set aside for a project to support frailty care. The project was completed in March 2025.

Legacy equalisation - legacy equalisation fund to ensure to enable us to continue with planned expenditure levels despite unforeseeable fluctuations in legacy income

Future programmes to improve equitable access - to fund programmes to ensure equitable access to hospice care

Future quality improvement - to fund quality improvement programmes to support hospices

The designated funds comprise amounts transferred from the general fund, in line with the charity's internal decisions to earmark resources for specific purposes. No external income was received directly into these funds during the period.

16. Related party transactions

a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 628 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	Hospice Donations £'000	2025 £'000	2024 £'000
St Andrews	1	93	1	94	40
Arthur Rank	5	239	-	239	4
St Luke's Sheffield	1	228	1	229	-
Saint Michael's Hospice (Harrogate)	11	193	1	194	2
Naomi House and Jacksplace Hospices	3	129	-	129	-
Compton Care	13	240	-	240	5
North Devon Hospice	1	107	-	107	-
Hospice of the Good Shepherd	2	82	-	82	-
St Leonard's Hospice	10	155	-	155	-
Teeside Hopsice	-	-	-	-	2
Total	47	1,466	3	1,469	53

Hospice UK paid the cost of travel and expenses incurred by Trustees whilst fulfilling their duties to Hospice UK. This includes the reimbursement of expenses totalling £5.6k (2024: £1.5k) for trustees.

St Michaels Hospice Harrogate provided a support service for clinical staff working in hospices as part of Workforce project. A trustee of Hospice UK is the Chief Executive of St Michaels Harrogate. £14k was paid to St Michaels Harrogate for providing this service during the year (2024: £nil)

16. Related party transactions (continued)

b) Worldwide Hospice and Palliative Care Alliance (WHPCA)

The CEO of Hospice UK, Toby Porter, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £4k (2024: £3k).

At the end of the year Hospice UK owed £0k to WHPCA (2024: £126k).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

17. Operating lease commitments

Net income for the year for the Group are stated after charging operating lease payments on equipment of £7k (2024: £7k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2026	2026
	£'000	£'000
No later than one year	3	-

18. Ultimate controlling party

There is no overall controlling party.

19. Post balance sheet events

There were no post balance sheet events.

20. Contingent Assets

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £1.7M (2024: £1.1M) The charity is extremely grateful to all the generous donors who support it through gifts in wills.

21. Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2024

	Unrestricted Funds		Restricted Funds £'000	2024 restated Total £'000
	General £'000	Designated £'000		
Income				
Donations and legacies:				
Funds raised for Hospice UK	2,744	-	2,330	5,074
Funds raised for independent hospices	-	-	121	121
Income from other trading activities	57	-	-	57
Investment income	331	-	-	331
Income from charitable activities:				
Supporting those providing end of life care	1,083	-	-	1,083
Total income	4,215		2,451	6,666
Expenditure				
Expenditure on charitable activities:				
To Improve equity of access	1,319	145	1,067	2,531
To enhance quality care	1,200	72	983	2,255
To achieve sustainability	1,006	286	266	1,558
Hospice Capital Funding Grant	-	-	-	-
Costs of raising funds	1,686	152	-	1,838
Total expenditure	5,211	655	2,316	8,182
Net income/(expenditure) before gains/(losses) on investments	(995)	(655)	135	(1,516)
Realised gains on investments	(33)	-	-	(33)
Unrealised (losses)/gains	(156)	-	-	(156)
Net income/(expenditure) for the year	(1,184)	(655)	135	(1,705)
Transfer between funds	717	(717)	-	-
Net movement in funds	(467)	(1,372)	135	(1,705)
Reconciliation of funds				
Total funds brought forward	4,561	6,125	1,520	12,206
Total funds carried forward	4,094	4,753	1,655	10,501

In April 2024 we launched our new strategy, with a focus on three priorities: equity, quality & sustainability. Charitable expenditure has been categorised under these priorities, and as a result, prior year expenditure has been reclassified to reflect these updated priorities (there is no change to the overall level of expenditure or net result as reported in the prior year).

HOSPICE UK

England & Wales - Charity number 1014851

Accounts



Audited annual report and financial
statements

For the year ended 31 March 2024

Charity registered in England and Wales No. 1014851

Charity registered in Scotland No. SC041112

Company No. 2751549

Contents

	Page
Acknowledgements	3
Directors and strategic report	4
Structure, governance and management	24
Reference and administrative information	26
Independent auditor’s report	30
Consolidated statement of financial activities	37
Statement of financial activities – The charity	38
Balance sheets	39
Consolidated statement of cash flows	40
Notes to the financial statements	41

Acknowledgements

The Trustees would like to warmly thank supporters, donors and partners of Hospice UK.

Thousands of members of the public donate and raise funds for the charity in various ways – leaving a gift in their will, taking on a fundraising challenge, donating through their payroll or donating online. We thank them all.

We are hugely grateful to our corporate partners, in particular 4G Textiles, Accora, Anchor Group, Aspire Pharma Ltd, Aviva, Barclays Bank UK PLC, Becton Dickinson UK LTD, Blackbaud Europe, Blue Stream Academy, Convatec, Dignity Plc, HTM Television, LINET UK, Local Hospice Lottery, MEMORIA Limited, mhance, National Garden Scheme, Neutral Home, Northern Trust, Peridot Partners, PIB Insurance Brokers, Players of People’s Postcode Lottery, Rathbones Investment Management, Rothesay Life Plc, RBC Brewin Dolphin, St. James’s Place, The Care Database, The Co-operative Bank, The PwC Foundation, Towergate Insurance, Tyl by NatWest, Vantage and Weatherbys Bank Ltd.

Thank you to the Trusts and Foundations whose ongoing support has been invaluable, in particular the Masonic Charitable Foundation, Kirby Laing Foundation, the Julia and Hans Rausing Trust, St. James’s Place Charitable Foundation, Wolfson Foundation, Rank Foundation, Linder Foundation, the Inman Charity, Sir Halley Stewart Charitable Trust, Hospital Saturday Fund, and the Army Benevolent Fund.

We thank our Vice-Presidents, Ambassadors and the London Fundraising Committee for their significant commitment to Hospice UK. These dedicated individuals give their valuable time to support hospice care across the UK. They make a significant difference.

We are grateful to the staff and trustees of member hospices who give their time, expertise and wisdom to inform our work, particularly this year as we developed our new strategy and brand.

Finally, we thank our staff and volunteers whose dedication, expertise and commitment is what ultimately drives the charity’s mission forward.

Strategic report

Who we are

Hospice UK is the national charity for hospice and end of life care. We work to ensure everyone affected by death, dying and bereavement gets the care and support they need, when they need it.

Our vision

We believe that everyone, no matter who they are, where they are or why they are ill, should receive the best possible care at the end of their life. No one should die in avoidable pain or suffering.

Our mission

Our mission is to transform the way society cares for the dying and those around them. To empower individuals, communities and populations to embrace the ethos of hospice care and extend its breadth and reach to improve everyone's experience of death, dying and bereavement.

Strategic priorities

With our existing strategy expiring in March 2023, we created a bridging strategy and business plan to continue our work over the year which the trustees agreed for 2023-24.

We began the development of our new five-year strategy with a widespread scoping exercise with both members and external stakeholders. The new strategy was launched in April 2024, and focussed on three strategic priorities:

- To improve equity of access to hospice care;
- To enhance quality care;
- To achieve sustainability for the hospice sector.

Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives.

Activities, achievements and performance

The hospice sector continues to operate in a significantly challenging environment, with clear risks to its operations and ability to support communities with end of life care. While there are also clear opportunities, and room for optimism, these pressures have continued to shape the work of Hospice UK over the past 12 months.

Our activities provide our hospice members with a mix of immediate and longer-term strategic support to meet the escalating challenges of diminishing resources and the growing demand of an ageing population with more complex needs.

While it provides care for a growing number of people at or nearing the end of life, or living with complex illness, the charitable hospice sector is now under significant financial pressure. Hospice UK's data suggests that a significant and permanent increase in running costs has left the collective finances of the sector in their most perilous state for two decades. While some hospices remain in robust financial health, a growing number of others are now actively cutting back services, or at least considering doing so.

Our approach to supporting the sector through another difficult year remains multifaceted. We continue to work closely with governments across the UK to make clear both the pressure that hospices are under, and the opportunity that closer working with the hospice sector can bring in terms of alleviating pressure on the NHS and social care. We have made encouraging progress in some of the UK's four nations, while across the country, we are seeing strong cross-party support for the hospice sector. We have also focused on providing support to local hospices to engage and grow their relationships with their local healthcare systems across the nations.

In this context, a hugely important part of Hospice UK's role is to facilitate the sharing and spreading of ideas, knowledge and best practice across the more than 200 independent hospices. We do this through our grant funding programmes, our learning and training offer, and our conferences. This year's national conference in Liverpool broke records for attendance.

Internally, we have embarked on a significant programme of reform to create a membership body fit for the future. Engaging more proactively with our members is a major priority and is paying off as we see increased membership engagement and mobilisation to advocate nationally for hospice care. Our new organisation structure allows for a more cohesive programme of work to support and represent the hospice sector, while our continued investment in digital technology, and investment in a new brand to be launched in May 2024, set us up for a future in which end of life care is set to be more important than ever.

The sections that follow look in detail at our projects and activities over the last year.

Priority 1: extend our reach and enable hospice quality care to be delivered in any setting

Influencing the policy agenda

Supporting hospices with rising costs

Across the UK, rising costs have hit the hospice sector hard. The need for emergency and sustainable funding for the sector has become an urgent priority. As a result of the momentum we built around this issue in January-March 2023, we met with the Minister for Energy Consumers and Affordability in April 2023 to press for the need for greater support for hospices to help them to pay their energy bills. We also held a roundtable on energy costs hosted by a Minister in the UK Government's Scotland Office to highlight the impact of rising costs on people with a terminal illness and the hospice sector in Scotland, which led to the Minister highlighting our concerns with OFGEM.

To highlight the challenges being faced by hospices across the UK, we secured and briefed MPs for a Westminster Hall debate on support for hospice services in June 2023. 26 MPs spoke in support of the sector, including Labour's Shadow Minister for Social Care, and the Government's Minister for Social Care responded.

In England, we met with the Minister for Social Care for England, Helen Whately MP, to discuss pressures on hospice services, the impact of the NHS pay awards, and the importance of Integrated Care Boards taking action to support hospice services in July 2023.

We supported the All Party Parliamentary Group on Hospice and End of Life Care to run an inquiry into Government funding for hospices between August 2023-January 2024. This inquiry consisted of a written call for evidence, which received over 80 responses, two oral evidence sessions, a report with recommendations relating to hospice funding in England and a launch event in Parliament attended by 39 MPs and Peers.

Building an evidence base on the approaches being taken to commission hospice services across England was a priority this year, and our Freedom of Information requests to all Integrated Care Boards in England showed huge inconsistencies. This data informed our media and influencing work throughout the year.

Our media work to highlight the financial strain in the sector has been particularly successful this year, with a consistent flow of top-tier national media coverage in broadsheet, broadcast and tabloid outlets, including BBC and ITV exclusives, a Daily Mirror front page, and a number of special reports by senior health correspondents across the media. We were pleased that this work was acknowledged with a PRCA award in November 2023.

We have supported the children's hospice sector with their call to extend the children's hospice grant to 2024-5, and while the Department for Health and Social Care have made positive noises, we continue to communicate challenges around the distribution mechanism and longevity of this funding.

In Scotland, we worked with the Scottish Hospice Leaders Group to assess the impact of rising costs on the sector and put forward policy asks to Scottish Government around addressing the £16 million deficit facing the sector, producing a new national funding framework for hospice care and agreeing a dynamic funding mechanism to enable funding to grow in line with increasing demand. The Minister for Public Health and Women's Health has recognised the challenges facing the hospice sector and agreed that there is a need for a new funding framework, with discussions now ongoing with politicians and civil servants about its further development and implementation.

We secured a debate on hospices in the Scottish Parliament in December 2023 and were encouraged by the strong and consistent messaging from MSPs across all the main parties. Nearly 50 MSPs have supported our calls for sustainable funding, while we have seen coverage across the Scottish media, in particular on the day before the

Scottish budget was published.

In Wales, close working with Hospices Cymru has yielded some positive results and an optimism for further positive outcomes for hospices in Wales. Working to quantify the impact on Welsh hospices of keeping pace with NHS pay rises, we have secured significant support across the year from a majority of Members of the Senedd. Momentum built as we helped to secure increased funding for community palliative care capacity, particularly out of hours care, identified as one of three key priorities for a recurrent funding allocated of nearly £12m.

The Minister for Health and Social Services formally recognised the challenges Welsh hospices are facing, agreeing to ringfence existing Welsh Government hospice funding and a Health Board level, and to the creation of a task force to develop and implement an all-Wales commissioning framework. We are confident of further progress in the coming year.

We have supported hospices in Northern Ireland by providing secretariat support to Hospices Alliance Northern Ireland meetings throughout the year. We also facilitated a successful in-person workshop in November 2023, which brought together a wide range staff from all the Northern Ireland hospices to identify agreed priorities and create an action plan to co-ordinate action between the hospices, and with Hospice UK. We have also written to the First Minister, Deputy First Minister, Minister for Health and Chair of the Health Committee in Northern Ireland now that Stormont has been restored to highlight the challenges facing the sector and the contribution made by hospices to support statutory services in Northern Ireland.

Our wider influencing work across the nations

Throughout the year, we have worked with Marie Curie, Sue Ryder, Together for Short Lives and the National Bereavement Alliance to raise the profile of palliative and end of life care ahead of a General Election which will happen within the next financial year.

We jointly produced a manifesto for palliative and end of life care, launched at the Labour and Conservative party conferences in autumn 2023, which sets out what we collectively want to see from the next government. A key focus has been building relationships with the Labour party's health team, and we are consistently encouraged by strong cross-party support for improved end of life and palliative care.

As an authority and voice of end of life care in the UK, we also submitted evidence to a number of public consultations, including on the right to visitation in hospices and the Scottish COVID-19 public inquiry. Across the nations, we have strong, productive relationships with both elected representations and civil servants, and continue to provide the secretariat to the All Party Parliamentary Group on Hospice and End of Life care at Westminster, and the Senedd Cross Party Group on Hospice and Palliative Care in Cardiff. Through these and other fora, we ensure that the voice and expertise of the hospice sector is heard in the corridors of power.

Assisted Dying

Assisted dying is firmly back on the agenda across the UK, particularly in Scotland, but with growing political interest across all nations. Hospice UK does not take a position on either side of the debate, but has a vital role to play to facilitate discussion about this topic among a sector with the most directly relevant expertise in society, as well as to represent their views, questions and concerns. We gave written and oral evidence to the House of Commons Health & Social Care Select Committee inquiry into assisted dying, highlighting the inequity in funding for hospice services and the need for improving end of life care to be a higher priority for the NHS.

In Scotland, to prepare for an expected Private Member's Bill on assisted dying, we held a series of in-person and online safe space events for hospice trustees, staff and volunteers. These events, facilitated by Dr Naomi Richards, Director of the Glasgow End of Life Studies Group at the University of Glasgow, were designed to support hospices to discuss their feelings and concerns about the issue as well as help us to identify key policy considerations. They were attended by more than 100 people from hospices across Scotland. When the Assisted Dying for Terminally Ill Adults (Scotland) Bill was published at the end of March we prepared a briefing for all members on the Bill.

Sharing knowledge through Project ECHO

We continue to make use of the well known Project ECHO (Extension of Community Healthcare Outcomes) methodology to share knowledge, skills, trends and best practice. This year we supported nine ECHO networks to deliver 53 sessions with 1,823 attendances. We looked at topics including the use of data; race equity; clinical best practice; and end of life care for people with needs including patients with frailty, with dementia, and who are in prison.

90% of participants from the Palliative and End of Life Care in Prisons ECHO Network agreed that taking part increased their knowledge of service initiatives across other services/teams. Nearly two-thirds (62%) applied knowledge gained through the ECHO Network into practice.

We continue to work with our 'superhub' partners in Sheffield and Inverness, and this year we trained hospices and not-for-profit organisations in the UK and Ireland to become ECHO hubs. Fifteen people from four organisations completed Partner Launch Training.

Project ECHO in Northern Ireland

In Northern Ireland, we started delivery of a new two-year contract with the Strategic Planning & Performance Group at the Department of Health. This builds on the previous contract which ran for five years and enables ECHO to continue providing valuable support for the health and social care sector in Northern Ireland.

Throughout the year our Project ECHO team in Belfast provided extensive support and training to health and social care partners across the UK and Ireland. In total the Project ECHO team supported 34 ECHO Networks, delivered 114 ECHO Sessions with 4,429 attendances.

Our Clinical Communities of Practice

Transitions – children to adult care

Our quarterly Transitions Community of Practice delivered in partnership with Together For Short Lives continues as a space for professionals to share and learn from each other and continue to improve care. During 2023 we held four sessions covering specific topics including the National Confidential Inquiry into Patient Outcome and Death report 2023, and model of care within adult services. There are 280 members of this Community of Practice with 40 regularly attending meetings and others contributing to the online discussion forum. In January we launched a grants programme to help hospices support the transition process for young adults with complex and life-limiting conditions.

Patient Safety Community of Practice

Our Patient Safety Community of Practice members have had four meetings and two special additional educational meetings covering Implementation of the Patient Safety Incident Response Framework and learning from the Health Safety Services Investigation Body Report into end of life care. The membership continues to grow with up to 90 people attending sessions to discuss safety incident data and quality improvement.

National Clinical Leaders

Four executive meetings were held with attendance from all regions and nations where colleagues focused on key priorities of clinical quality and safety, safe staffing and strategy and governance. The group have covered a range of clinical priorities including safe practice in medicine management, safe staffing, research and evidence into practice, liberty protection and safeguards, and the workforce and activity data surveys. We also held a clinical and HR leaders conference attended by over 100 people with a focus on quality and safety.

Education Network

Our education network has grown during 2023, and now has 263 members across the four nations with an average 70 people per meeting. Since May 2023 we have covered topics such as Post-registration Standards for Community Nursing Specialists, Practice Qualifications, understanding and evaluating the impact of educational interventions, and collaborating with the ICB to deliver palliative education.

Extending frailty care

With frailty becoming more and more recognised as a condition affecting older people, our Extending Frailty Care programme invites hospices to think differently to support frail patients in their communities. The programme commenced in April 2022 and will run through to March 2025. We have helped 11 hospices pilot creative partnerships with local care homes, prisons, ambulance services, physios and more, to reduce the loneliness, hospital admissions and fragmentation of care experienced by frail patients.

Supporting the workforce

Workforce has remained a top priority for the hospice sector and for Hospice UK throughout the year. We undertook a major workforce survey, in order to better understand the current size and profile of the clinical workforce, what pressures it is under, its vacancy, recruitment and retention rates. This survey will inform our ongoing work to support the workforce and will be repeated regularly.

Health and social care workers are potentially at greater risk of experiencing both moral distress and moral injury. Our Resilience Based Clinical Supervision (RBCS) programme, aims to build capacity to deliver greater access to supervision and support across the hospice sector. We aim to complement and enhance local wellbeing and supervision strategies, enabling wider access to supervision for more people. The programme goes from strength to strength with some 40 hospices now taking part.

We have secured funding to expand our work supporting the hospice workforce over the next 18 months. This broader programme of work commenced in February 2024, and planning has begun on expanding the Resilience Based Clinical Supervision project to a further 34 hospices, building on our successful hospice educators network, and helping the sector collate and analyse invaluable workforce data.

Priority 2: tackle inequality and widen access to hospice care

End of life care for trans and gender diverse communities

After last year's release of our report, 'I Just Want To Be Me', Hospice UK has established itself as a leading voice on access to palliative and end of life care for trans and gender diverse communities. The work has been very well received by hospices at a number of networks and events, as well as being cited in a number of academic articles. We have supported our partner, GIRES (Gender Identity Research & Education Society) to design and deliver training for professionals on the needs of trans and gender diverse people during all stages of death, dying and bereavement.

The findings were presented to NHS England, and as Hospice UK we have been invited to contribute to the end of life care chapter of the NHS England LGBTQ+ Health Action Plan.

We have secured additional trust funding to extend the work in a project that has recently commenced, looking at supporting hospices from an HR perspective to make sure as workplaces they are inclusive of both staff and patients.

Supporting end of life care in prisons

Our work in this little understood area continues. We established an ECHO hub bringing together colleagues from HM Prisons and Probations Service, the UK Health Security Agency and NHS England, as well as clinicians working in prison settings.

In total ten sessions of this group enabled successful sharing and learning about how to bring about improvements to the end of life and bereavement care to people in custody.

A resource for young people with a life-limiting illness.

Our Dying Matters resources supporting people to talk about death and grief and are downloaded approximately 17,000 times a year. As the campaign works to widen the resources on offer, we secured funding from a corporate partner, Dignity, to co-produce a new resource with young people with a life-limiting illness.

Building on Hospice UK's transitions work, which has sought to improve the move for young people from children's to adult hospice care, Dying Matters formed a co-production group of people aged between 16-25 with a life-limiting condition. Sessions are facilitated by palliative care and inclusion expert Gemma Allen. Using the co-production model will ensure the campaign develops informed resources shaped by people's lived experience.

So far the group have shared their frustrations at being offered resources for children or adults, and at advice not being tailored for their particularities as a teenager or young adult. The project will culminate in a resource for young people near the point of diagnosis that is made and shaped by people their own age, with lived experience.

Digital health inclusion

In January 2024, we published a report on digital health and inclusion in palliative and end of life care. This report highlights the growing role of digital services, considers the risk potential risk of digital exclusion and makes recommendations about how providers can integrate digital tools and services in a way that includes and empowers people at the end of their lives. We presented our findings from this work to 80 attendees at Hospice UK's Innovation ECHO in May 2023 and a Good Things Foundation seminar on 'Exploring the barriers that exclude people from digital health services, and how to remove them'.

Hearing patient voices in Wales

We supported the development and promotion of the ‘What Matters Most’ Welsh lived experience visual storytelling project, in partnership with the community interest company Same but Different and Marie Curie Cymru. This project was publicly launched in Autumn 2023 with exhibitions, screenings and presentations at the All Wales Palliative Care Conference and Hospice UK National Conference. We then held an event at the Senedd, followed by a six-week exhibition viewed by nearly 7000 people, which was attended by nine Members of the Senedd from across the political parties, as well as hospices, Welsh Government officials, NHS staff and third sector partners.

Collaborating with others

Through our work in the Health and Wellbeing Alliance, we have improved the collection of hospice demographic data and piloted and promoted approaches hospices can take to comparing their local population data to the demography of their patients. This should help hospices tailor their services to the needs of their specific community.

Building our equity work for the future

Equity and inclusion has been clearly identified in our future strategy development work as a priority for our members, our supporters and our staff. We continue to build our portfolio of work in this area.

Over the coming year, we will publish two further ‘deep dive’ reports looking at the needs of specific communities in terms of end of life care. These are people facing financial hardship and people living in remote and rural communities. Planning and early research is under way for both pieces of work, including contributing to the Scottish Parliament Health, Social Care and Sport Committee’s inquiry into remote and rural healthcare in October 2023, in which we emphasised the growing demand for palliative care in rural areas and the challenges faced in rural areas.

Priority 3: work with communities to build capacity and resilience to care for those at the end of life

Driving public conversations about dying and grief

The Dying Matters campaign is a growing community of people who believe, like us, that open conversation about death, dying and grief is in all of our interests. In recent years our focus has been taking the campaign message to more communities, in ways that are engaging and relevant for them.

The Dying Matters Community Grants programme, funded by Dignity, has continued to go from strength to strength with a new range of eight creative arts projects funded and delivered in communities across the UK this year. Highlights included a 'Talkaoke' approach with young people affected by violence and gang culture in Tower Hamlets, and a project run by the Ballynaveigh Methodist Church in Northern Ireland using theatre and storytelling to encourage the local community to share their stories.

For Dying Matters Awareness Week 2023, we focused on the importance of talking openly about death and grief in the workplace, in partnership with our Compassionate Employers programme. Our 'Compassionate Superpower' online quiz – a simple and engaging way to think about starting conversations about dying and bereavement – was completed by nearly 5,000 members of the public.

Meanwhile, nearly 300 community events took place during the week, with all manner of innovative and creative approaches to getting people talking. It's been great to see consistent growth in the number of community events since the end of the pandemic, which have now nearly doubled in the past two years. We thank all those who give their time and energy to support the campaign in this way. And we got the wider country talking too, with nearly 250 pieces of media coverage about the campaign week this year.

Providing information and support for the public

At the most vulnerable time in their lives, thousands of people turn to us for help in navigating end of life care and finding bereavement support for themselves, family members, friends and colleagues.

With an emphasis on supporting people at scale, we offer advice and signposting through our comprehensive online end of life care information hub. This year, nearly a quarter of a million people have accessed our guides and resources on topics such as planning ahead and what to expect when people are in their last days and moments of life.

Complementing the end of life care guides, our online hospice care finder is a unique resource, which this year has helped nearly 50,000 people find out about hospice care support for adults and children across the UK. Providing an at-a-glance overview of services on offer at every hospice, this hugely popular tool has seen a 63% increase in use this year.

Working in partnership with companies

We receive significant support from our corporate partners and are proud to have long-term partnerships and welcome those who are new to working with Hospice UK. Thanks to their generous donations and awareness raising, our vital work can continue.

The National Garden Scheme is the largest funder of our work. Following a £500,000 donation in 2023 they have now donated more than £7million in support of hospice care since 1996. As well as their significant contribution to our work, together we promote the wellbeing benefits of gardens through a number of community initiatives.

We are thrilled to have secured a new partnership with the Postcode Care Trust, funded by players of People's Postcode Lottery. This incredible support includes a first instalment of £125,000 received in March 2024. This flexible funding will allow us to direct resources where they are needed most to support the vital work of hospices across the UK. We look forward to working together over the next few years.

Our partnership with PwC began in July 2020, since then up to the end of March 2024, PwC colleagues have helped to raise over £585,000. Their brilliant fundraising efforts centre on their 'One Firm One Day' initiative, during which colleagues dedicate a day to give back to their local communities. As a charity partner, we're incredibly grateful for the hundreds of colleagues who used this time to support Hospice UK through various fundraising and volunteering activities.

As well as financial donations, PwC have also supported Hospice UK through their Emerging Leaders Programme three times in the past year. It is designed to develop the capabilities of employees who are soon to move into leadership positions. For Hospice UK, these were invaluable opportunities to put business challenges to a group and benefit from their insights and expertise.

Dignity continue to demonstrate their unwavering commitment to support Hospice UK's Dying Matters campaign. In the past year they have donated £153,000 to fund several important projects, including Dying Matters Community Grants programme, detailed above. Thanks to their £100,000 donation, projects have been able to go ahead in 2024 and funding is secured for projects in 2025. They have also pledged a further £50,000 to ensure the programme can run in 2026.

In 2023 we proudly celebrated 20 years of partnership with The Co-operative Bank. From the start of our partnership to the end of March 2024 they have donated over £533,000 to Hospice UK. This year, thanks to Co-operative Bank customers their Everyday Rewards donations generated £26,059 in donations. We were also selected as the beneficiary partner of new scheme between The Co-operative Bank and Co-operative Legal Services which resulted in a £25,000 donation.

We would also like to thank all our commercial partners who generously supported us throughout our Conference and Events programme. Our annual National Conference saw record-breaking sales through our sponsors and exhibitors. A special thank you to our Gold sponsors: Accora, mhance, Neutral Home and RBC Brewin Dolphin. Additionally, we would like to thank some of our long-term commercial partners: PIB Insurance Brokers, Towergate Insurance, Barclays and Rathbones for their continued support.

Growing our Compassionate Employers programme

Hospice UK's Compassionate Employers programme is designed to help organisations support their employees through grief, dying, and caring. We offer organisations the opportunity to benchmark themselves against the market and evaluate their employee support offer. This includes looking at their policies, employee networks, and line manager support.

The Compassionate Employers programme continues to grow steadily. The number of members tripled to 24, including 11 hospice members. We are now reaching over 160,000 employees. We're proud to have companies like The Co-operative Bank, The Co-operative Group and Deutsche Bank come on board, as well as our first NHS partner, Hampshire and Isle of Wight ICS.

Our e-learning tool, which we created with the help of the PwC Learning Lab team, was recognised again. This time it was shortlisted for the Best Use of Tech at the Great British Workplace Wellbeing Awards. In early 2024 the team introduced our new Kickstart products to reach more employers and help raise more funds for Hospice UK.

Our supporters

We've had an exceptional year in engaging with the public, as evidenced by the addition of 16,464 new supporters through our digital supporter acquisition efforts. As a result of this heightened engagement, we surpassed our target for individual donations by £53,000.

Our special events saw record attendance, and we achieved higher fundraising results than in previous years for our Carol Service, Fashion Lunch, and Gala Dinner. We had our usual portfolio of challenge events, among them our second Dragon Boat Race, and collectively these events drew participation from 336 individuals.

The Hospice UK London Marathon team was smaller than previous years, due to post-pandemic adjustments but the team still raised an amazing £286,774. In addition, we had 37 local hospices join us on the event day at our post-race reception, inviting an additional 461 runners. We continue to support local hospices through our payroll giving work and this year raised over £121,000 to directly benefit them.

Priority 4: empower a strong, dynamic and responsive hospice sector

Sharing resources and learning with our hospices

Following the successful launch of several online platforms last year we have seen growth in the engagement of our members in learning and sharing of practice and information. The Innovation Hub is the area of our website for hospice and end of life professionals, with practical resources, best practice examples and spaces to engage with peers. Launched in September 2022, there has been huge appetite for the resource; having set a target of 35,000 users across its first full year, we were pleased that more than 50,000 users visited the Hub. Popular resources have included information on digital health inclusion, effective use of data, tackling workforce challenges and assisted dying, along with a newly launched thought leadership series with guest blogs from hospice leaders on a range of topics.

Our conferences

National conference

Our flagship conference broke records this year, indicating a huge appetite from our community to collaborate with and learn from each other. This year, we were honoured to welcome Professor Chris Whitty, Chief Medical Officer for England, to open the conference. Professor Whitty shared his admiration for the hospice sector, and his conviction that the whole healthcare system can and should learn from the holistic approach taken in palliative care.

A record 950 delegates attended in November 2023. We also had the biggest ever contribution from the call for papers, with over 250 posters displayed. The event represents a vital opportunity for in-person networking and sharing, made possible by our corporate partners and exhibitors, including our Gold sponsors Accora, mhance, Neutral Home and RBC Brewin Dolphin. For the third year running we also offered the live streaming option, and received feedback on how inclusive this option made the event for our attendees, particularly those with neurodiversity.

Trustee Conference

Our virtual Trustees Conference, took place in September 2023, with more than 260 participants, while our quarterly trustee network meetings, where trustees from across the UK can share and learn from one another, are regularly attended by more 100 delegates from senior positions and boards, to share strategic challenges and opportunities facing the sector. The network has increased to over 400 members.

Clinical and HR conference

In April 2023 the Clinical Leaders Group and HR Leaders group came together for a one-day conference in London, with the title 'Hospice Career Pathways – the road less travelled'. 100 attendees from both disciplines heard sessions on how to tackle the many challenges facing the hospice and end of life care workforce.

Fundraising Conference

In June 2023 we hosted over 80 attendees in London for our annual Fundraising Leaders Conference. The theme for the conference was 'Moving with the times' and offered a strategic look at the complex challenges facing fundraising leaders and how innovation can offer solutions.

Hospice Data Programme

In 2023, we restarted our hospice data collections after a year's hiatus. The data collections involve hospices

across the UK sending us annual figures on their service activity, patient demographics, workforce numbers, staffing issues. This data is vital for Hospice UK's ability to advocate on behalf of the sector, and for our members to learn from each other's operations. We thank hospice colleagues for their time and effort in sharing data with us.

We also collect quarterly data on patient safety incidents and on hospice finances which we use both nationally and so individual hospices can see how they are doing over time and in comparison, to others. Together the data builds a current picture of the hospice sector.

The data collection revealed that in 2023, hospices cared for 300,000 patients with palliative and end of life care needs. Only 18% of this care is delivered in hospice beds in a hospice building, the rest is looking after people in their homes, care homes or with living well support. The care is delivered by 16,000 staff with as many again supporting in other roles and 95,000 giving their time as volunteers.

We have built on our sector specific population needs assessment tool, PopNAT, to enable hospices to look at the reach of their hospice care within their local population. And we continue to roll out patient centred outcome measures to really show the individual nature of quality palliative care and the value that hospices deliver for those patients, those close to them, and the wider health system.

National Legacy Campaign to promote local hospice care

Legacy income is a vital part of how hospices can provide their services. But, like many streams of income, it is under pressures. We are therefore pleased to be collaborating with 141 hospice members to launch a national legacy campaign to promote leaving a gift in will to local hospices. This is the first time that so many local hospices have worked together in this way. The campaign will launch early 2025.

Improving care through our grant programmes

Our grants programmes continue to support innovative projects in hospices throughout the UK. The grants represent one of the most important parts of Hospice UK's work; directly supporting hospices with financing to set up new projects and initiatives which may otherwise not have been possible. The grants focus on how we can improve hospice care and make sure it reaches more people who need it. This year we awarded 344 (2023: 336) grants worth £1.8 million (2023: £1.6 million)

With generous support from the Masonic Charitable Foundation (MCF), we have awarded 25 project grants to hospices within England and Wales totalling £788,074. MCF also funded a programme of Bursaries aimed at supporting the education and training of hospice staff – 150 Bursaries have been awarded this year totalling almost £150,000.

St. James's Place Charitable Foundation continues to support hospices through a generously funded programme which this year was focused on Dying at Home with Dignity. A total of 14 grants were awarded, allocating £547,445.

We are grateful for the Wolfson Foundation's fantastic support for hospice staff with Professional Development Grants awarded by Hospice UK. This year 130 (2023: 183) staff were awarded a Wolfson grant, with a total value of £86,000 (2023: £130,000).

A new grant programme focussed on supporting local care home staff to deliver end of life care was funded through the Wolfson Foundation's Hospice Care Home Training programme. Five grants were awarded, allocating almost £10,000.

A new Professional Development Grant programme was launched in January 2024 funded by the National Garden Scheme (NGS) to support the education and training of hospice staff. Nine grants were awarded, totalling almost £4,000.

The Linder Foundation generously supported six hospices in England and Wales with a grant to develop end of life care in prisons. A total of £80,000 was allocated.

Celebrating Hospice Care Week 2023

Hospice Care Week is our annual moment to recognise and celebrate the brilliance of hospice care across the UK. Each year we spotlight a different theme or aspect of hospice care, and this year our focus was on the workforce.

While there remain clear and growing pressures on our workforce – and Hospice UK is undertaking various initiatives to relieve these – our focus for the campaign was to celebrate and thank those brilliant people who make hospice care what it is. Nearly 150 hospices took part, with 11,000 people viewing our campaign film which featured a variety of staff sharing why they loved working at their local hospice. We generated more than 160 pieces of media coverage, and also facilitated the visits of 17 MPs to hospices to learn about their work and to encourage them to consider the importance of the hospice workforce in national healthcare planning.

Financial review

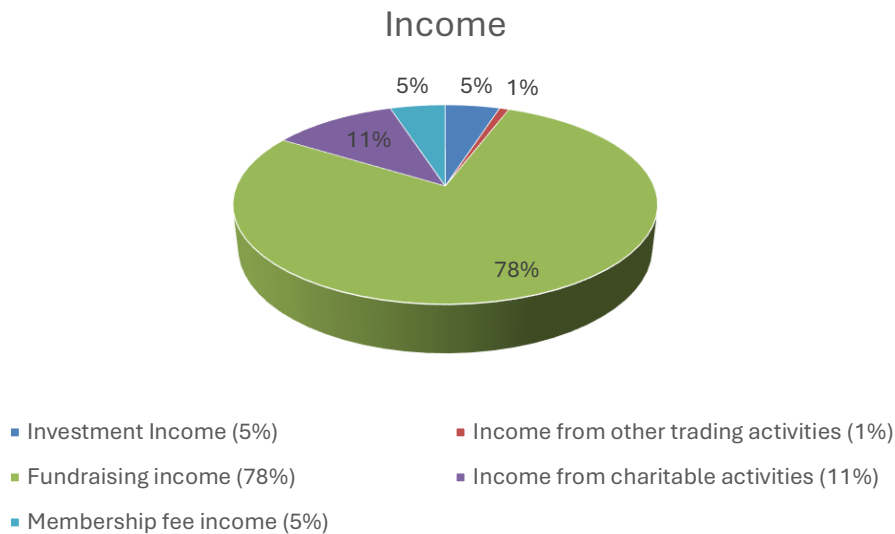
Overall Financial Performance

Our net movement on funds, before investment gains, was a deficit of £1.5M (2022/23: surplus £0.8M).

The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds before any investment gains / losses. We recorded a deficit on unrestricted general funds of £1M (2022/23: £1.2M surplus) before investments loss. The trustees were satisfied with the financial performance.

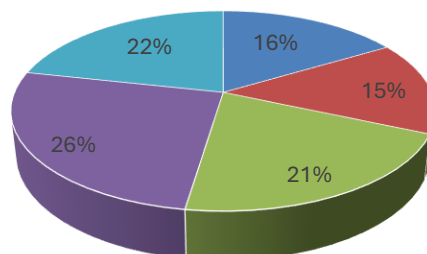
Our total income for 2023/24 was £6.7M. This was down on the prior year (£8.6M), as the previous year had been affected by exceptional legacy income.

The chart below shows the proportion of our income coming from various sources and highlights that, unusually for a membership organisation, we are very reliant on fundraising income, which represents 78% per cent of our total income.



Total expenditure increased from £7.8M in the previous year to £8.2M. We spent 78% of our expenditure on charitable activities, split across our four strategic priorities and 22% on our fundraising activities.

Expenditure



- Extend our Reach (16%)
- Work with Communities (21%)
- Costs of raising funds (22%)
- Tackle Inequality (15%)
- Empower a Strong Hospice Sector (26%)

Our trading subsidiary Help the Hospices Trading made a profit of £220k (2022/23: £177k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The improved financial performance was primarily due to a very successful annual conference.

Investment policy and performance

Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place. In the financial year under review, our investments decreased in value by £156,000 (2022/23: £220,000 decrease).

During the year, the trustees carried out a detailed review of our investment strategy in the new financial year, and, following a competitive tender process, appointed Rathbones to manage our investment portfolio. Following an impairment review, the trustees also agreed to write down the unlisted shares we hold to their nominal value.

Principal Funding Sources and Fundraising Strategy

Most of the charity's income comes from fundraising income. More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are income from corporate partnerships and charitable trusts. Legacies, payroll giving and fundraising events are also important sources. Our fundraising strategy focussed on maximising donations from existing income sources, while developing new income streams. To that end, we hope to grow our donations from corporate partners, commercial sponsors, major donors and individuals in future years.

Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £4.3M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately and authorise additional expenditure on specific projects.

At 31 March 2024, the charity had total funds of £10.5M (2023 £12.2M). Of these, £4M (2023 £4.6M) represent free reserves and therefore we are holding funds in line with our reserves policy.

Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, considering any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.

Risk assessment

The Trustees, together with the Senior Leadership Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

During the year, the trustees and senior management devoted several meetings (at full Board, Governance Committee and senior leadership team) to carrying out a full review of the risks facing the charity and the mitigations that are in place to address them.

This led to the development of a new risk register, which was subsequently approved by the Board in July 2023, and will be reviewed by the Board biannually going forward.

The revised risk register has identified key risks in seven categories:

- Membership engagement – mitigated by regular communication and feedback mechanisms, including through our Advisory Council, consultations and surveys.
- The impact of our programmes – mitigated strategic leadership to ensure the sector is fit for the future, sharing best practice and regular evaluation of our impact.
- Our brand and reputation – mitigated by proactive comms work.
- Workforce – mitigated by regular feedback mechanisms, including new pulse surveys, staff forums and monitoring by the People Committee.
- Financial – mitigated by regular monitoring by the finance committee, management accounts and dual authorisation / separation of responsibility.
- IT & Data – mitigated by an IT transformation programme which is overseen by a programme board.
- Governance – mitigated by overview from the Governance Committee, and an internal review of our governance arrangements in the year.

Compliance with Fundraising Standards

Staff employed by Hospice UK carry out most of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties and ensure that anyone working on our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

Hospice UK is registered with the Fundraising Regulator and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate. In the past year we have not engaged in telephone marketing or in raising money from door to door or street collections

Plans for Future Periods

During the year, we consulted widely on our new strategy, which we launched in April 2024.

The new strategy has three key priorities:

- 1) To improve equity of access: We will work so people get the end of life care they need, and support hospices to reach those we know are missing out
- 2) To enhance quality care: We will support hospices to deliver individualised care amid rapidly changing demands
- 3) To achieve sustainability: We will fight for hospice services, making sure they are well funded, governed and well staffed long into the future.

These strategic priorities will be underpinned by three ways of working that we will also be measuring:

- a) Working as a community to learn, advocate and deliver better end of life care for all in the UK. We will generate support from the wider palliative care community, national charities, volunteers, patients, families and those who want to see equitable end of life care in this country.
- b) Being an outstanding organisation. We will strive to be a super place to work to attract talent and foster a positive employee experience. Our charity will have good governance and stewardship of resources. We will deploy the right technology with

data analytics driving our decision-making.

- c) Being a great fundraising organisation. We will create a culture where fundraising is embedded into the DNA of the organisation and we have well-designed and attractive projects for funders. Enabling us to secure the funds we need from diverse sources in order to achieve our goals.

Structure, governance and management

Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising.

The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees and voted on by all members.

Hospice UK trustees are detailed on page 26. Following a governance review, our constitution was updated at our AGM in November 2023, and trustees are now appointed for an initial three year term, which can be extended to three, three year terms. The majority of the trustees are elected from within the membership, with additional trustees from outside of the membership being co-opted to fill specific skills gaps, so long as the majority of the Board is always made up of member trustees. The full Board met seven times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

Several trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

■ Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. It also oversees our risk management processes. The committee met four times during the year, and the main activity during the year was to oversee a governance review to ensure that our processes were up to date and reflected best practice, and implementing a new strategic risk register.

■ People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Management Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met four times during the year, and in particular approved a new pay policy and a new staff structure for the charity.

■ Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met four times in the year, and the key activity during the year was approving a new five year financial plan, setting the charity's budget and regular monitoring of performance against it.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

Membership

The membership structure of Hospice UK came into being in April 2007. On 31st March 2024, there were 212 members (31 March 2023: 208)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board – more than half of the trustees of Hospice UK are elected from within and by member hospices.
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Hospice Boards Council (formerly known as the Forum of Chairmen) and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

The Advisory Council and the Hospice Boards Council

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Leadership Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairs, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairs (Ros Keeton) each hold a place on the Board of Hospice UK.

Reference and administrative information

Trustees

Paul Jennings #	Chair, Appointed November 2020
Chloe Chik ^{#,3}	Appointed September 2021
Tony Collins ^{* 2}	Deputy Chair, Appointed May 2015
Emma Reynolds ^{#,}	Appointed July 2020
Stephen Roberts ^{*1}	Appointed July 2017
Dr Mike Miller ^{* 1,2}	Appointed May 2018
Michelle Rollinson ^{*2,3}	Appointed May 2019
David Smith ^{*3}	Appointed November 2019
Rhian Edwards [*]	Appointed June 2022
Sharon Allen ^{*1,2}	Appointed Sept 2021
Ros Keeton [*]	Appointed March 2023

A co-opted trustee

* A trustee elected by the membership

Membership of Board committees as of 31 March 2024

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

Founder

Anne, Duchess of Norfolk CBE

Vice-Presidents

Baroness Finlay of Llandaff
Martyn Lewis CBE Prof. David Clark Lord Howard of Lympne
Robert Peston

Senior Leadership Team (as at date of approval)

Toby Porter	Chief Executive
Craig Duncan	Chief Operating Officer
Jonathan Ellis (until Nov 23)	Director of Policy, Advocacy and Clinical Programmes
Catherine Bosworth	Director of Income Generation and Grants
Rowena Lovell (until Nov 23)	Director of Member Engagement and Support
Sarah West	Director of External Affairs
Steve Thorlby-Coy	Director of IT and Digital Services
Paul Schofield (until Jun 24)	Director of People and Culture
Annette Alcock (from Nov 23)	Director of Programmes

Registered office

34-44 Britannia Street
London
WC1X 9JG

Charity and company registration

Registered charity in England and Wales: 1014851
Registered charity in Scotland: SC041112
Company limited by guarantee: 2751549

Solicitor

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

Auditors

Price Bailey LLP
1 Dane Street
Bishop's Stortford
Hertfordshire, CM23 3BT

Bank

Coutts and Co.
440 Strand
London
WC2 0QS

Statement of trustees' responsibilities

The trustees (who are also directors of Hospice UK for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors 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; and
- 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 ensuring proper accounting records are kept 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

The trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

Approved by the Trustees on 12 September 2024 and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Paul Jennings', written in a cursive style.

Paul Jennings

Chair of Trustees

Independent Auditor's Report to the Trustees and Members of Hospice UK

Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement 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 of 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 trustee's annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of 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 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 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 and the Charities and Trustees Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 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, 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.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with those Acts.

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

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

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and enquiries of management and officers of the Charitable Group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

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.

Use of our report

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



Shaun Jordan ACA (Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

3rd Floor,

24 Old Bond St,

Mayfair,

London

W1S 4AP

Date: 31 October 2024

Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2024

	Note	Unrestricted Funds		Restricted Funds £'000	2024 Total £'000	2023 Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		2,744	-	2,330	5,074	7,276
Government grants to support Covid response		-	-	-	-	96
Funds raised for independent hospices		-	-	121	121	135
Income from other trading activities		57	-	-	57	86
Investment income		331	-	-	331	145
Income from charitable activities:						
Supporting those providing end of life care		1,083	-	-	1,083	840
Total income		4,215	-	2,451	6,666	8,578
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		877	70	401	1,348	1,736
Tackle Inequality		721	70	443	1,234	769
Work with Communities		1,035	70	600	1,705	1,262
Empower a Strong Hospice Sector		998	258	872	2,128	2,074
COVID-19 response in England		-	-	-	-	469
Costs of raising funds	3	1,580	187	-	1,767	1,472
Total expenditure		5,211	655	2,316	8,182	7,782
Net income/(expenditure) before gains/(losses) on investments		(996)	(655)	135	(1,516)	796
Realised (losses) on investments	10	(33)	-	-	(33)	-
Unrealised (losses) on investments	10	(156)	-	-	(156)	(220)
Net income/(expenditure) for the year	5	(1,185)	(655)	135	(1,705)	576
Transfer between funds	15	717	(717)	-	-	-
Net movement in funds		(468)	(1,372)	135	(1,705)	576
Reconciliation of funds						
Total funds brought forward	1	4,561	6,125	1,520	12,206	11,630
Total funds carried forward	15	4,093	4,753	1,655	10,501	12,206

Statement of financial activities - The charity
(Incorporating an income and expenditure account)
For the year ended 31 March 2024

	Note	Unrestricted Funds		Restricted Funds £'000	2024 Total £'000	2023 Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		2,744	-	2,330	5,074	7,276
Government grants to support COVID response		-	-	-	-	96
Funds raised for independent hospices		-	-	121	121	135
Income from other trading activities		-	-	-	-	-
Investment income		331	-	-	331	145
Income from charitable activities:						
Supporting those providing end of life care		339	-	-	339	277
Total income		3,414	-	2,451	5,865	7,929
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		877	70	401	1,347	1,736
Tackle Inequality		721	70	443	1,234	769
Work with Communities		1,035	70	600	1,705	1,262
Empower a Strong Hospice Sector		197	258	872	1,327	1,425
COVID-19 response in England		-	-	-	-	469
Costs of raising funds	3	1,580	187	-	1,767	1,472
Total expenditure		4,410	655	2,316	7,380	7,133
Net income/(expenditure) before gains/(losses) on investments		(996)	(655)	135	(1,515)	796
Realised (losses) on investments	10	(33)	-	-	(33)	-
Unrealised (losses) on investments	10	(156)	-	-	(156)	(220)
Net income/(expenditure) for the year	5	(1,185)	(655)	135	(1,705)	576
Transfer between funds	15	717	(717)	-	-	-
Net movement in funds		(468)	(1,372)	135	(1,705)	576
Reconciliation of funds						
Total funds brought forward	1	4,543	6,125	1,520	12,188	11,612
Total funds carried forward	15	4,075	4,753	1,655	10,483	12,188

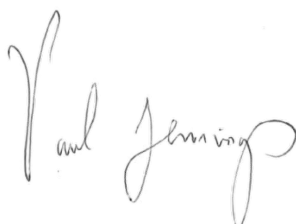
Balance sheet
As at 31 March 2024

	Note	The group		The charity	
		2024 £'000	2023 (restated) £'000	2024 £'000	2023 (restated) £'000
Fixed assets					
Tangible fixed assets	9	1,102	1,167	1,102	1,167
Investments	10	4,642	4,818	4,642	4,818
		5,744	5,985	5,744	5,985
Current assets					
Debtors	13	1,263	918	1,517	892
Short-term deposit - Investments		2,085	4,675	2,085	4,675
Cash at bank and in hand		6,505	4,130	6,008	3,937
		9,853	9,723	9,610	9,504
Creditors					
Amounts due within one year	14	5,096	3,502	4,871	3,301
Net current assets		4,757	6,221	4,739	6,203
Total net assets	12	10,501	12,206	10,483	12,188
Funds					
Restricted funds	15	1,655	1,520	1,655	1,520
Unrestricted funds					
General funds		4,093	4,561	4,075	4,543
Designated funds		4,753	6,125	4,753	6,125
Total funds		10,501	12,206	10,483	12,188

The notes on pages 41 to 62 form part of these financial statements.

Approved by the trustees 12 September 2024 and signed on their behalf by:

Paul Jennings
CHAIR OF TRUSTEES



Company number 2751549

Statement of cashflows
For the year ended 31 March 2024

	The group		The charity	
	2024	2023 (restated)	2024	2023 (restated)
	£'000	£'000	£'000	£'000
Net cash generated by operating activities	(519)	(24,620)	(824)	(24,564)
Capital expenditure & financial investment				
Payments to acquire tangible fixed assets	(14)	(155)	(14)	(155)
Receipts on the disposal of investments	3,031	-	3,031	-
Receipts on the disposal of short-term investments	4,590	-	4,590	-
Payments to acquire investments	(3,064)	(1,500)	(3,064)	(1,500)
Payments to acquire short-term investments	(1,980)	(4,675)	(1,980)	(4,675)
Investment income	331	145	331	145
Change in cash and cash equivalents in the reporting period	2,375	(30,805)	2,070	(30,749)
Reconciliation of net movement in funds to net cash flow from operating activities				
	2024	2023 (restated)	2024	2023 (restated)
	£'000	£'000	£'000	£'000
Net movement in funds for the year	(1,705)	576	(1,705)	576
Non-operating cashflows eliminated				
Depreciation	78	57	78	57
Investment income	(331)	(145)	(331)	(145)
Losses/(gains) on investments	190	220	190	220
Decrease/(increase) in debtors	(345)	57,398	(625)	57,373
(Decrease)/increase in creditors	1,594	(82,726)	1,569	(82,645)
Net cash generated by operating activities	(519)	(24,620)	(824)	(24,564)
Cash and cash equivalents at 01 April 2023	4,130	34,935	3,937	34,686
Cash and cash equivalents at 31 March 2024	6,505	4,130	6,008	3,937
Analysis of cash and cash equivalents				
	2024	2023 (restated)	2024	2023 (restated)
	£'000	£'000	£'000	£'000
Cash in hand at the beginning of the year	4,130	34,935	3,937	34,686
Increase in cash in hand	2,375	(30,805)	2,071	(30,749)
Cash in hand at the end of the year	6,505	4,130	6,008	3,937
Analysis of changes in net debt				
Cash and cash equivalents 01 April 2023	4,130	34,935	3,937	34,686
Cash flows	2,375	(30,805)	2,071	(30,749)
Other non cash changes				
Cash and Cash equivalents 31 March 2024	6,505	4,130	6,008	3,937

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 shown below.

a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102), and the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate into 2026.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiary, Help the Hospices (Trading) Limited - company number 02000660.

1. Accounting policies (continued)

e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

Investment income

Investment income represents interest receivable from UK bank deposits and investments. This is included in the accounts when receivable.

Investment gains and losses includes any gain or loss resulting from change in market value at the end of the year and any gain or loss on the sale of investments.

1. Accounting policies (continued)

f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Redundancy payments

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet immediately at the point the charity is demonstrably committed to either: terminate the employment of an employee or group of employees before normal retirement date; or provide termination benefits as a result of an offer made in order to encourage voluntary redundancy. The charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

1. Accounting policies (continued)

g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

1. Accounting policies (continued)

I. Short term investments

Short term investments include investments with a maturity of between three and twelve months from the date of acquisition or opening of the deposit or similar account

m. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

n. Cash at bank and in hand

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

o. Creditors

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

p. Fund accounting

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

1. Accounting policies (continued)

q. Operating Leases

Operating leases are recognised over the period of which the lease falls due.

r. Judgements and key sources of uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

s. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

t. Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing bid market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2. Donations and Legacies - Group

	2024		Unrestricted £'000	Restricted £'000	2023 Total £'000	
	Unrestricted £'000	Restricted £'000				Total £'000
Corporate donations	381	69	450	406	30	436
Trusts and other charities	272	1,813	2,085	200	2,022	2,222
Payroll giving	203	121	324	216	135	351
Challenge events	345	-	345	546	-	546
Campaigns and special events	160	-	160	12	45	57
National Garden Scheme	500	-	500	475	-	475
Legacies	754	-	754	2,814	-	2,814
Individual donors	128	-	128	98	-	98
Government and statutory income	-	448	448	5	406	411
COVID-19 response in England	-	-	-	-	96	96
Other voluntary income	1	-	1	-	-	-
Total Donations and Legacies	2,744	2,451	5,195	4,772	2,734	7,506

Donation and legacy income can be analysed as follows:

Income for Hospice UK	2,744	1,882	4,626	4,772	2,503	7,275
Government grants	-	448	448	-	96	96
Income for Hospices	-	121	121	-	135	135
	2,744	2,451	5,195	4,772	2,734	7,506

3. Analysis of expenditure - Group

a) 2024

	Direct Costs: Charitable activities							2024 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England	Cost of Raising Funds	Support and governance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Staff costs (Note 7)	919	387	388	744	-	885	1,114	4,437
Grants payable (Note 4)	-	498	966	37	-	2	-	1,503
Local hospices donations	-	-	-	121	-	-	-	121
Other expenditure	209	129	131	421	-	295	936	2,121
	<u>1,128</u>	<u>1,014</u>	<u>1,485</u>	<u>1,323</u>	<u>-</u>	<u>1,182</u>	<u>2,050</u>	8,182
Support and governance	220	220	220	805	-	585	(2,050)	-
Total expenditure 2024	<u>1,348</u>	<u>1,234</u>	<u>1,705</u>	<u>2,128</u>	<u>-</u>	<u>1,767</u>	<u>-</u>	<u>8,182</u>

b) 2023

	Direct Costs: Charitable activities							2023 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England	Cost of Raising Funds	Support and governance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Staff costs (Note 7)	841	394	394	659	-	832	864	3,984
Grants payable (Note 4)	481	133	528	333	96	-	-	1,571
Local hospices donations	-	-	-	135	-	-	-	135
Other expenditure	252	79	177	378	210	214	782	2,092
	<u>1,574</u>	<u>606</u>	<u>1,099</u>	<u>1,505</u>	<u>306</u>	<u>1,046</u>	<u>1,646</u>	7,782
Support and governance	163	163	163	569	163	425	(1,646)	-
Total expenditure 2023	<u>1,737</u>	<u>769</u>	<u>1,262</u>	<u>2,074</u>	<u>469</u>	<u>1,471</u>	<u>-</u>	<u>7,782</u>

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

	Charitable activities					Cost of Raising Funds	2024 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	42	42	42	155	-	112	393
Facilities	39	39	39	140	-	102	359
Governance	10	10	10	36	-	26	92
Human Resources	31	31	31	115	-	83	291
Strategy & Legal	1	1	1	3	-	2	8
Irrecoverable VAT	8	8	8	29	-	21	74
IT & Business Systems	89	89	89	327	-	239	833
	<u>220</u>	<u>220</u>	<u>220</u>	<u>805</u>	<u>-</u>	<u>585</u>	<u>2,050</u>

	Charitable activities					Cost of Raising Funds	2023 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	25	25	25	91	25	66	257
Facilities	31	31	31	109	31	82	315
Governance	9	9	9	32	9	24	92
Human Resources	29	29	29	100	29	75	291
Strategy & Legal	1	1	1	1	1	1	6
Irrecoverable VAT	8	8	8	27	8	20	79
IT & Business Systems	60	60	60	209	60	157	606
	<u>163</u>	<u>163</u>	<u>163</u>	<u>569</u>	<u>163</u>	<u>425</u>	<u>1,646</u>

4. Grants payable - Group

	2024	2023
Grants given comprise of:	£'000	£'000
Dying at Home with Dignity - St Jame's Place	547	500
End of Life Care in Prisons - Linder	80	-
Hospice Grants - Poverty and Deprivation - The Masonic CF	398	349
Supporting Young People Transitioning to Adult Health Services - The M	390	-
Bursaries - The Masonic CF	148	-
Professional Development Grants and Care Home Training - Wolfson	96	141
Environmental Improvements - Rank	18	97
Dying matters community Grants - Dignity	39	-
Frailty programme grants	-	481
Grants to support COVID-19 response in England	-	96
Other grant programmes	73	184
	1,789	1,848
Provision for grants which may not be claimed	(286)	(276)
Note 3	1,503	1,572

A full list of grants awarded in the year is available from our website at <https://www.hospiceuk.org/innovation-hub/support-for-your-role/grants/reports-lists>

344 (2023: 336) grants were made to 134 (2023: 134) organisations.

5. Net income/(expenditure) for the year - Group

	2024	2023
This is stated after charging / crediting:	£'000	£'000
Depreciation	78	58
Trustees' indemnity insurance	1	1
Auditors' remuneration:		
Audit - Hospice UK	22	18
Audit - Help the Hospices (Trading) Ltd.	6	4
Other services	1	1
Operating leases	7	43
Note 17	7	43

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2023: £nil).

7. Analysis of staff costs - Group

a) Staff numbers

The average monthly head count was 84 (2023: 83). The average number of employees during the year was as follows:

	2024	2023
	No.	No.
Extend our Reach	7	7
Tackle Inequality	7	7
Work with Communities	7	7
Empower a Strong Hospice Sector	25	22
COVID-19 response in England	-	7
Raising Funds	18	17
Support and Governance	20	16
	<u>84</u>	<u>83</u>

b) Staff costs

	2024	2023
	£'000	£'000
Salaries and wages	3,695	3,239
Social security costs	407	389
Pension contributions	292	248
Temporary and agency staff and recruitment	43	108
	<u>4,437</u>	<u>3,984</u>

The charity considers its key management personnel to be its trustees and the members of the Senior Leadership Team (SLT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 16.

The value of payments and other benefits, including pension contributions and redundancy payments to members of the Senior Leadership Team (SLT), in the year was £895k (2023: £808k) to nine individuals. This includes redundancy payments to two members of staff totaling to £55k.

7. Analysis of staff costs - Group (continued)

The number of employees whose total employee benefits excluding pension contributions exceeded £60,000 was:

	2024 No.	2023 No.
£60,000 - £70,000	4	3
£70,000 - £80,000	2	1
£80,000 - £90,000	1	2
£90,000 - £100,000	3	3
£100,000 - £110,000	1	1
£110,000 - £120,000	<u>2</u>	<u>-</u>

Pensions contributions for higher paid employees totalled £119k (2023: £92k).

8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £292k (2023: £248k). There was £nil outstanding at the year end (2023: £9k)

9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	Total £'000
Cost					
At the start of the year	163	1,595	390	206	2,354
Additions	-	-	-	14	14
Disposals	-	-	-	-	-
Transfers	-	52	(52)	-	-
At the end of the year	163	1,647	338	220	2,368
Depreciation					
At the start of the year	-	771	294	123	1,188
Charge for the year	-	35	9	34	78
Disposal in year	-	-	-	-	-
At the end of the year	-	806	303	157	1,266
Net book value					
At the end of the year	163	841	35	63	1,102
At the start of the year	163	824	96	83	1,166

10. Investments - group and charity

a) Group

	2024	2023 (restated)
Listed & Unlisted Investments	£'000	£'000
Market value at the start of the year	3,318	3,538
Additions	3,045	-
Disposal at Market Value	(3,065)	-
Unrealised investment gains/(losses)	(156)	(220)
Market value at the end of the year	3,142	3,318
Long Term Cash Deposit	1,500	1,500
Total Fixed Assets Investments	4,642	4,818
Historic cost at the year end	4,754	4,125
Realised gains/(losses) on investments	(33)	-
Investments comprise:	2024	2023
	£'000	£'000
UK Common investment funds	3,142	3,054
Cash and cash equivalents	1,500	1,500
Unlisted investments	-	264

b) Charity

	2024	2023
Listed & Unlisted Investments	£'000	£'000
Market value at the start of the year	3,318	3,538
Additions	3,045	-
Disposal at Market Value	(3,065)	-
Unrealised investment gains/(losses)	(156)	(220)
Market value at the end of the year	3,142	3,318
Short Term Deposits	1,500	1,500
Total Fixed Assets Investments	4,642	4,818
Historic cost at the year end	4,754	2,361
Investments comprise:	2024	2023
	£'000	£'000
UK Common investment funds	3,142	3,054
Cash and cash equivalents	1,500	1,500
Unlisted investments	-	264

Following an impairment review in the year, the unlisted investments were written down to their nominal cost of £66.08

11. Subsidiary Undertaking

a) Trading

The charitable company controls one subsidiary. Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	2024	2023
	£'000	£'000
Turnover	802	649
Cost of sales	(447)	(377)
Gross profit	355	272
Administrative expenses	(135)	(95)
Profit on ordinary activities	220	177
Payment under Deed of Covenant	(220)	(177)
Net result	-	-

The aggregate of the assets, liabilities and funds was:

	2024	2023
	£'000	£'000
Assets	672	328
Liabilities	(654)	(310)
Funds	18	18

12. Analysis of net assets between funds - Group

a) 2024 Group

	General £'000	Designated £'000	Restricted £'000	2024 Total £'000
Tangible fixed assets	-	1,102	-	1,102
Investments	4,642	-	-	4,642
Net current assets	(549)	3,651	1,655	4,757
	4,093	4,753	1,655	10,501

Charity

	General £'000	Designated £'000	Restricted £'000	2024 Total £'000
Tangible fixed assets	-	1,167	-	1,167
Investments	4,642	-	-	4,642
Net current assets	(568)	3,586	1,656	4,674
	4,074	4,753	1,656	10,483

b) 2023 Group

	General £'000	Designated £'000	Restricted £'000	2023 Total £'000
Tangible fixed assets	-	1,166	-	1,166
Investments	3,318	-	-	3,318
Net current assets	1,243	4,959	1,520	7,722
	4,561	6,125	1,520	12,206

Charity

	General £'000	Designated £'000	Restricted £'000	2023 Total £'000
Tangible fixed assets	-	1,166	-	1,166
Investments	3,318	-	-	3,318
Net current assets	1,225	4,959	1,520	7,704
	4,543	6,125	1,520	12,188

13. Debtors

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade and other debtors	704	124	554	35
Amounts due from subsidiary	-	-	429	110
Prepayments and accrued income	559	794	534	747
	1,263	918	1,517	892

Within prepayments and accrued income is £220k (2023: £222k) of prepayments relating to fundraising events which will be held after the year end.

14. Creditors: amounts due within one year**a) Creditors**

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade and other creditors	612	292	600	250
Tax and social security	184	7	184	7
Amounts due to independent hospices	122	135	121	135
Grants committed but not yet due	2,431	2,598	2,431	2,598
Accruals and deferred income	1,747	470	1,535	311
	5,096	3,502	4,871	3,301

Within accruals and deferred income is £237k (2023: £146k) of deferred income relating to fundraising events which will be held after the year end and £964k to Legacy Campaign.

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2024 its subsidiary trading company, Help the Hopsices had a creditor value relating to value added tax of £48k (2023 £30k)

b) Deferred income reconciliation

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Balance brought forward	299	192	146	138
Amount recognised in year	(299)	(192)	(146)	(138)
Amount deferred in the year	1,583	299	1,384	146
Balance carried forward	1,583	299	1,384	146

15. Movements in funds

a) 2024	At 1 April 2023	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
HWA - Data	-	30	(30)	-	-	-
HWA - Bereavement	-	19	(19)	-	-	-
NHS England	25	-	-	-	-	25
St James's place	268	550	(560)	-	-	258
Masonic Charitable Fund	302	700	(850)	-	-	152
The Kirby Laing Foundation	7	102	(102)	-	-	7
Health and Social Care Board	-	308	(303)	-	-	5
Other projects	917	652	(361)	-	-	1,208
Total restricted funds	1,519	2,451	(2,315)	-	-	1,655
Unrestricted funds						
Designated funds:						
Fixed assets	1,106	-	(78)	-	14	1,042
Building repairs	490	-	(33)	-	292	749
New Website	55	-	(55)	-	-	-
Digital/technology	524	-	(293)	-	269	500
Fundraising Innovation	250	-	(16)	-	166	400
Frailty programme	-	-	(1)	-	13	12
Legacy equalisation	-	-	-	-	1,000	1,000
Future quality improvement programmes	-	-	-	-	550	550
Strategy	3,250	-	-	-	(3,250)	-
Training and development	100	-	(17)	-	(83)	-
Future Vision	200	-	(74)	-	(126)	-
Transformation	150	-	(88)	-	438	500
Total designated funds	6,125	-	(655)	-	(717)	4,753
General funds	4,561	4,215	(5,244)	(156)	717	4,093
Total unrestricted funds	10,686	4,215	(5,899)	(156)	-	8,846
Total funds	12,206	6,666	(8,214)	(156)	-	10,501
b) Charity						
	At 1 April 2023	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
HWA - Data	-	30	(30)	-	-	-
HWA - Bereavement	-	19	(19)	-	-	-
NHS England	25	-	-	-	-	25
St James's place	268	550	(560)	-	-	258
Masonic Charitable Fund	302	700	(850)	-	-	152
The Kirby Laing Foundation	7	102	(102)	-	-	7
Health and Social Care Board	-	308	(303)	-	-	5
Other projects	917	652	(361)	-	-	1,208
Total restricted funds	1,519	2,451	(2,315)	-	-	1,655
Unrestricted funds						
Designated funds:						
Fixed assets	1,106	-	(78)	-	14	1,042
Building repairs	490	-	(33)	-	292	749
New Website	55	-	(55)	-	-	-
Digital/technology	524	-	(293)	-	269	500
Fundraising Innovation	250	-	(16)	-	166	400
Frailty programme	-	-	(1)	-	13	12
Legacy equalisation	-	-	-	-	1,000	1,000
Future quality improvement programmes	-	-	-	-	550	550
Strategy	3,250	-	-	-	(3,250)	-
Training and development	100	-	(17)	-	(83)	-
Future Vision	200	-	(74)	-	(126)	-
Transformation	150	-	(88)	-	438	500
Total designated funds	6,125	-	(655)	-	(717)	4,753
General funds	4,543	3,414	(4,442)	(156)	717	4,076
Total unrestricted funds	10,668	3,414	(5,097)	(156)	-	8,829
Total funds	12,187	5,865	(7,412)	(156)	-	10,484

Annual report and financial statements – 31 March 2024

c) 2023

Group	At 1 April 2022	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	112	(112)	-	-	-
NHS England	-	138	(113)	-	-	25
St Jame's place	157	550	(439)	-	-	268
Masonic Charitable Fund	1	600	(298)	-	-	303
The Kirby Laing Foundation	-	488	(481)	-	-	7
Health and Social Care Board old	57	224	(281)	-	-	-
Other projects	1,308	632	(1,023)	-	-	917
Total restricted funds	1,523	2,744	(2,747)	-	-	1,520
Unrestricted funds						
Designated funds:						
Fixed assets	1,070	-	(57)	-	93	1,106
Building repairs	500	-	(10)	-	-	490
Strategy 2017-2022	3,250	-	-	-	-	3,250
New Website	169	-	(114)	-	-	55
Digital/technology	700	-	(83)	-	(93)	524
Fundraising Innovation	250	-	-	-	-	250
Training and development	100	-	-	-	-	100
Future Vision	200	-	-	-	-	200
Transformation	250	-	(100)	-	-	150
Total designated funds	6,489	-	(364)	-	-	6,125
General funds	3,618	5,834	(4,671)	(220)	-	4,561
Total unrestricted funds	10,107	5,834	(5,035)	(220)	-	10,686
Total funds	11,630	8,578	(7,782)	(220)	-	12,206

d) 2023

Charity	At 1 April 2022	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	112	(112)	-	-	-
NHS England	-	138	(113)	-	-	25
St Jame's place	157	550	(439)	-	-	268
Masonic Charitable Fund	1	600	(298)	-	-	303
The Kirby Laing Foundation	-	488	(480)	-	-	8
Dep of Health N Ireland	57	224	(281)	-	-	-
Other projects	1,308	632	(1,024)	-	-	916
Total restricted funds	1,523	2,744	(2,747)	-	-	1,520
Unrestricted funds						
Designated funds:						
Fixed assets	1,070	-	(58)	-	93	1,105
Building repairs	500	-	(10)	-	-	490
Strategy	3,250	-	-	-	-	3,250
New Website	169	-	(114)	-	-	55
Digital/technology	700	-	(83)	-	(93)	524
Fundraising Innovation	250	-	-	-	-	250
Training and development	100	-	-	-	-	100
Future Vision	200	-	-	-	-	200
Transformation	250	-	(100)	-	-	150
Total designated funds	6,489	-	(365)	-	-	6,124
General funds	3,600	5,185	(4,022)	(220)	-	4,543
Total unrestricted funds	10,089	5,185	(4,387)	(220)	-	10,667
Total funds	11,612	7,929	(7,134)	(220)	-	12,187

15. Movements in funds (continued)**e) Purposes of restricted funds**

Health & Wellbeing Alliance (HWA) -The Department of Health & Social Care awarded £90k to a consortium of charities (Hospice UK, Marie Curie, Together for Short Lives and National Bereavement Alliance) in relation to our membership of the Alliance in both 2023/23 and 2023/24. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

In addition, NHS England has funded a number of specific projects which have been carried out by the alliance

£30k for work to collect and analyse hospices catchment areas in 2023/24

£19k for specific work related to bereavement care in 2023/24

St James's Place - awarded grant funding to support Dying at home with Dignity

Masonic Charitable Foundation - awarded grant funding to support Young People Transitioning to Adult Health Services and Poverty and deprivation work

Kirby Laing are supporting a three year programme to improve care for the frail elderly.

The Dept of Health in Northern Ireland have commissioned Hospice UK to support their work in transforming the health service in Northern Ireland through our work on Project ECHO.

Other projects - represents restricted funds for a variety of programmes supporting hospice care in the UK.

f) Purposes of designated funds

Fixed assets - represents the value of our tangible fixed assets

Building repairs fund - to budget against eventuality of a major repairs to the freehold property.

Digital/technology - for a programme to transform our digital and IT systems

Fundraising Innovation - to allow for investment in new fundraising ideas

Frailty programme - funds set aside for a project to support frailty care that will be completed by March 2025.

Legacy equalisation - legacy equalisation fund to ensure to enable us to continue with planned expenditure levels despite unforeseeable fluctuations in legacy income

Transformation - to fund programmes to ensure equitable access to hospice care

Future quality improvement - to fund quality improvement programmes to support hospices

16. Related party transactions

a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 344 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	Hospice Donations £'000	2024 £'000	2023 £'000
St Andrews	1	40	-	40	-
Arthur Rank	4	4	-	4	52
Teeside	1	2	-	2	40
Saint Michael's Hospice (Harrogate)	2	2	-	2	70
Naomi House and Jacksplace Hospices	-	-	-	-	1
Compton Care	5	5	-	5	1
North Devon Hospice	-	-	-	-	-
St Catherine's Hospice	-	-	-	-	23
Hospice of the Good Shepherd	-	-	-	-	9
Total	13	53	0	53	196

16. Related party transactions (continued)**b) Worldwide Hospice and Palliative Care Alliance (WHPCA)**

The CEO of Hospice UK, Toby Porter, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £3k (2023: £8k).

At the end of the year Hospice UK owed £126k to WHPCA (2023: Hospice UK owed £8k to WHPCA).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

17. Operating lease commitments

Net income for the year for the Group are stated after charging operating lease payments on equipment of £7k (2023: £43k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2026	2025
	£'000	£'000
No later than one year	3	3
Later than one year and not later than five years	-	3

18. Ultimate controlling party

There is no overall controlling party.

19. Post balance sheet events

There were no post balance sheet events.

20. Contingent Assets

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £1.1M (2023: £0.7M) The charity is extremely grateful to all the generous donors who support it through gifts in wills.

21. Prior Year Adjustment

Following a review of the cash and cash equivalents held by the charity, the trustees identified that £6,175,000 was classified as cash at bank in the prior year rather than cash held within investments and current asset investments. The comparative balance sheet has therefore been restated to reflect this presentational adjustment. The impact of the restatement was to reduce cash at bank by £6,175,000, increase cash and cash equivalents held within investments by £1,500,000 and increase current asset investment by £4,675,000.

21. Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2023

	Unrestricted Funds		Restricted Funds £'000	2023 Total £'000
	General £'000	Designated £'000		
Income				
Donations and legacies:				
Funds raised for Hospice UK	4,772	-	2,504	7,276
Government grants to support COVID response	-	-	96	96
Funds raised for independent hospices	-	-	135	135
Income from other trading activities	86	-	-	86
The Coronavirus Job Retention Scheme Income	-	-	-	-
Investment income	145	-	-	145
Income from charitable activities:				
Supporting those providing end of life care	831	-	9	840
Total income	5,834		2,744	8,578
Expenditure				
Expenditure on charitable activities:				
Extend our Reach	639	36	1,061	1,736
Tackle Inequality	621	36	112	769
Work with Communities	739	36	487	1,262
Empower a Strong Hospice Sector	1,072	126	876	2,074
COVID-19 response in England	222	36	211	469
Costs of raising funds	1,378	94	-	1,472
Total expenditure	4,671	364	2,747	7,782
Net income/(expenditure) before gains/(losses) on investments	1,163	(364)	(3)	796
Realised gains on investments	-	-	-	-
Unrealised (losses)/gains	(220)	-	-	(220)
Net income/(expenditure) for the year	943	(364)	(3)	576
Transfer between funds	-	-	-	-
Net movement in funds	943	(364)	(3)	576
Reconciliation of funds				
Total funds brought forward	3,618	6,489	1,523	11,630
Total funds carried forward	4,561	6,125	1,520	12,206

HOSPICE UK

England & Wales - Charity number 1014851

Accounts



Audited annual report and financial
statements

For the year ended 31 March 2023

Charity registered in England and Wales No. 1014851

Charity registered in Scotland No. SC041112

Company No. 2751549

Contents

	Page
Acknowledgements	3
Directors and strategic report	4
Structure, governance and management	24
Reference and administrative information	26
Independent auditor’s report	30
Consolidated statement of financial activities	34
Statement of financial activities – The charity	35
Balance sheets	36
Consolidated statement of cash flows	37
Notes to the financial statements	38

Acknowledgements

The Trustees sincerely thank Hospice UK's partners, supporters and donors for their ongoing support.

Members of the public who donate and raise funds for Hospice UK, 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 most grateful to our corporate partners, in particular 4G Textiles, Barclays, Becton Dickinson, Blue Stream Academy, Dignity, Dreamscape Solutions Limited, haysmacintyre, JDDK Architects, Legacy of Lives, Life Ledger, Local Hospice Lottery, Lottoland, National Garden Scheme, New Look Retailers Limited, Peridot Partners, PIB Insurance Brokers, St James's Place Wealth Management, The Co-operative Bank, The PwC Foundation, Towergate and Tyl by NatWest.

We would like to thank all the Trusts and Foundations whose ongoing support has been invaluable, in particular: the Masonic Charitable Foundation, Kirby Laing Foundation, St. James's Place Charitable Foundation, Wolfson Foundation, Rank Foundation and Linder Foundation.

We thank our Vice-Presidents, Ambassadors, the Development Board and the London Events Committee for their ongoing commitment to Hospice UK and to hospice care more widely. These dedicated, passionate individuals make a significant difference to our work.

We are grateful to the staff and trustees of member hospices who give their time, expertise and wisdom to inform our work.

Finally, we 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.

Strategic report

Who we are

Hospice UK is the national charity for hospice and end of life care. We work to ensure everyone affected by death, dying and bereavement gets the care and support they need, when they need it.

Our vision

We believe that everyone, no matter who they are, where they are or why they are ill, should receive the best possible care at the end of their life. No one should die in avoidable pain or suffering.

Our mission

Our mission is to transform the way society cares for the dying and those around them. To empower individuals, communities and populations to embrace the ethos of hospice care and extend its breadth and reach to improve everyone's experience of death, dying and bereavement.

Strategic priorities

Hospice UK's five-year strategy, developed in 2017 and extended by one year to 2023, sets out four strategic goals which have guided our work even through the disruptions of the pandemic.

Our four existing strategic goals are:

1. Extend our reach and enable hospice quality care to be delivered in any setting.
2. Tackle inequality and widen access to hospice care.
3. Work with communities to build capacity and resilience to care for those at the end of life.
4. Empower a strong, dynamic and responsive hospice sector.

A strategy which sets out how these priorities translate into the children's hospice sector is available on our website.

With our existing strategy expiring this year, we have begun the process of creating a bridging strategy and business plan to continue our work over the next year. We are also embarking on a member-led scoping exercise for our new longer term strategy to help secure the future of hospice and end of life care.

The trustees have subsequently agreed a one year bridging strategy for 2023-24 and will be consulting widely prior to the launch of a new long term strategy in 2024. (see Future Plans section for more details)

Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives.

Activities, achievements and performance

While this year some of the immediate pressures of the COVID-19 pandemic began to recede, the end of life care sector continues to operate in a changing and turbulent climate, full of challenges, but with opportunities to seize too. This context has shaped the work of Hospice UK over the past 12 months. Our focus has been to help to stabilise and secure the hospice sector, providing both immediate support with present challenges, and strategic guidance on how end of life care is securely funded, well staffed, and available for all who need it in the future.

The healthcare system in the UK remains under significant strain, and this is certainly the case for the charitable hospice sector, which provides care for around 300,000 patients and family members a year. The economic outlook has been a cause for concern, with soaring costs and pressure on income leading many hospices facing difficult financial decisions.

We have continued to work closely with governments across the UK to give the sector the support it needs. Guided by our Future Vision programme, we have focused on supporting local hospices to engage with the new local healthcare systems that have emerged across the nations, with the new Integrated Care Systems coming into existence in England in July 2022. In this context, our facilitation of learning and sharing opportunities - through our ECHO networks, communities of practice and conferences - has been vital for the sector this year. This has been complemented by significant ongoing practical support for hospices through our grants programme, training and professional development opportunities for hospices and hospice staff. Our wider work to help shift public attitudes to death and grief through Dying Matters and Compassionate Employers has grown this year.

It has been a year of evolution for Hospice UK internally. We have welcomed a new CEO, Toby Porter, after an interim period led by Chief Operating Officer Craig Duncan. We have continued to improve our digital infrastructure, with a new 'Innovation Hub' launched online for hospice professionals to share guidance and practical support and have put in place some major business system improvements.

The sections that follow look in detail at our projects and activities under our four strategic priorities to improve and strengthen end of life care for the future.

Strategic priority 1: extend our reach and enable hospice quality care to be delivered in any setting

Influencing the policy agenda

One of Hospice UK's primary roles is to represent the hospice sector in policymaking discussions across the UK. We continue to shape the way in which UK governments and health services make decisions relating to hospices. As the peak of the pandemic subsided, new challenges emerged for the sector with hospice funding, the cost of living crisis and the ever evolving agenda around integrated working, creating huge pressures for our membership and the people they support. A visible measure of success has been the regularity with which Hospice UK has been called upon by parliamentarians and key NHS figures to provide information, advice and to act as a conduit to hospices. We had engagement, often in person but also written, with seven Ministers and Secretaries of State across the UK, and support from more than a hundred other parliamentarians for our work. This enables us to regularly champion the sector and provide insight and detail to decision makers that can help them to navigate complex and fast moving areas of policy.

Key to our ability to influence and inform has been three factors – supportive and invaluable input from hospice members and their staff, including data; our leading role on a range of alliances, networks and working groups to bring stakeholders together; and our increased focus on platforming patient and family voice across our influencing, campaigning and communications functions.

Responding to cost pressures

The challenging economic climate facing the UK, and in particular, the elevated rates of inflation have placed significant pressures on hospice finances this year. All hospices are in different positions, with some facing more difficult choices than others – but the overall picture facing the sector has been worrying. In response, Hospice UK's policy, advocacy and communications teams have mobilised to highlight these challenges to decision makers.

Using data provided by hospices on the impact cost pressures were having on their ability to provide care, we were able to secure significant national media coverage, with the BBC, *Sunday Times*, *The Guardian*, PA media and others publishing stories supportive of the sector. At the same time, we mobilised our public supporters to write to their MP to raise the challenges being faced by hospices, with more than 4,000 people doing so. In parallel, we worked with hospices to contact their MPs. This work enabled us to build a strong coalition of more than 100 informed MPs and Peers who were supportive of our ask for additional government support for the sector. More than 50 wrote to relevant Ministers, while ten raised the challenge of hospice finances in the House of Commons. Every political party took part in a Westminster Hall debate on fiscal support to the hospice sector. The work was co-ordinated with a number of other charities and voluntary sector coalitions, including working closely with Hospices Cymru and the Scottish Hospices Leadership Group to push the agenda at a devolved national level.

Negotiations with governments are ongoing. Our work secured a Ministerial meeting with the UK Exchequer Secretary to the Treasury to discuss the impact of the cost of living crisis on UK hospices, along with meetings with the Department for Energy and Net Zero and the Department for Health and Social Care. We have successfully secured commitments from the Welsh Government to take steps to address increasing hospice staffing costs, inflationary uplifts to Service Level Agreements and longer contracts in the next funding review being carried out this year. A commitment from the previous Cabinet Secretary for Health and Social Care in the Scottish Government to a new national funding

framework for hospice care was also secured. Ministers in Scotland could not commit to short-term funding to cover the NHS pay award at that time, but they said they would explore what support might be possible to help hospices to cover the NHS pay award.

Influencing in England

In England we were proud to be a partner organisation, alongside Marie Curie, Together for Short Lives and Sue Ryder, in successfully securing an amendment to the Health and Care Act 2022. The amendment, spearheaded by the All Party Parliamentary Group co-chair Baroness Finlay, places palliative care on a statutory footing in England for the first time. It means that the Integrated Care Systems that came into being in July 2022 will be expected by law to consider the local need for end of life care. Our input into the development of statutory guidance to support implementation of the amendment resulted in inclusion of many of our reports and tools, such as our online Population Needs Assessment Tool (PopNAT).

Alongside our cost of living work, we have helped to inform different Westminster government departments and committees on a range of issues. This includes: the Health and Social Care Committee's inquiries into Assisted Dying, accountability of Integrated Care Systems and Government commitments around workforce; the Department of Health and Social Care's planned ten year plans on cancer and mental health as well as their vision for a Major Conditions Strategy and changes to the Mental Capacity Act; and the independent Hewitt review of Integrated Care Systems. Over the course of the year we consulted hospices from across the country to inform our submissions and to connect frontline experience with national policy. We are pleased to have seen regular reflection of our input in how those areas of policy have developed, such as a marked increase in focus on end of life within plans to tackle cancer.

Sharing the frontline experience of hospices, their staff and patients is core to our mission. A national collection of hospice data and resulting report, in partnership with The Nuffield Trust, revealed the true scale of hospice care provision across the UK and has been used in government and sector publications.

Our PopNAT tool enables users to work with regularly updated population data relevant to end of life, and has been used as part of hospice strategic planning as well as Welsh Government's programme on end of life care. The updated tool has been used more than six thousand times in the first nine months after being refreshed this year.

Hospice UK plays a significant role in bringing professional, regulatory, government and charity sector partners together. Two such examples being our position as steering group members of the Ambitions for Palliative and End of Life Care partnership, and as lead co-ordinators of the Palliative and End of Life Care Consortium within the Health and Wellbeing Alliance (HWA).

The second of a three year cycle of the HWA continued to give consortium members exposure to key policy while at a developmental stage. Through the Alliance we championed end of life care and fed in case studies for government policy development around the role of the voluntary sector in Integrated Care Partnerships, virtual wards, intermediate care and in battling winter pressures. Together we informed NHS England and Department of Health and Social Care policy leads on intersecting inequalities when accessing care, approaches to digital inclusion within the sector and opportunities around the collection of patient characteristic data to tackle unmet need.

Through our secretariat role with the All Party Parliamentary Group (APPG) on Hospice and End of Life Care we have provided a platform for parliamentarians and public to hear about the impact of the pandemic on end of life for people and professionals. The APPG published a detailed report on a review of the lasting impact of COVID-19, based on more than 100 pieces of submitted evidence.

The review found that the significant rise in deaths, including in people's own homes, during the COVID-19 pandemic placed huge pressure on the health and care system and led to incidences of poor care. The sheer volume of death, alongside measures to reduce the spread of infection, resulted in extreme pressure on exhausted health and care workers and unpaid carers. The report makes recommendations to Government, NHS England, ICBs, end of life care services and others to harness what the sector has learned over the past three years to improve palliative and end of life care for all.

Influencing in Wales

In Wales, our policy and advocacy work has helped prioritise inequalities, out-of-hours care and public voices in the Welsh Government's new National Programme for Palliative and End of Life Care. It has also informed a recent Government funding review resulting in potentially more than £2 million (2022 £2.2M) in additional funding for District Nurses and Clinical Nurse Specialists providing end of life care out-of-hours services.

We continued to support our Welsh member hospices through Hospices Cymru who we helped secure commitments from Welsh Government to improve the regulatory regime for hospices in Wales and develop more sustainable funding arrangements for charitable hospices as part of the next funding review.

We also worked collaboratively to strengthen public voices through the development our What Matters Most visual storytelling project aimed at better understanding, involving and communicating the lived experiences of those receiving and delivering end of life care.

Hospice UK continued to provide secretariat to the Senedd Cross Party Group on Hospice and Palliative Care, which published an important inquiry into experiences of palliative and end of life care in the community during the pandemic. This resulted in a full Senedd debate which secured cross-party support for the inquiry and the Welsh Government accepting all its key recommendations.

We also ensured palliative and end of life was visible to civil servants through responses to Government consultations on the development of the NHS Executive in Wales, improving respite and short break provision for children, changes to legislation on social care and continuing health care, and changes to liberty protection safeguards.

Influencing in Scotland

In Scotland, we increased our parliamentary engagement over the past year to raise the profile of Hospice UK, hospices and the needs of people at the end of life. We have seen an increase in hospices and Hospice UK being mentioned in parliamentary questions and debates and have strengthened relationships with key MSPs.

Scottish Government began work on the development of a new palliative care strategy at the end of 2022 and Hospice UK has sought a variety of ways to actively engage with the strategy development to ensure it reflects key priorities, including around inequalities, data, workforce and the contribution of the hospice sector. We are represented on the stakeholder reference group for the strategy, liaised with hospice colleagues who have a seat on the strategy steering group and worked collaboratively on common aims through the Scottish Partnership for Palliative Care's National Charities Group.

We worked closely with the Scottish Hospice Leadership Group to develop two key asks in relation to hospice funding that have formed the basis of our advocacy and influencing with Scottish

Government and with MSPs. Firstly, an urgent call for short-term funding to help hospices mitigate the impact of the NHS pay award and secondly, a longer-term call for a new national framework for hospice funding.

We secured a meeting with the then Cabinet Secretary for Health and Social Care, Humza Yousaf MSP, and then Minister for Women’s Health, Public Health and Sport, Maree Todd MSP, in mid-March 2023. Ministers valued the contribution of the hospice sector and recognised the pressures facing the sector. They agreed to the need for a national funding framework for the hospice sector to address current inequities in funding arrangements and put hospices on a sustainable footing and we will continue to work with officials and hospices to progress this. Ministers recognised the impact the NHS pay award was having on the hospice sector though were upfront about how tight budgets are.

Despite the ongoing uncertainties of the National Care Service (NCS) Bill, we began initial engagement with Scottish Government, hospices and wider partners to start to understand the implications and opportunities for hospices and palliative care of the NCS Bill. We started work with partners in Scotland to identify common priorities in relation to palliative care that we can focus on next year if the Bill progresses.

We also continued to engage with stakeholders to disseminate our major report on the Future of Hospice Care in Scotland, produced in collaboration with Scottish hospices last year and kept a watching brief on other key policy developments in Scotland, including the upcoming private members bill on assisted dying. We met with Liam McArthur MSP who is introducing the bill to better understand the likely provisions within it, the implications for hospices and palliative care, and how Hospice UK may wish to engage in the coming year.

Sharing knowledge through Project ECHO

Sharing specialist knowledge, skills, trends and best practice in the hospice sector is central to Hospice UK’s purpose. Project ECHO (Extension of Community Healthcare Outcomes) is a worldwide movement providing an online learning and support methodology for people working in healthcare. The ECHO methodology promotes effective virtual learning with healthcare professionals through an emphasis on co-production and co-design. This year Hospice UK supported 10 ECHO Networks, delivered 57 ECHO Sessions with 2,482 (2022: 2,000) attendances, an increase on last year. Themes include the use of data; clinical best practice; infection prevention and control; and end of life care for people with particular needs including patients with frailty, with dementia, and who are in prison.

Our networks continue to support the recovery and the rebuilding of services post-pandemic, amid economic pressures, evolving healthcare systems and ever increasing demand for services from patients with more complex needs. The sessions provide a safe online space for healthcare chief executives, trustees and managers from across the UK to share, discuss challenges and agree on collective solutions, with the agility to quickly pivot and adapt to meet the learning needs of their participants.

96% of participants from the Innovation ECHO Network agreed that taking part increased their knowledge of initiatives and innovations across the health sector. Nearly two-thirds (62%) changed policy, practice or processes within the workplace because of learning through the ECHO Network.

We continue to work with our ‘superhub’ partners in Sheffield and Inverness, and this year we trained hospices and not-for-profit organisations within the UK and Ireland to become ECHO hubs. Fourteen people from seven organisations completed Partner Launch Training.

Project ECHO in Northern Ireland

In Northern Ireland, our contract with the Strategic Planning & Performance Group at the Department of Health (formerly the Health and Social Care Board) continues to meet the demands of the health and social care sector delivering its services. At the end of a successful five-year contract period, we were delighted to secure it again after a successful tendering process.

The ECHO Network participants continue to collectively and collaboratively learn from each other, cascade and share new guidance, solve problems and importantly build relationships within a health system framework as the sector continues to rebuild post-pandemic.

Throughout the year our Project ECHO team in Belfast provided extensive support and training to health and social care partners across the UK and Ireland. In total the ECHO team supported more than 30 ECHO Networks, delivered 224 (2022: 224) ECHO Sessions with more than 6,500 (2022: 8,500) attendances.

Our Clinical Communities of Practice

Alongside our ECHO networks, our clinical communities of practice continue to meet virtually. This year we ran 27 (2022: 20) webinars across our communities of practice that cover:

- Clinical benchmarking and patient safety
- Infection Prevention and Control
- Research and outcomes
- Palliative care and dementia
- Transitions from children to adult services
- Hospice and Palliative Care Educators (Education Network)
- Executive Clinical Leads in Hospice and Palliative Care (ECLiHP)
- Resilience based clinical supervision

Once again, more than 1,700 (2022: 1,700) participants took part from across the UK, sharing best practice and latest trends in palliative and end of life care. Areas of focus included sharing and discussing revised definitions for patient safety incidents and preparing for implementation of the National Patient Safety Incident Response Framework, regulatory inspections, safer staffing, tools and refreshing our online resources to support clinical audit. A highlight from our community of practice focusing on improving the experience of transition from children to adult services was to hear from people with lived experience who presented at the Hospice UK conference in November 2022.

Building on our communities of practice, we also ran two learning events on the latest developments for the Care Quality Commission and Making Data Count. We also held a face to face conference for Executive Clinical Leads in Hospice and Palliative Care and Strategic HR and Workforce Leads, addressing workforce recruitment and retention and clinical career pathways.

Extending frailty care programme

In recognition of the increase of frailty as a recognised condition affecting older people, our Extending Frailty Care programme invites hospices to think differently and creatively to support high quality care.

The programme commenced in April 2022 and will run through to March 2025. As part of the programme, we are partnering with eleven hospices to develop and deliver innovative models of frailty care. The lessons from these programmes will inform future ways of caring for and working with people aged 65 and older who have advancing frailty. Learning will be shared via a dedicated ECHO network, and more widely across the sector as the programme develops in the coming years.

Strategic priority 2: tackle inequality and widen access to hospice care

Trans and gender diverse communities' experiences of end of life care

Hospice UK's *Challenges and Change* report, published in 2021, highlighted inequity in palliative and end of life care and is one of a series of 'deep dive' research projects examining the experiences of different groups.

Hospice UK worked closely with the Gender Identity Research and Education Society (GIREs) and throughout this year have been working in collaboration on their Being Ready project. This project intends to understand and address the needs of trans and gender diverse people during all stages of death, dying and bereavement. The initial stages of this project were also in collaboration with Stonewall.

Together with GIREs, Hospice UK developed public and professional surveys to understand trans and gender diverse communities perspectives and experiences of palliative and end of life care. These were produced in collaboration with trans and gender diverse people.

The findings of these surveys, as well as interviews with people with lived experience formed the basis of the report, *'I just want to be me' – Trans and gender diverse communities access to and experiences of palliative and end of life care*, which was published in February 2023.

The report is focused on the lived experiences and perspectives of trans and gender diverse people. It makes recommendations to health and social care leaders, providers, national organisations and to government on how to ensure the care delivered to trans and gender diverse people is inclusive and of high quality. The report also includes practical tips for individuals working in palliative and end of life care

Following the release of the report, which was covered in various LGBTQ+ and health sector media, we are working on encouraging the implementation of these recommendations across the sector, while also delivering an accompanying programme of internal training for our own staff.

Support for people at end of life in prisons

Following the publication of Hospice UK's *Dying Behind Bars* report in 2021, extensive consultation with stakeholders revealed a lack of knowledge, skills or prioritisation of palliative care by prison staff who don't frequently care for people with palliative care needs. In parallel, we have discovered a lack of understanding of the prison environment among palliative care specialists, including hospices, working outside of secure settings.

To combat these challenges, in October 2022, we set up a pilot ECHO network where professionals who support people dying in prison can compare their experiences and share best practice, develop their knowledge and skills and make multi-disciplinary connections and build peer support networks.

Through the ECHO network, we have worked closely with HM Prison and Probation Service, NHS England, the UK Health Security Agency and specialist palliative care professionals working out of HMP Littlehey. The network is now regularly attended by around 40 professionals, with a wider membership of 200. This is a significant step forward in what was a little understood area.

To increase the number of hospices supporting people in prison we also had a focused session on end of life care in prisons at our national conference this year and launched a £75,000 grant programme. This supports projects that aim to improve nationally co-ordinated bereavement support in prisons and dispel myths and misconceptions about the needs of imprisoned people, and the services available to them.

The surge in deaths at home and a shift of care into the community

The vast increase in deaths at home across the UK following the pandemic continued throughout the year, with nearly 4,000 people dying at home each week. Having helped put the issue on the political and news agenda last year, we continued our work to ensure people's experiences were heard and some of the many questions around deaths at home could be answered.

Both the All Party Parliamentary Group and Cross Party Group Inquiries into the lasting impact of COVID-19 shone a light on the issue, providing an important platform for people to share their challenges with referrals, pain relief and out of hours care. The findings were a key strand behind our work informing the UK COVID-19 Inquiry, and also formed the basis of some of our activity through the Dying Matters campaign, as outlined on page 15.

The study with the Nuffield Trust built on the previously lacking evidence base in this area, identifying a clear shift in hospice provision into the community now being sustained well beyond the pandemic.

We continue our close partnership Nuffield on a project funded by NHS England to look at health services used by those dying at home, supporting them to ensure strong patient and public involvement. We provided similar support to the King's Fund for a project funded by the Department of Health and Social Care to support health and care commissioners on this topic.

How best to respond to the shift in place of death also formed the main topic of a roundtable of key stakeholders from across the voluntary, health and policy sectors – helping to share evidence, concerns and examples of good practice. Much of this learning, and our understanding from nearly two years of looking at the issue, formed the basis of a talk given to the audience of Death Festival in Brighton.

Transitioning from children to adult services

Moving from children into adult services is a complex and sometimes stressful process for those receiving palliative care and hospice services. Our project aiming to improve this experience, which initially began in 2019 and was delayed by the pandemic, has now completed.

Despite the disruption, we published a suite of Hospice UK resources to support those caring for young people through transition, along with a report summarising the learnings from the programme. The programme has reinforced the importance of listening to the expert voice of people with lived experience as foundational for any attempt to improve care. We are pleased to listen to – and really hear – what young people are saying and are grateful to them for sharing their experiences.

Through the project we also contributed to other national resources including Together for Short Lives' 'Stepping Up Guide'. The Transitions coordinator network continues as a space for professionals to share and learn from each other to continue to improve care.

Listening to the voices of people affected by death, dying and bereavement

Hospice UK aims to listen and respond to the voices of those that have been impacted by death, dying and bereavement, and seeks to understand how this can shape our work.

Along with ensuring our various research, reports, communications and campaigns projects are driven by lived experience, we work to support the wider hospice sector do the same. Our national conference featured a session titled *Listening to communities not usually heard*, which was well

received. Hospice UK also spoke during NHSE Experiences of Care week, highlighting the *'I just want to be me' – Trans and gender diverse communities access to and experiences of palliative and end of life care* report and the perspectives of trans and gender diverse people within it.

We have focused on how to improve the way we engage with the public, particularly those sharing their experiences with us. A training needs assessment was carried out, to establish how confident staff feel and the areas where we need further training. The results of this assessment are being used to plan ongoing work in the coming year, and to develop resources to support public engagement.

Strategic priority 3: work with communities to build capacity and resilience to care for those at the end of life

Driving public conversations about dying and grief

The Dying Matters campaign has continued to grow, with equality and inclusion at the heart of its approach. This year we have explored creative and community responses to death and grief, through a partnership with world-renowned photographer, Rankin, and the launch of a community grants programme for creative and arts organisations.

Building on the theme of excess deaths at home, May's Dying Matters Awareness Week presented an opportunity to galvanise our audience and – for the first time – campaign publicly with them. Over 1,000 members of the public from across the UK wrote to their MP asking them to attend our parliamentary briefing, hosted by Sally-Ann Hart MP, on at-home support for people at the end of life. 19 parliamentarians attended the session.

People's lived experiences are central to the campaign. Maureen, whose parents died at home without adequate support from health and care services, generously gave her time and energy, attending the briefing with MPs personally. A film featuring Maureen was viewed over 43,000 times, and we saw a significant growth in Dying Matters supporters following this work.

Alongside our increased political campaigning, we supported community groups to hold their own events during the week, with around 240 (2022: 160) registered events, and involvement from 11 of our corporate partners. And to support these conversations, there were more than 11,400 (2022: 15,000) downloads of our resources.

Launched to coincide with November's #IRemember campaign, we collaborated with world-famous photographer, Rankin, to produce a series of portraits reflecting on love, grief and memory. The resulting exhibition, displayed both digitally and physically in London (with the support of PwC) and Brighton, created a powerful display of images which was also featured in an exclusive with *The Guardian* newspaper.

As well as launching an online exhibition, #IRemember saw over 100 people share memories of their loved ones on social media and open about grief in their lives. We also saw 13 MPs join the conversation.

This year we also partnered with cultural influencer Jude Kelly's inaugural Death Festival in Brighton, to programme a weekend of talks, workshops and performances exploring diverse and divergent viewpoints on death.

Following a pilot last year, we were pleased to finish the first round of the Dying Matters Community Grants Programme, funded by Dignity. The programme provided funding for community groups to hold creatively driven projects that spark conversation about death and grief. From Bradford-based community group WomenZone delivering poetry workshops to bereaved Muslim women, to BRiGHTBLACK's the creation of a videogame world where young people could have conversations about death, the programme is led by the principle of 'meeting people where they are', and working with communities who are least likely to have access to existing models of support. We hope to extend the grants programme in future years.

Providing information and support for the public

Every year, thousands of people turn to us for help in navigating end of life care and finding bereavement support for themselves, family members, friends and colleagues. Hospice UK is uniquely placed to offer advice, support and signposting.

As a source of reliable, high quality information about hospice and end of life care, our detailed, national knowledge of hospice support helps families experiencing dying and bereavement, and professionals working in this space. This year we have responded to more than 800 (2022: 800) enquiries on topics such as care options, support in coping with a caring role and advice on how to begin discussions with loved ones about what matters to them at the end of life.

Thousands more turn to our comprehensive online end of life care information hub. Along with advice on planning ahead and what to expect when people are in their last days and moments of life, this resource is complemented by our hugely popular hospice care finder – offering a quick and effortless way to find local hospice support, which was accessed more than 30,000 people this year. We have continued this year to refine and strengthen these online resources.

Working in partnership with companies

We are proud to receive unwavering support from our corporate partners, both existing and new. Through their generous donations and advocacy, we can raise awareness about death, dying and grief, and continue our vital work.

In 2022, we celebrated the 26th year of our partnership with the National Garden Scheme, who donated an additional £450,000 (2022 £500,000) to Hospice UK. Since 1996, they have remained our largest and longest standing supporter, having donated over £6.5 million in total. Together, we are collaborating on a project to provide sunflower seeds to all our hospice members to help spread the message about the wellbeing benefits of gardens and gardening. In Autumn 2022 we helped harvest the spectacular sunflower field at West Horsley Place, who have kindly donated the seeds and these were sent to hospices in spring 2023. We look forward to seeing them grow!

In the second year of our partnership with the PwC Foundation, they donated more than £177,000 (£140,000) to Hospice UK. PwC employees took on various challenges and got creative to raise funds, including Amal Larhlid, a newly qualified pilot, who flew a carefully planned and skilfully executed route to create a portrait of HM Queen Elizabeth II with her flight tracker, raising over £5,000 for Hospice UK. Amal's incredible efforts generated significant publicity for Hospice UK and end of life care more widely. PwC employees have also made a huge contribution to our work through volunteering, including mentoring and supporting us at events.

The Co-operative Bank have supported Hospice UK since 2003, and we are delighted to be exploring innovative ways to collaborate and strengthen our valued and long-standing partnership. Through their Everyday Rewards account donations, we received £25,165 (2022 £55,000) this year, and the total amount donated through this initiative has now surpassed £275,000 since 2016. We were honoured to attend their 150th Anniversary celebration, during which they generously donated an additional £20,000 to Hospice UK from funds raised that evening.

Dignity remains one of the strongest advocates and supporters of our Dying Matters campaign, helping us to change conversations about death and dying. In the past year, they donated a total of £80,000, funding several significant projects, including our Dying Matters Community Grants initiative. This initiative provided funds to community groups, enabling them to encourage conversations and support about death and grief among marginalised groups.

Thanks to Dignity's funding, we were also able to create the #IRemember exhibition in collaboration with Rankin, featuring a collection of real-life portraits that capture the emotions of loss and grief. This exhibition highlighted stories from those who are most likely to miss having their stories heard, including LGBTQ+ communities and people of colour. Overall, Dignity supported Hospice UK with a donation of £130,000 towards our work.

Tyl by NatWest support many organisations through their Giveback Community Fund, and we are grateful to have received almost £40,000 from them through this initiative last year.

Together with New Look, we relaunched the 'Donate, Feel Great' program, which encourages people to donate their unwanted items to hospice shops across the UK, supporting hospices during a time when shop donations were in need to raise much needed funds. We linked more than 240 hospice shops with their local New Look stores, and as part of this initiative, New Look donated £15,000 to Hospice UK.

A special thanks to Ruder Finn, who supported Hospice UK throughout the year with invaluable pro bono support. Ruder Finn have helped us to improve our communications on several projects. They also demonstrated their commitment to our cause by participating in our first Dragon Boat Race.

Supporting workplaces through Compassionate Employers

Compassionate Employers is a workplace wellbeing programme delivered by Hospice UK, helping organisations support employees through grief, dying and caring. We offer organisations the opportunity to benchmark themselves against the market and evaluate their employee support offer, including their policies, employee networks and line manager support.

Compassionate Employers continues to grow, almost doubling its membership in 2022-2023. As well as welcoming new members such as Aviva, Phoenix Group and Vanquis Bank, every existing member renewed their membership for another year, demonstrating the value of being part of our programme. St Michael's in St-Leonard's-on-Sea also became the first hospice to become a Compassionate Employer, after we developed membership packages for organisations outside the private sector.

In partnership with PwC, we also created our first e-learning tool, designed to give our members' employees the skills and confidence to have compassionate conversations with bereaved colleagues at work. The tool provides an innovative training solution for time-poor, and geographically diverse organisations in the post-pandemic hybrid environment. The tool, developed in collaboration with the PwC Learning Lab team, was shortlisted for the Best Digital Innovation Award at the Business Charity Awards 2023.

Our supporters

Alongside the companies that support us and engage with our work, thousands of members of the public get behind with Hospice UK's mission, raising funds and in so doing, building their understanding of end of life care, death and dying. We delivered our usual events portfolio whilst also testing new ways to engage the public. Seven courageous teams took part in our inaugural Dragon Boat Race at Surrey Quays in London in June which was a roaring success. We also organised our first Christmas Fair which saw crowds of people join us at the Chelsea Town Hall with a variety of stallholders selling their beautiful wares to our visitors over a glass of bubbles. Whilst the London Marathon continues to recalibrate post pandemic, we had a remarkably successful year with 132 incredible people running for Hospice UK in October which helped us raise an incredible £440,000 (2022 £475,000)

Strategic priority 4: empower a strong, dynamic and responsive hospice sector

Our Future vision programme: re-imagining a more sustainable future

The Future Vision programme aims to harness expertise and knowledge to build the capability and capacity of local care providers across the four nations to achieve long term sustainability within their healthcare system.

Following the identification of nine key principles of sustainability during the project's first phase in 2020, phase two, launched at the end of 2021, brings together partners to share insight, intelligence, learning and experiences from across local, regional and national systems.

As part of the programme, in September 2022 we launched the Innovation Hub. This is a central online portal offering practical support, examples of best practice and opportunities (such as webinars, events and online discussion forums) for hospice and end of life care professionals to engage with their peers. It aims to help build the capability, capacity and confidence of hospices to explore potential solutions and initiatives to enact the change needed for their community.

A key aspect of the Innovation hub is the Examples of Innovation directory highlighting the innovative work of hospices across the UK through the sharing of experience, learning, tips and advice for anyone wishing to replicate the initiatives. One example, the 'Local Influencing Toolkit' aims to explain how to go about influencing locally – from deciding what to say and who needs to hear it, to making sure there is the right evidence and data in place to support the case being made.

The Innovation ECHO is one of Hospice UK's largest ECHO networks, providing members with the opportunity to discuss examples of how the Nine Principles of Sustainability are being implemented across the UK, and to discuss and learn from peers. In the last year, sessions have been held on a range of topics including commercial income generation, influencing and negotiation, collaboration and using data to drive decision making.

From September 2022 to March 2023 we piloted online discussion groups using the Discord forum. These aim to connect hospice professionals, continuing discussions that started in a network meeting such as the Innovation ECHO, asking each other for advice. As the pilot ends, we will be evaluating the groups and deciding how best to continue facilitating online discussions between professionals spread across the UK.

As well as online facilitation, the Future Vision principles shape the content of our annual national conference and wider programme of conferences, webinars and networks. More than 600 (2022: 600) delegates from across hospice and end of life care attended our flagship national conference held in Glasgow in November 2022. Post-pandemic, the event represents a vital opportunity for in-person networking and sharing, made possible by our corporate partners and exhibitors, including our Gold sponsors Dreamscape, Towergate, Legacy of Lives and JDDK Architects. We saw a record attendance, supplemented by colleagues joining online too.

Our virtual Trustees Conference, sponsored by Barclays, took place in September 2022, with more than 280 participants, while our regular trustee network meetings are regularly attended by more than 100 delegates from senior positions and boards, to share strategic challenges and opportunities facing the sector. In June 2022, we hosted our first ever in-person event focused on Fundraising Leaders, with Dreamscape as our headline sponsor.

Mapping and supporting the workforce

Workforce issues remain a key focus for Hospice UK and the wider hospice sector, and we are developing plans for further research, policy development and influencing in this area over the next year.

Following Hospice UK's 'snapshot' workforce survey conducted in 2021, the recruitment and retention of staff across the sector remains a challenge. The findings of the survey have informed the development of the work of the National Qualification in Speciality Stakeholder Group in England, which has been working nationally to develop a palliative and end of life care career pathway to futureproof our workforce. These critical issues are also discussed via our Education Network and Clinical Leaders Network, so that we have 'real time' feedback and mapping of workforce pressures and challenges.

In addition, the pandemic, along with the ongoing issues faced in the sector have demonstrated the critical importance of staff wellbeing and resilience. Our resilience based clinical supervision programme, run in partnership with the Foundation of Nursing Studies, develops 'champions' and facilitators across the sector over an 18-month period. This group goes on to work with others in their organisation to develop and cascade the resilience-based clinical supervision model, and to embed a compassionate culture in the workplace.

We are currently working with 33 hospices, with an additional seven joining us as part of the cascade phase of the programme. Members are supported with regular meetings using ECHO methodology, allowing for peer-to-peer learning and practice. Informal 'drop in' support is also available, along with online resources that we have developed. Our aim is for colleagues across the sector to feel supported to prioritise their wellbeing at work.

Improving care through our grant programmes

Our grants programme grew significantly in scale this year, with several major projects designed to both improve the quality of hospice care, and to increase access for marginalised groups. This year we awarded 336 (2022: 239) grants worth £1.6 million (2022: £352,000)

With generous support from the Masonic Charitable Foundation (MCF), we have awarded 12 project grants to hospices within England and Wales totalling £300,000. MCF also funded a new programme of Bursaries aimed at supporting the education and training of hospice staff. This programme began halfway through 2022 and continues to be rolled out at the time of writing.

We were able to develop a new grant programme this year with substantial support from the Kirby Laing Foundation. A total of £480,757 was allocated to 11 projects to support hospice enabled frailty care across the UK – models that will demonstrate and share effective ways of caring for, and working with, older people with frailty. This grant programme is part of a wider extending frailty care project (see page 11) and will be externally evaluated.

St. James's Place Charitable Foundation continues to support hospices through a generously funded programme which this year was focused on rural and remote Communities in the UK. A total of 14 grants were awarded allocating £500,000.

We are grateful for the Wolfson Foundation's fantastic support for hospice staff with professional development grants awarded by Hospice UK. This year 183 (2022: 229) staff were awarded a Wolfson grant, with a total value of more than £130,000 (2022: £208,000).

Rank Foundation again supported hospices with a programme of capital grants, this year focussing on improving the hospice environment at seven sites. The programme was worth almost £100,000.

We began a new relationship with the Linder Foundation in 2022. The Foundation generously supported six hospices with a grant to develop end of life care in prisons. A total of £75,000 was allocated (see further details on page 12).

Celebrating Hospice Care Week 2022

This year Hospice Care Week set out to create a nationally co-ordinated moment to celebrate the brilliant work that hospices do with their local communities. The theme was ‘Promoting equality across hospice care’ which looked at addressing the inequality that persists in who receives hospice and end of life care.

Our Hospice Care Week pack was downloaded 565 times by hospice colleagues, and the week saw 45 pieces of news coverage across print, online and broadcast media.

Financial review

Overall Financial Performance

Our net movement on funds, before investment gains, was a surplus of £0.8M (2021/22: surplus £4M).

The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds, before any investment gains / losses. We recorded a surplus on unrestricted general funds of £1.2M (2021/22: £3.6M) before investments gains. The trustees were satisfied with the financial performance.

Our total income for 2022/23 was £8.6M compared to £109M in the previous year. The reduction compared to the prior year was due to a reduction in the level of emergency COVID-19 support provided by NHSE.

Total expenditure fell from £105M in the previous year to £7.8M for similar reasons. We spent over 80% of our expenditure on charitable activities.

Our trading subsidiary Help the Hospices Trading made a profit of £178k (2022-23: £63k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The improved financial performance was primarily due to a very successful annual conference.

Investment policy and performance Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place.

In the financial year under review, our investments decreased in value by £220,000 (2021/22: £99,000 increase). The trustees will be carrying out a detailed review of our investment strategy in the new financial year (this is in line with best practice guidance to take regular external advice and not as a specific result of the performance in the year, which was caused by general market conditions)

Principal Funding Sources and Fundraising Strategy

Most of the the charity's income comes from fundraising income (excluding one off emergency Covid-19 income that was received from NHSE during the last year). More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are income from corporate partnerships and charitable trusts. Legacies, payroll giving and fundraising events are also important sources. Our fundraising strategy focussed on maximising donations from existing income sources, while developing new income streams. To that end, we hope to grow our donations from corporate partners, commercial sponsors, major donors and individuals in future years.

Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £4.3M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately, and authorise additional expenditure on specific projects.

At 31 March 2023, the charity had total funds of £12.2M (2022 £11.6M). Of these, £4.6M (2022 £3.6M) represent free reserves and therefore we are holding funds in line with our reserves policy.

Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, considering any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.
- The Covid-19 grants programme operated in partnership with the funder, NHSE England, and that grant programme was subject to the governance processes of NHSE England. As well as our grants programmes, we also work with our corporate partners to raise money directly for local hospices. The funds raised through our corporate partnerships are allocated to local hospices that are twinned with our partners' branches or offices. The twinned hospice is chosen through a combination of the company's locality, previous relationships with hospices and its employees' preferences.

Risk assessment

The Trustees, together with the Senior Leadership Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

During the year, the trustees and senior management devoted several meetings (at full Board, Governance Committee and senior leadership team) to carrying out a full review of the risks facing the charity and the mitigations that are in place to address them.

This led to the development of a new risk register, which was subsequently approved by the Board in July 2023, and will be reviewed by the Board biannually going forward.

The revised risk register has identified key risks in seven categories:

Membership engagement – mitigated by regular communication and feedback mechanisms, including through our Advisory Council, consultations and surveys.

The impact of our programmes – mitigated strategic leadership to ensure the sector is fit for the future, sharing best practice and regular evaluation of our impact.

Our brand and reputation – mitigated by proactive comms work.

Workforce – mitigated by regular feedback mechanisms, including new pulse surveys, staff forum and monitoring by the People Committee.

Financial – mitigated by regular monitoring by the finance committee, management accounts and dual authorisation / separation of responsibility.

IT & Data – mitigated by an IT transformation programme which is overseen by a programme board.

Governance – mitigated by overview from the Governance Committee, and an internal review of our governance arrangements in the year.

Compliance with Fundraising Standards

Staff employed by Hospice UK carry out most of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties and ensure that anyone working on our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

Hospice UK is registered with the Fundraising Regulator and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate. In the past year we have not engaged in telephone marketing or in raising money from door to door or street collections

Plans for Future Periods

We have identified five key priorities for 2022-23 as part our bridging strategy:

- Support hospices (and the wider palliative care sector) to operate as effectively as possible by sharing knowledge and expertise across the sector.
- Transform Hospice and End of Life Care (through collaboration, integration and resources)
- Inform the public about end of life care, death, dying and bereavement. Motivate them to actively engage and support our cause.
- Promote equality related to death, dying and bereavement
- Ensure Hospice UK is a strong organisation

During the year, we will consult on a new long term strategy to be in place by early 2024.

This concludes the strategic report.

Structure, governance and management

Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising.

The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees and voted on by all members.

Hospice UK trustees are detailed on page 26. Two thirds of trustees are elected for a four-year term and can then be re-elected for a further four years. Trustees can co-opt any duly qualified person to serve as a trustee, providing the number of co-opted trustees does not exceed one-third of the total number of trustees. The full Board met eight times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

Several trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

■ Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. The committee met two times during the year.

■ People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Management Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met two times during the year.

■ Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met three times in the year, and the key activity during the year was the setting of the charity's budget and regular monitoring of performance against it.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

Membership

The membership structure of Hospice UK came into being in April 2007. On 31st March 2023, there were 208 members (31 March 2022: 210)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board – two thirds of the trustees of Hospice UK are elected from within and by member hospices, with the remaining one third co-opted
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Forum of Chairmen and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

The Advisory Council and the Forum of Chairs

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Leadership Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairs, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairs (Ros Keeton) each hold a place on the Board of Hospice UK.

Reference and administrative information

Trustees

Paul Jennings # Chloe Chik ^{#,3}	Chair Appointed November 2020 Appointed September 2021
Tony Collins* ²	Deputy Chair Reappointed May 2023
Emma Reynolds [#] , Kate Tompkins* ¹	Reappointed July 2020 Appointed in February 2017 Retired 5 July 2022
Stephen Roberts* ¹	Appointed July 2017 Reappointed Sept 2021
Dr Mike Miller* ^{1,2}	Appointed May 2018 Reappointed May 2022
Michelle Rollinson* ^{2,3}	Appointed May 2019 Reappointed May 2023
David Smith* ³ Rhian Edwards* Terry O'Leary	Appointed November 2019 Appointed June 2022 Appointed July 2022 Retired January 2023
Sharon Allen* ^{1,2} Ros Keeton	Appointed Sept 2021 Appointed March 2023

A co-opted trustee

* A trustee elected by the membership

Membership of Board committees as of 31 March 2023

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

Founder

Anne, Duchess of Norfolk CBE

Vice-Presidents

Baroness Finlay of Llandaff
Martyn Lewis CBE Prof. David Clark Lord Howard of Lympne
Robert Peston

Senior Leadership Team (as at date of approval)

Toby Porter	Chief Executive
Craig Duncan	Chief Operating Officer
Jonathan Ellis	Director of Policy, Advocacy and Clinical Programmes
Catherine Bosworth	Director of Income Generation and Grants
Rowena Lovell	Director of Member Engagement and Support
Sarah West	Director of Campaigns and Communications
Steve Thorlby-Coy	Director of IT and Digital Services
Paul Schofield	Director of People and Culture

Registered office

34-44 Britannia Street
London
WC1X 9JG

Charity and company registration

Registered charity in England and Wales: 1014851
Registered charity in Scotland: SC041112
Company limited by guarantee: 2751549

Solicitor

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

Auditors

Price Bailey LLP
1 Dane Street
Bishop's Stortford
Hertfordshire, CM23 3BT

Bank

Coutts and Co.
440 Strand
London
WC2 0QS

Statement of trustees' responsibilities

The trustees (who are also directors of Hospice UK for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the situation of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors 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; and
- 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 ensuring proper accounting records are kept 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

The trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

Approved by the Trustees on 14 September 2023 and signed on their behalf by

A handwritten signature in black ink, appearing to read "Paul Jennings". The signature is written in a cursive style with a large initial 'P'.

Paul Jennings

Chair of Trustees

Independent Auditor's Report to the Trustees and Members of Hospice UK

Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement 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 of 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 trustee's annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of 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 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 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 and the Charities and Trustees Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 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, 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.

Auditor responsibilities for the audit of the financial statements

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with those Acts.

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

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

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team, and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and enquiries of management and officers of the Charitable Group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

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.

Use of our report

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



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

3rd Floor,

24 Old Bond St,

Mayfair,

London

W1S 4AP

Date: 3 October 2023

**Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2023**

	Note	Unrestricted Funds		Restricted Funds £'000	2023 Total £'000	2022 Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		4,772	-	2,504	7,276	8,799
Government grants to support COVID response		-	-	96	96	98,859
Funds raised for independent hospices		-	-	135	135	153
Income from other trading activities		86	-	-	86	288
The Coronavirus Job Retention Scheme Income		-	-	-	-	43
Investment income		145	-	-	145	56
Income from charitable activities:						
Supporting those providing end of life care		831	-	9	840	933
Total income		5,834	-	2,744	8,578	109,132
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		639	36	1,061	1,736	1,105
Tackle Inequality		621	36	112	769	697
Work with Communities		739	36	487	1,262	929
Empower a Strong Hospice Sector		1,072	126	876	2,074	1,490
COVID-19 response in England		222	36	211	469	99,277
Costs of raising funds	3	1,378	94	-	1,472	1,646
Total expenditure		4,671	364	2,747	7,782	105,145
Net income/(expenditure) before gains/(losses) on investments		1,163	(364)	(3)	796	3,987
Realised gains on investments		-	-	-	-	(20)
Unrealised (losses)/gains	10	(220)	-	-	(220)	99
Net income/(expenditure) for the year	5	943	(364)	(3)	576	4,066
Transfer between funds	15	-	-	-	-	-
Net movement in funds		943	(364)	(3)	576	4,066
Reconciliation of funds						
Total funds brought forward	1	3,618	6,489	1,523	11,630	7,564
Total funds carried forward	15	4,561	6,125	1,520	12,206	11,630

Statement of financial activities - The charity
(Incorporating an income and expenditure account)
For the year ended 31 March 2023

	Note	Unrestricted Funds		Restricted	2023	2022
		General £'000	Designated £'000	Funds £'000	Total £'000	Total £'000
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		4,772	-	2,504	7,276	8,694
Government grants to support COVID response		-	-	96	96	98,859
Funds raised for independent hospices		-	-	135	135	153
Income from other trading activities		-	-	-	-	-
The Coronavirus Job Retention Scheme Income		-	-	-	-	43
Investment income		145	-	-	145	56
Income from charitable activities:						
Supporting those providing end of life care		268	-	9	277	448
Total income		5,185	-	2,744	7,929	108,254
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		639	36	1,061	1,736	879
Tackle Inequality		621	36	112	769	697
Work with Communities		739	36	487	1,262	929
Empower a Strong Hospice Sector		423	126	876	1,425	717
COVID-19 response in England		222	36	211	469	99,277
Costs of raising funds	3	1,378	94	-	1,472	1,646
Total expenditure		4,022	364	2,747	7,133	104,146
Net income/(expenditure) before gains/(losses) on investments		1,163	(364)	(3)	796	4,108
Realised gains on investments		-	-	-	-	(20)
Unrealised (losses)/gains	10	(220)	-	-	(220)	99
Net income/(expenditure) for the year	5	943	(364)	(3)	576	4,187
Transfer between funds	15	-	-	-	-	-
Net movement in funds		943	(364)	(3)	576	4,187
Reconciliation of funds						
Total funds brought forward	1	3,600	6,489	1,523	11,612	7,425
Total funds carried forward	15	4,543	6,125	1,520	12,188	11,612

Balance sheet
As at 31 March 2023

	Note	The group		The charity	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
Fixed assets					
Tangible fixed assets	9	1,167	1,069	1,167	1,069
Investments	10	3,318	3,538	3,318	3,538
		4,485	4,607	4,485	4,607
Current assets					
Debtors	13	918	58,316	892	58,265
Cash at bank and in hand		10,305	34,935	10,112	34,687
		11,223	93,251	11,004	92,952
Creditors					
Amounts due within one year	14	3,502	86,228	3,301	85,946
Net current assets		7,721	7,023	7,703	7,005
Total net assets	12	12,206	11,630	12,188	11,612
Funds	15				
Restricted funds		1,520	1,523	1,520	1,523
Unrestricted funds					
General funds		4,561	3,618	4,543	3,600
Designated funds					
Building Repairs Fund		490	500	490	500
Web & Digital		55	169	55	169
Fixed assets		1,105	1,070	1,105	1,070
2017-2022 Strategy		3,250	3,250	3,250	3,250
Digital/technology		525	700	525	700
Fundraising Innovation		250	250	250	250
Training and development		100	100	100	100
Future Vision		200	200	200	200
Transformation		150	250	150	250
Total funds		12,206	11,630	12,188	11,612

The notes on pages 38 to 59 form part of these financial statements.

Approved by the trustees 14 September 2023 and signed on their behalf by

Paul Jennings
CHAIR OF TRUSTEES

Company number 2751549



Statement of cashflows
For the year ended 31 March 2023

	The group		The charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Net cash generated by operating activities	(24,475)	28,835	(24,420)	28,726
Capital expenditure & financial investment				
Payments to acquire tangible fixed assets	(155)	-	(155)	-
Receipts on the disposal of investments (GSF)	-	351	-	351
Payments to acquire investments	-	(264)	-	(264)
Change in cash and cash equivalents in the reporting period	(24,630)	28,921	(24,574)	28,813
Reconciliation of net movement in funds to net cash flow from operating activities				
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Net movement in funds for the year	576	4,066	576	3,837
Non-operating cashflows eliminated				
Depreciation	57	49	57	49
Losses/(gains) on investments	220	(99)	220	(99)
Decrease/(increase) in debtors	57,398	(15,931)	57,373	(17,178)
(Decrease)/increase in creditors	(82,726)	40,751	(82,645)	42,118
Net cash generated by operating activities	(24,475)	28,835	(24,420)	28,726
Cash and cash equivalents at 01 April 2022	34,935	6,014	34,687	5,874
Cash and cash equivalents at 31 March 2023	10,305	34,935	10,112	34,687
Analysis of cash and cash equivalents				
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Cash in hand at the beginning of the year	34,935	6,014	34,687	5,874
Increase in cash in hand	(24,630)	28,921	(24,574)	28,813
Cash in hand at the end of the year	10,305	34,935	10,112	34,687
Analysis of changes in net debt				
Cash and cash equivalents 01 April 2022	34,935	6,014	34,687	5,874
Cash flows	(24,630)	28,921	(24,574)	28,813
Other non cash changes				
Cash and Cash equivalents 31 March 2023	10,305	34,935	10,112	34,687

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 shown below.

a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102), and the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate upto 2025.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiary, Help the Hospices (Trading) Limited.

1. Accounting policies (continued)

e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

Investment income

Investment income represents interest receivable from UK bank deposits and investments. This is included in the accounts when receivable.

Investment gains and losses includes any gain or loss resulting from change in market value at the end of the year and any gain or loss on the sale of investments.

1. Accounting policies (continued)

f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

1. Accounting policies (continued)

i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

l. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m. Cash at bank and in hand

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

1. Accounting policies (continued)

n. Creditors

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

o. Fund accounting

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

p. Operating Leases

Operating leases are recognised over the period of which the lease falls due.

q. Judgements and key sources of uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

r. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

1. Accounting policies (continued)

s. Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing bid market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2. Donations and Legacies - Group

	2023			2022		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Corporate donations	406	30	436	1,862	40	1,902
Trusts and other charities	200	2,022	2,222	158	1,225	1,383
Payroll giving	216	135	351	269	153	422
Challenge events	546	0	546	685	-	685
Campaigns and special events	12	45	57	115	-	115
National Garden Scheme	475	-	475	500	-	500
Legacies	2,814	-	2,814	3,414	-	3,414
Individual donors	98	0	98	68	-	68
Government and statutory income	5	406	411	0	461	461
COVID-19 response in England	-	96	96	0	98,859	98,859
Other voluntary income	-	-	-	45	-	45
Total Donations and Legacies	4,772	2,734	7,506	7,116	100,739	107,855

Donation and legacy income can be analysed as follows:

Income for Hospice UK	4,772	2,503	7,275	7,116	1,727	8,843
Government grants to support COVID response	-	96	96	-	98,859	98,859
Income for Hospices	-	135	135	-	153	153
	4,772	2,734	7,506	7,116	100,739	107,855

3. Analysis of expenditure - Group

a) 2023	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2023
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	841	394	394	659	-	832	864	3,984
Grants payable (Note 4)	481	133	528	333	96	-	-	1,571
Local hospices donations	-	-	-	135	-	-	-	135
Other expenditure	252	79	177	378	210	214	782	2,092
	1,574	606	1,099	1,505	306	1,046	1,646	7,782
Support and governance	163	163	163	569	163	425	(1,646)	-
Total expenditure 2023	1,737	769	1,262	2,074	469	1,471	-	7,782
b) 2022	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2022
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	786	343	343	505	293	796	679	3,746
Grants payable (Note 3)	(2)	96	-	242	98,732	-	-	99,068
Local hospices donations	-	-	-	153	-	-	-	153
Other expenditure	158	94	423	210	89	415	789	2,178
	942	533	766	1,110	99,114	1,211	1,468	105,145
Support and governance	163	163	163	381	163	435	(1,468)	-
Total expenditure 2022	1,105	697	929	1,490	99,277	1,646	-	105,145

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

	Charitable activities					Cost of Raising Funds	2023 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	25	25	25	91	25	66	257
Facilities	31	31	31	109	31	82	315
Governance	9	9	9	32	9	24	92
Human Resources	29	29	29	100	29	75	291
Strategy & Legal	1	1	1	1	1	1	6
Irrecoverable VAT	8	8	8	27	8	20	79
IT & Business Systems	60	60	60	209	60	157	606
	<u>163</u>	<u>163</u>	<u>163</u>	<u>569</u>	<u>163</u>	<u>425</u>	<u>1,646</u>

	Charitable activities					Cost of Raising Funds	2022 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	42	42	42	97	42	111	376
Facilities	33	33	33	76	33	85	293
Governance	9	9	9	21	9	23	80
Human Resources	33	33	33	77	33	90	299
Communications	1	1	1	1	1	2	6
Strategy & Legal	2	2	2	4	2	5	17
Irrecoverable VAT	7	7	7	15	7	16	59
IT & Business Systems	38	38	38	88	38	99	339
	<u>165</u>	<u>165</u>	<u>165</u>	<u>380</u>	<u>165</u>	<u>431</u>	<u>1,468</u>

4. Grants payable - Group

	2023	2022
Grants given comprise of:	£'000	£'000
Grants to support COVID-19 response in England	96	94,639
Grants for capital projects to enhance wellbeing	-	131
Professional development grants	-	208
SPOC (Single Point of Contact)	-	4,093
The Masonic Charitable Foundation - Bursaries	49	-
The Masonic Charitable Foundation - Re-imaging Day Hospice	300	-
The Masonic Charitable Foundation -Poverty & Deprivation	-	-
St James's Place Charitable Foundation grants	500	-
Extending Frailty Care Grants Programme	481	-
Wolfson professional development grants	141	-
Major Grant Programme Rank	97	-
Other grant programmes	184	13
	1,848	99,085
Provision for grants which may not be claimed	(276)	(17)
Note 3	1,572	99,068

A full list of grants awarded in the year is available from our website at www.hospiceuk.org/grantsawarded.

336 (2022: 1200) grants were made to 134 (2022: 202) organisations.

5. Net income/(expenditure) for the year - Group

	2023	2022
This is stated after charging / crediting:	£'000	£'000
Depreciation	(58)	(49)
Trustees' indemnity insurance	1	1
Auditors' remuneration:		
Audit - Hospice UK	18	17
Audit - Help the Hospices (Trading) Ltd.	4	4
Other services	1	1
Operating leases	43	46
Note 17	43	46

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2022: £nil).

7. Analysis of staff costs - Group

a) Staff numbers

The average monthly head count was 83 (2022: 79). The average number of employees during the year was as follows:

	2023	2022
	No.	No.
Extend our Reach	7	7
Tackle Inequality	7	7
Work with Communities	7	7
Empower a Strong Hospice Sector	22	17
COVID-19 response in England	7	19
Raising Funds	17	7
Support and Governance	16	15
	83	79

b) Staff costs

	2023	2022
	£'000	£'000
Salaries and wages	3,239	3,178
Social security costs	389	337
Pension contributions	248	231
Temporary and agency staff and recruitment	108	-
	3,984	3,746

The charity considers its key management personnel to be its trustees and the members of the Senior Leadership Team (SLT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 16.

The value of payments and other benefits, including pension contributions, to members of SLT in the year was £808k (2022: £834k).

7. Analysis of staff costs - Group (continued)

The number of employees whose total employee benefits excluding pension contributions exceeded £60,000 was:

	2023	2022
	No.	No.
£60,000 - £70,000	3	1
£70,000 - £80,000	1	1
£80,000 - £90,000	2	3
£90,000 - £100,000	3	2
£100,000 - £110,000	1	1

Pensions contributions for higher paid employees totalled £92k (2022: £92k).

8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £248k (2022: £230k). There was £9k outstanding at the year end (2022: £34)

9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	Total £'000
Cost					
At the start of the year	163	1,595	337	154	2,249
Additions	-	-	61	93	154
Disposals	-	-	(8)	(41)	(49)
At the end of the year	163	1,595	390	206	2,354
Depreciation					
At the start of the year	-	739	286	154	1,179
Charge for the year	-	32	16	10	58
Disposal in year	-	-	(8)	(41)	(49)
At the end of the year	-	771	294	123	1,188
Net book value					
At the end of the year	163	824	96	83	1,166
At the start of the year	163	856	51	-	1,070

10. Investments - group and charity

a) Group

	2023	2022
	£'000	£'000
Market value at the start of the year	3,538	3,523
Donated Shares	-	264
Realised loss on disposal	-	(349)
Unrealised (loss)/gain	(220)	99
Market value at the end of the year	<u>3,318</u>	<u>3,538</u>
Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
Investments comprise:	2023	2022
	£'000	£'000
UK Common investment funds	3,054	3,273
Unlisted investments	<u>264</u>	<u>264</u>

b) Charity

	2023	2022
	£'000	£'000
Market value at the start of the year	3,538	3,175
Donated Shares	-	264
Unrealised (loss)/gain	(220)	99
Market value at the end of the year	<u>3,318</u>	<u>3,538</u>
Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
Investments comprise:	2021	2020
	£'000	£'000
UK Common investment funds	3,054	3,274
Unlisted investments	<u>264</u>	<u>264</u>

11. Subsidiary Undertaking

a) Trading

The charitable company controls one subsidiary. Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	2023	2022
	£'000	£'000
Turnover	649	773
Cost of sales	<u>(216)</u>	<u>(517)</u>
Gross profit	433	257
Administrative expenses	<u>(256)</u>	<u>(194)</u>
Profit on ordinary activities	177	63
Payment under Deed of Covenant	<u>(177)</u>	<u>(63)</u>
Net result	<u><u>-</u></u>	<u><u>-</u></u>

The aggregate of the assets, liabilities and funds was:

	2023	2022
	£'000	£'000
Assets	328	406
Liabilities	<u>(310)</u>	<u>(388)</u>
Funds	<u><u>18</u></u>	<u><u>18</u></u>

12. Analysis of net assets between funds - Group

a) 2023

Group	General	Designated	Restricted	2023
	£'000	£'000	£'000	Total £'000
Tangible fixed assets	-	1,166	-	1,166
Investments	3,318	-	-	3,318
Net current assets	1,243	4,959	1,520	7,722
	4,561	6,125	1,520	12,206

Charity

Charity	General	Designated	Restricted	2023
	£'000	£'000	£'000	Total £'000
Tangible fixed assets	-	1,166	-	1,166
Investments	3,318	-	-	3,318
Net current assets	1,225	4,959	1,520	7,703
	4,543	6,125	1,520	12,188

b) 2022

Group	General	Designated	Restricted	2022
	£'000	£'000	£'000	Total £'000
Tangible fixed assets	-	1,069	-	1,069
Investments	3,538	-	-	3,538
Net current assets	80	5,419	1,523	7,023
	3,618	6,488	1,523	11,630

Charity

Charity	General	Designated	Restricted	2022
	£'000	£'000	£'000	Total £'000
Tangible fixed assets	-	1,070	-	1,070
Investments	3,538	-	-	3,538
Net current assets	62	5,419	1,523	7,004
	3,600	6,489	1,523	11,612

13. Debtors

	The group		The charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade debtors	124	215	35	185
Amounts due from subsidiary	-	-	110	106
Tax and social security	-	6	-	6
Prepayments and accrued income	794	58,094	747	57,967
	918	58,316	892	58,265

Within prepayments and accrued income is £222k (2022: £168k) of prepayments relating to fundraising events which will be held after the year end.

14. Creditors: amounts due within one year

a) Creditors

	The group		The charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade and other creditors	292	239	250	77
Tax and social security	7	-	7	-
Amounts due to subsidiary HTH	-	-	-	-
Amounts due to independent hospices	135	153	135	153
Grants committed but not yet due	2,598	26,690	2,598	26,690
Accruals and deferred income	470	59,146	311	59,027
	3,502	86,228	3,301	85,946

Within accruals and deferred income is £146k (2022: £138k) of deferred income relating to fundraising events which will be held after the year end.

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2023 its subsidiary trading company, Help the Hopsices had a creditor value relating to value added tax of £30k (2022 £11k)

b) Deferred income reconciliation

	The group		The charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Balance brought forward	192	1,009	138	337
Amount recognised in year	(192)	(1,009)	(138)	(337)
Amount deferred in the year	299	192	146	138
Balance carried forward	299	192	146	138

15. Movements in funds

a) 2023	At 1 April 2022	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	112	(112)	-	-	-
NHS England	-	138	(113)	-	-	25
St Jame's place	157	550	(439)	-	-	268
Masonic Charitable Fund	1	600	(298)	-	-	303
The Kirby Laing Foundation	-	488	(481)	-	-	7
Health and Social Care Board old	57	224	(281)	-	-	-
Other projects	1,308	632	(1,023)	-	-	917
Total restricted funds	1,523	2,744	(2,747)	-	-	1,520
Unrestricted funds						
Designated funds:						
Fixed assets	1,070	-	(57)	-	93	1,106
Building repairs	500	-	(10)	-	-	490
Strategy 2017-2022	3,250	-	-	-	-	3,250
New Website	169	-	(114)	-	-	55
Digital/technology	700	-	(83)	-	(93)	524
Fundraising Innovation	250	-	-	-	-	250
Training and development	100	-	-	-	-	100
Future Vision	200	-	-	-	-	200
Transformation	250	-	(100)	-	-	150
Total designated funds	6,489	-	(364)	-	-	6,125
General funds	3,618	5,834	(4,671)	(220)	-	4,561
Total unrestricted funds	10,107	5,834	(5,035)	(220)	-	10,686
Total funds	11,630	8,578	(7,782)	(220)	-	12,206
b) 2023 Charity						
	At 1 April 2022	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	112	(112)	-	-	-
NHS England	-	138	(113)	-	-	25
St Jame's place	157	550	(439)	-	-	268
Masonic Charitable Fund	1	600	(298)	-	-	303
The Kirby Laing Foundation	-	488	(481)	-	-	8
Health and Social Care Board	57	224	(281)	-	-	-
Other projects	1,308	632	(1,024)	-	-	916
Total restricted funds	1,523	2,744	(2,748)	-	-	1,520
Unrestricted funds						
Designated funds:						
Fixed assets	1,070	-	(58)	-	93	1,105
Building repairs	500	-	(10)	-	-	490
Strategy	3,250	-	-	-	-	3,250
New Website	169	-	(114)	-	-	55
Digital/technology	700	-	(83)	-	(93)	524
Fundraising Innovation	250	-	-	-	-	250
Training and development	100	-	-	-	-	100
Future Vision	200	-	-	-	-	200
Transformation	250	-	(100)	-	-	150
Total designated funds	6,489	-	(364)	-	-	6,125
General funds	3,600	5,185	(4,022)	(220)	-	4,543
Total funds	10,089	5,185	(4,386)	(220)	-	10,668
	11,612	7,929	(7,133)	(220)	-	12,188

c) 2022

Group	At 1 April 2021	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
NHS England	12	98,859	(98,871)	-	-	-
Department of Health and Social Care	12	-	(12)	-	-	-
Other projects	899	2,018	(1,394)	-	-	1,523
Total restricted funds	923	100,967	(100,368)	-	-	1,523
Unrestricted funds						
Designated funds:						
Building repairs fund	185	-	-	-	315	500
Fixed assets	1,119	-	(50)	-	-	1,069
Website	300	-	(131)	-	-	169
Strategy	1,150	-	-	-	2,100	3,250
Digital/technology	-	-	-	-	700	700
Fundraising Innovation	-	-	-	-	250	250
Training and development	-	-	-	-	100	100
Future Vision	-	-	-	-	200	200
Transformation	-	-	-	-	250	250
Total designated funds	2,754	-	(181)	-	3,915	6,488
General funds	3,887	8,165	(4,617)	99	(3,915)	3,619
Total unrestricted funds	6,641	8,165	(4,798)	99	455.4	10,107
Total funds	7,564	109,132	(105,166)	99	455.4	11,630

d) 2022

Charity	At 1 April 2021	Income	Expenditure	Unrealised gains/(losses)	Transfers between funds	At March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
NHS England	12	98,859	(98,871)	-	-	-
Department of Health and Social Care	12	-	(12)	-	-	-
Other projects	899	2,018	(1,394)	-	-	1,523
Total restricted funds	923	100,967	(100,368)	-	-	1,523
Unrestricted funds						
Designated funds:						
Building repairs fund	185	-	-	-	315	500
Fixed assets	1,119	-	(50)	-	0	1,069
Web & Digital	300	-	(131)	-	0	169
Strategy	1,150	-	-	-	2,100	3,250
Digital/technology	-	-	-	-	700	700
Fundraising Innovation	-	-	-	-	250	250
Training and development	-	-	-	-	100	100
Future Vision	-	-	-	-	200	200
Transformation	-	-	-	-	250	250
Total designated funds	2,754	-	(181)	-	3,915	6,489
General funds	3,749	7,566	(7,814)	99	(3,915)	3,600
Total unrestricted funds	6,503	7,566	(7,995)	99	-	10,089
Total funds	7,427	108,533	(108,362)	99	-	11,612

15. Movements in funds (continued)

e) Purposes of restricted funds

NHS England - provided funding to Hospice UK to enable it to support hospices in England to facilitate the provision of palliative care and Covid-19 clinical services for the benefit of patients of all ages through both inpatient and community provision.

Health & Wellbeing Alliance - NHS England awarded £112,008 to a consortium of charities (Hospice UK, Marie Curie, Together for Short Lives and National Bereavement Alliance) in relation to our membership of the Alliance. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

Other projects - represents restricted funds for a variety of programmes supporting hospice care in the UK.

f) Purposes of designated funds

Fixed assets - represents the value of our tangible fixed assets

Building repairs fund - to budget for major repairs to the freehold property. A new designation was made in 2022 to cover planned renovation work to happen over the next two years

Strategy - to cover additional expenditure needed to achieve our strategic goals over the next five years

Website - for the development of a new website

Digital/technology - to cover investment in our IT infrastructure planned for the year

Fundraising Innovation - to allow us to invest in new approaches to income generation

Training and development - to cover training and development costs over the next three years

Future Vision - to complete our Future Vision programme

Transformation - to support our work to transform end of life care

16. Related party transactions

a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 336 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	Hospice Donations £'000	2022 £'000	2021 £'000
St Andrews	-	-	-	-	273
Hospice of the Good Shepherd	2	8	1	9	147
Dorothy House Hospice Care	-	-	-	-	908
Arthur Rank	5	52	-	52	538
Teeside	1	40	-	40	129
Saint Michael's Hospice (Harrogate)	2	70	-	70	884
North Devon Hospice	-	-	-	-	340
Naomi House and Jacksplace Hospices	-	-	1	1	55
St Catherine's Hospice	2	22	1	23	-
Compton Care	1	1	-	1	-
Total	13	193	3	196	3,274

Hospice UK paid the cost of travel and expenses incurred by Trustees whilst fulfilling their duties to Hospice UK. This includes the reimbursement of expenses totalling £2.2k (2022: £1k) for trustees.

Following an open tender process, the group commissioned St Michaels Hospice Harrogate to provide a national telephone support line for NHS staff and other care workers. A trustee of Hospice UK is the Chief Executive of St Michaels Harrogate. £210k was paid to St Michaels Harrogate for providing this service during the year (2022: £168k)

16. Related party transactions (continued)

b) Worldwide Hospice and Palliative Care Alliance (WHPCA)

The COO of Hospice UK, Craig Duncan, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £8k (2022: £9k).

At the end of the year Hospice UK owed £8k to WHPCA (2022: Hospice UK owed £8k to WHPCA).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

17. Operating lease commitments

Net income for the year for the Group are stated after charging operating lease payments on equipment of £43k (2022: £46k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023	2022
	£'000	£'000	£'000
No later than one year	3	43	46
Later than one year and not later than five years	7	-	6

18. Ultimate controlling party

There is no overall controlling party.

19. Post balance sheet events

There were no post balance sheet events.

20. Contingent Assets

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £0.7M (2021/22: £1.3M) The charity is extremely grateful to all the generous donors who support it through gifts in wills.

20. Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2022

	Unrestricted Funds		Restricted Funds £'000	2022 Total £'000
	General £'000	Designated £'000		
Income				
Donations and legacies:				
Funds raised for Hospice UK	7,073	-	1,727	8,799
Government grants to support COVID response	-	-	98,859	98,859
Funds raised for independent hospices	-	-	153	153
Income from other trading activities	59	-	228	288
The Coronavirus Job Retention Scheme Income	43	-	-	43
Investment income	56	-	-	56
Income from charitable activities:				
Supporting those providing end of life care	933	-	-	933
Total income	8,165	-	100,967	109,132
Expenditure				
Expenditure on charitable activities:				
Extend our Reach	568	20	517	1,105
Tackle Inequality	457	20	219	697
Work with Communities	880	20	30	929
Empower a Strong Hospice Sector	714	47	730	1,490
COVID-19 response in England	385	20	98,871	99,277
Costs of raising funds	1,593	53	-	1,646
Total expenditure	4,597	180	100,368	105,145
Net income/(expenditure) before gains/(losses) on investments	3,567	(180)	599	3,987
Realised gains on investments	(20)	-	-	(20)
Unrealised (losses)/gains	99	-	-	99
Net income/(expenditure) for the year	3,646	(180)	599	4,066
Transfer between funds	(3,915)	3,915	-	-
Net movement in funds	(269)	3,735	599	4,066
Reconciliation of funds				
Total funds brought forward	3,887	2,753	923	7,564
Total funds carried forward	3,618	6,489	1,523	11,630

HOSPICE UK

England & Wales - Charity number 1014851

Accounts



Audited annual report and financial
statements

For the year ended 31 March 2022

Charity registered in England and Wales No. 1014851

Charity registered in Scotland No. SC041112

Company No. 2751549

Contents

	Page
Acknowledgements	3
Directors and strategic report	4
Structure, governance and management	21
Reference and administrative information	24
Independent auditor's report	28
Consolidated statement of financial activities	32
Balance sheets	33
Consolidated statement of cash flows	34
Notes to the financial statements	35

Acknowledgements

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We are most grateful to our corporate and commercial partners, in particular abrdn plc, Amazon Smile, Anchor, Blue Stream Academy, Deutsche Bank, Dignity plc, Dreamscape Solutions Limited, Haysmacintyre, Joules Limited, Life Ledger, Lottoland, National Garden Scheme, NatWest Tyl, New Look Retailers Limited, Northern Trust, Peridot Partners, PwC Foundation, Raffolux, Skyline Business Services Limited, St James's Place Wealth Management, The Co-operative Bank and Towergate Insurance.

We would like to thank the Trusts and Foundations whose ongoing support has been invaluable in the response to the pandemic and beyond.

Our loyal and dedicated individual donors and events participants have provided both funds and inspiration for our work. We are sincerely thankful too to those supporters who have left a gift to Hospice UK in their Will, or have committed to doing so in the future.

We thank our Vice-Presidents, Ambassadors, the Development Board and the London Events Committee for their ongoing dedication and support.

Thanks also to the many staff and trustees of member hospices who give their time, expertise and wisdom to inform our work.

Through this year Hospice UK's staff and volunteers continued to deal admirably with the disruptions caused by the pandemic, and we thank them for their hard work and dedication.

Strategic report

Who we are

Hospice UK is the national charity for hospice and end of life care. We work to ensure everyone affected by death, dying and bereavement gets the care and support they need, when they need it.

Our vision

We believe that everyone, no matter who they are, where they are or why there are ill, should receive the best possible care at the end of their life. No one should die in avoidable pain or suffering.

Our mission

Our mission is to transform the way society cares for the dying and those around them. To empower individuals, communities and populations to embrace the ethos of hospice care and extend its breadth and reach to improve everyone's experience of death, dying and bereavement.

Strategic priorities

Hospice UK's five-year strategy, developed in 2017 and running to 2022, sets out four strategic goals which continue to guide our work in spite of the significant disruptions caused by the COVID-19 pandemic.

Our four strategic goals are:

1. Extend our reach and enable hospice quality care to be delivered in any setting.
2. Tackle inequality and widen access to hospice care.
3. Work with communities to build capacity and resilience to care for those at the end of life.
4. Empower a strong, dynamic and responsive hospice sector.

A strategy which sets out how these priorities translate into the children's hospice sector is available on our website.

Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives, including how we have responded to the ongoing COVID-19 pandemic.

Activities, achievements and performance

Responding to COVID-19

This year was the second full year in which the work of Hospice UK was significantly shaped by the COVID-19 pandemic. Even as the infection rate ebbed and flowed across the UK, the knock-on effects on the hospice and end of life sector have remained significant. Our focus has been to steer the sector through the immediate challenges of the pandemic and ensure that as a society we are better prepared to provide end of life care for all who need it into the future, including those who have historically missed out.

Throughout the year, Hospice UK has continued to work closely with the governments in Westminster, Cardiff, Edinburgh and Belfast, and with NHS England and the devolved health authorities, to ensure that the hospice sector was in a strong position to provide vital care to hundreds of thousands of people, and support the NHS as it responded to COVID-19. Building on the two rounds of government funding secured in England in 2020-21, along with consequential funding in Wales, Scotland and Northern Ireland, we were able to facilitate the hospice sector's continued support for the NHS and wider health and care system in response to the virus, in particular the Omicron wave.

With additional government funding of £99M for the period between December 2021 and March 2022 in England, we ensured hospices were able to support the NHS with the discharge of patients from hospitals to hospice care, and with wider community support for end of life care. Final figures have yet to be validated and confirmed but, nationally, this programme enabled more than four million community contacts, and more than 550,000 hospice at home and inpatient bed days over this period.

As part of the programme additional grant funding was available to enable access to a single point of contact (SPOC) for palliative care and 24/7 specialist palliative care advice and support. Hospices or NHS organisations were eligible to apply for this funding. A total of 73 grants were awarded, totalling more than £4 million.

Throughout the year we continued to manage the successful distribution of Personal Protective Equipment to hospices free of charge, via a network of local distribution hubs provided voluntarily by 13 hospices. By 31 March 2022 the network enabled the distribution of more than 85 million items of PPE in total since the start of the pandemic, including more than 38 million items this year. As from 1 April 2022, hospices are integrated into the mainstream PPE distribution system. In addition we have continued to successfully advocate on behalf of hospice staff for access to vaccinations and testing, co-ordinating sector submissions to government consultations on these matters.

The sections that follow look in detail at our projects and activities under our four strategic priority areas, both as they relate to the COVID-19 pandemic, and our ongoing work to improve and strengthen end of life care for the future.

Strategic priority 1: extend our reach and enable hospice quality care to be delivered in any setting

Sharing knowledge, skills and best practice is a core to our work. Our goal is for high quality end of life care to be delivered wherever it is needed, and through a number of networks and forums, we encourage and empower frontline staff and clinical leaders to collaborate and learn from one another to achieve this. As the end of life care system reshapes in line with wider healthcare system reforms across the UK, this collaboration and joint working is becoming ever more important, and it informs our influencing work with governments and other authorities across the UK.

Project ECHO

Project ECHO (Extension of Community Healthcare Outcomes) goes from strength to strength as a tool to co-ordinate the response to the pandemic and to drive improvements in all aspects of end of life care. It provides an evidence-based model for education, training, sharing best practice, co-creating new service delivery models and supporting more integrated working for healthcare professionals delivering services in palliative and end of life care.

The ECHO methodology promotes effective virtual learning with an emphasis on co-production and co-design. 100% of responders rate the ECHOs ran by Hospice UK to be of high quality, with 69% reporting that they had made changes to processes or practices as a result of their participation.

This year Hospice UK saw 2,000 (2020/21: 7000) attendances across ECHO networks covering:

- Bereavement Collaboration.
- COVID-19 Business Continuity/Innovation.
- COVID-19 Clinical.
- Outcome Measures in Practice.
- QI Hospice-led COVID-19 Bereavement.
- Resilience Based Clinical Supervision.
- Palliative Care and Dementia.
- Infection Prevention and Control.

The ECHO sessions provide safe online spaces for chief executives, trustees and managers from across the UK to share, discuss challenges and agree on collective solutions. As we emerge from the pandemic, ECHO Networks will continue to help recover and rebuild services in a much changed world, and with the development of Integrated Care Systems in England, ECHO provides a key enabler for hospices and other organisations.

While continuing to work with our 'superhub' partners in Sheffield and Inverness, we also trained hospices and NHS Trusts to become ECHO hubs, with 34 people from six organisations completing immersion training (202/21: 55 people from fourteen organisations completing immersion training)

Project ECHO in Northern Ireland

In Northern Ireland, our contract with the Health and Social Care Board (HSCB) continues to meet the demands of the health and social care sector delivering its services during a pandemic. Participants were able to connect in real time to receive updates, work through new guidance, build relationships, solve problems collaboratively, learn from each other and provide support.

Our Project ECHO team in the Hospice UK Belfast office provided extensive support and training to health and social care partners across Northern Ireland to help keep services connected. In total the ECHO team delivered 224 (2020/21: 398) ECHO Sessions with more than 8,500 (2020/21: 15,070) attendances. In March 2022, we published the Project ECHO NI Evaluation Report, demonstrating a positive impact across the health system in Northern Ireland. Healthcare providers describe Project ECHO as contributing to improved knowledge, skills, confidence, self-efficacy, and satisfaction across all disciplines and levels of the health system.

Clinical Communities of Practice

Alongside our ECHO networks, we run a number of clinical communities of practice which meet virtually using a webinar format. This year we ran 20 webinars across our communities of practice that cover:

- Infection prevention and control
- Clinical benchmarking and patient safety
- Research and outcomes
- Palliative care and dementia
- Transitions from children's to adult services
- Education
- Executive Clinical Leads in Hospice and Palliative Care (ECLiHP)

These sessions reached more than 1700 participants with strong representation across the four nations. The sessions allow the sharing and discussion of vital information and best practice. Topics discussed included revised definitions for pressure ulcers and medical incidents in hospices, policy consultations in the four nations, and vaccination policy for staff. Building on our communities of practice, we also ran a one-day virtual conference for Executive Clinical Leads in Hospice and Palliative Care and Strategic HR and Workforce Leads.

Listening to the voices of people affected by death, dying and bereavement

Listening to and understanding the experiences of people affected by death, dying and bereavement must be at the core of our work, shaping Hospice UK's strategy and activities. The pandemic has thrown this priority into sharper relief than ever, and over the course of this year we have begun a detailed, long-term exercise through which we are exploring how to make sure our public voice work in all its forms is meaningful, beneficial and appropriate.

Closely linked to our equality, diversity and inclusion agenda, we are exploring how best to listen and respond to the voices of people who have historically been less heard, and seeking to understand internally how this can help to shape our work. This includes everything from our public facing campaign work through Dying Matters, to our numerous projects to support professionals to deliver better care. One example this year is our work with Maureen Anderson, whose parents died at home in July 2020, at the height of the first wave of the pandemic. Maureen's experience, and her commitment to sharing it and ensuring it is learned from, has been driving much of our policy, influencing and campaigning work on the issue of excess deaths at home. As well as briefing parliamentarians and policy stakeholders, we have worked with Maureen for her to help us to engage the public through campaigning work due around Dying Matters Awareness Week 2022.

Influencing the policy agenda

Our influencing of policy across the four nations has gone from strength to strength, championing the quality of hospice and end of life care and building ever stronger relationships with key decision makers. As well as securing further hospice grant funding we have secured direct policy change through a number of our projects, detailed through this report.

A key target has been to increase our ability to rely on the actions of parliamentarians across the UK, the success of which has been embodied through our cross party parliamentary groups, the frequency of mentions of Hospice UK in different parliaments and the attendance of the Minister of State for Care, Gillian Keegan, at our national conference.

In England we were proud to be a partner organisation, alongside Marie Curie, Together for Short Lives and Sue Ryder, in putting forward and successfully campaigning for an amendment, via our All Party Parliamentary Group co-chair Baroness Finlay, to the Health and Care Bill 2022. Once enacted the amendment would put palliative care on a statutory footing in England for the first time, meaning Integrated Care Systems will be expected by law to consider the local need for end of life care. Statutory guidance to support implementation of the amendment, which we will feed into, is expected in 2022-23.

We have engaged with different Westminster government departments and committees on a range of issues. This includes the Care Quality Commission's new strategy, Health Education England's workforce strategy, the Autumn Budget, the Health and Social Care Committee's inquiry into workforce, the initial UK COVID-19 Public Inquiry terms of reference and the Dementia Ten Year Plan. We also provided an extensive submission to the UK Commission on Bereavement.

Hospice UK co-ordinates the Palliative and End of Life Care Consortium of the Health and Wellbeing Alliance (England). The Alliance connects third sector organisations with policy teams from the Department of Health and Social Care, NHS England and the Office for Health Improvement and Disparities. Through the Alliance we championed end of life care on government policy development around patient involvement, volunteers, mental health, the Health Disparities White Paper and digital inclusion.

Through our secretariat role with the All Party Parliamentary Group (APPG) on Hospice and End of Life Care we have provided a platform for parliamentarians and public to hear about the impact of the pandemic on end of life for people and professionals. The APPG, with all sessions well attended by a range of MPs and Peers, has held several oral evidence sessions as well as receiving more than 100 written responses which will be used both to inform the UK COVID-19 Public Inquiry, and to make a series of recommendations on what the sector will need to recover and develop beyond the pandemic.

Influencing in Wales

In Wales, Hospice UK successfully engaged prospective Members of the Senedd ahead of the 2021 elections, publishing our own manifesto. Our work helped to secure strong support from the new Welsh Government following the elections, including commitments to 'focus on end of life care' and 'review hospice funding'. This has led to an additional £2.2 million in annual funding for third sector hospices in Wales alongside ongoing work to develop a more collaborative, integrated and sustainable funding model for the future.

Hospice UK has also successfully advocated for the Welsh Government to address inequalities, improve out-of-hours support and to take a more collaborative approach to end of life and palliative care in Wales through emerging policy documents like the Quality Statement and National Programme.

This work was informed by publication of our Future Vision Cymru Seamless and Sustainable report outlining how end of life care can be made more accessible, equitable and sustainable for adults and children. The report was launched at the Welsh Labour Spring conference where we discussed its findings with members of the Senedd and the Minister for Health and Social Services.

Hospice UK continues to provide secretariat to the Senedd Cross Party Group on Hospice and Palliative Care, which ran an inquiry into experiences of end of life care during the pandemic with a report due to be published.

Influencing in Scotland

In Scotland we launched a major report into the Future of Hospice Care in collaboration with the Scottish Hospice Leadership Group. The project was informed by five focus groups with hospice and palliative care staff, polling from more than 500 members of the Scottish public, an evidence review of published academic papers, a survey of hospice staff and in depth interviews with key stakeholders in the sector.

The report looks at the role and contribution of hospice care, the sector response to COVID-19, how hospices are adapting to meet future challenges and what is needed to enable change. It continues to be central to our discussions with senior Government ministers and civil servants as they form the priorities of the Scottish Government's new programme on end of life care.

We produced a manifesto of asks of political parties in the May 2021 Holyrood elections, calling for further bereavement support, help for family carers, a sustainable funding solution for hospices and a renewed approach to social care. We and our partner organisations were pleased to see joint requests for a new strategy for palliative and end of life care met by the new Scottish Government, and those organisations are now working closely with civil servants to develop what that strategy will look like.

We provided detailed responses to a number of consultations, including the National Care Service (NCS), the Scottish approach to a COVID-19 public inquiry and a member's bill on assisted dying, both of which were informed by hospice members and their staff as well as close collaboration with other third sector organisations. On the NCS we worked with the Scottish Partnership for Palliative Care to produce in depth analysis for members on what is likely to change and how that might impact our sector. We anticipate the NCS, assisted dying and the COVID-19 inquiry to remain high on the agenda in political and public debate over the coming year.

End of life care training for care home staff

The Wolfson Foundation agreed that Hospice UK could reallocate £100,000 from our bursary grant to support the delivery of Gold Standards Framework training and accreditation for care homes.

The Grant funding enabled the delivery of GSF quality improvement programmes in end of life care, with the aim of supporting the care home sector by putting a systematic process in place to ensure everyone receives quality end of life care. A total of 75 care homes have benefited from the programme, with a further eight in line for training in April 2022.

Strategic priority 2: tackle inequality and widen access to hospice care

End of life care is unequal, with many thousands not receiving the specialist care they would benefit from at the end of life. While research is needed in this area, we know that those missing out are disproportionately drawn from groups who miss out throughout their lives, including racialized communities, people from lower socioeconomic backgrounds, LGBT+ communities, and people living in rural communities. Our research and influencing programme in this space has stepped up significantly this year, with the twin aims of better understanding what is happening for different communities and why, and then working with those groups to identify what needs to change, and how.

Our research on equality and inclusion

This year we published *Equality in Hospice and End of Life Care: Challenges and Change*. The report reviews recent academic literature, puts forward examples of good practice submitted to us from across the sector and identifies where key challenges exist for people from nine different parts of our communities when it comes to accessing end of life care. It has since been cited within NHS England's end of life plan on inequalities and we have presented the work at NHSE webinars, at conferences and to key stakeholders, including Welsh Government and the Scottish Hospice Leadership Group.

The *Challenges and Change* report provides the foundation for a series of 'deep dive' research projects examining the experiences of different groups in end of life care. The first such report, *Dying Behind Bars*, was published this year, examining how the surge in the numbers of deaths in prisons has led to a significant unmet need for end of life care. The research revealed examples of: inequivalent care in prisons to what would be received in the community; inappropriate use of restraints on people in prison and end of life; lack of consideration of compassionate release for people in prison facing end of life and a lack of bereavement support for both staff and people in prison following a death.

Off the back of the report Hospice UK continues to work to make the case for better end of life care in prisons and to share examples of good practice. We have built strong relationships with the Ministry of Justice, UKHSA, prison authorities and health and justice leads, while our work with the NHSE Strategic Clinical Network in the East of England is being widely recognised. We are one of the few non-justice organisations closely linked into the development of a Ministry of Justice strategy on older people in prisons, and sit on a small working group setup to create bereavement guidance for prisons to work to.

We are very pleased that both the strategy and guidance reflect recommendations set out in *Dying Behind Bars*, including bereavement support within prisons and a review of the compassionate release process. Our growing presence in this area was reflected by more than 250 attendees from across health and justice joining our expert webinar on prisons and end of life care. We will continue the project in the year ahead, with a key aim to formalise a community of practice or ECHO in this space.

The next 'deep dive' report, due for publication in 2022-23, will focus on the experiences and perceptions of end of life care among trans and non-binary communities.

Support for people dying at home

The COVID-19 pandemic led to a significant and ongoing surge in the numbers of people dying at home, the vast majority of whom died from causes unrelated to coronavirus. While it has long been understood that dying at home can be a preference for many people, it is clear during the pandemic that many thousands won't have done so by choice, and may not have had the right care in place.

Through our Dying Matters campaign and policy and research work, we have successfully highlighted this important issue, which previously was 'under the radar'. Analysis of public data on deaths at home combined with our knowledge of end of life care highlighted that up to 1,000 additional people a week were dying at home compared to five year averages, with many of these unlikely to have received the specialist end of life services such as pain relief and symptom management which they might have benefited from.

In a project which will continue into 2022-23, we have been providing a platform for some of the families affected to share their experiences, securing significant national media coverage including on Channel 4 News, Sky News and in a number of national newspapers, and engaging a growing range of MPs and other decision makers on the issue. Our parliamentary work too has provided further opportunities to hear from those with lived experience, with our co-ordinating role for both the Cross Party Group in Wales and All Party Parliamentary Group in Scotland delivering evidence sessions on deaths at home that were attended by parliamentarians from across party lines.

Hospice UK continues to push for the challenge of deaths at home to be specifically considered by the UK COVID-19 Public Inquiry.

Transitioning from children to adult services

In September 2019, a three-year project began to consider and address the need of young people with long-term conditions as they transition from children's to adult services. After some delay owing to the pandemic, three ECHO Transition Hubs are now established and facilitating learning events for their communities of practice. In order to truly capture the voice of young people some initial work has begun with a young person with complex healthcare needs to understand her lived experience of transition. She has agreed to be involved in the evaluation of this project. Attendance at the quarterly Transition Co-ordinators meeting and receipt of the quarterly Transition bulletin continues to increase.

Strategic priority 3: work with communities to build capacity and resilience to care for those at the end of life

The pandemic has the potential to shift the willingness and ability of communities, companies, health and care staff and the wider public to think about and plan for end of life. Hospice UK continues to deliver a growing range of projects and activities designed to nurture, encourage and support communities of all types to talk about, plan for and respond well to death, dying and grief. Working together is critical to continue to deliver this significant societal change.

Driving public conversations through Dying Matters

We have continued to evolve and diversify the activities and approach of our Dying Matters campaign, with a strong response from the public. Our strategy centres on meeting our audience where it is – and so talking about dying and grief in a way which is culturally relevant and engaging.

Dying Matters Awareness Week continues as a centrepiece of the campaign, and in May 2021 more than 160 public events encouraging people to consider end of life took place across the country. These events generated more than 100 pieces of media coverage, driving the local and national conversation about death and dying. And to support these conversations, there were more than 15,000 downloads of our refreshed range of resources and advice.

Storytelling, and sharing people's voices and experiences played a central role this year. This prompted a positive response, with more than 13,000 views of our campaign film, and a reach of more than 800,000 on Twitter, for example. We also saw more than 2,000 new people subscribe to our email newsletter.

The campaign continues to expand beyond Awareness Week. Now in its third year, #IRemember in November 2021 saw hundreds of members of the public sharing memories of loved ones who have died. More than 40 'influencers' backed the campaign, including MPs, podcasters and celebrities, and for the first time we commissioned an original creative piece to support the activity, in a spoken word poem delivered by artist Suli Breaks. This activity was designed to broaden our audience and provide a platform for different ways of talking about grief which have historically been underrepresented.

Building on this growing strand of creative arts work, with support from Dignity plc, we have piloted for the first time this year a small Dying Matters grants programme. We're grateful to Dignity for their financial support and for their backing of our mission to open up conversations about death and dying. The grants will fund arts and culture based activities with a specific focus on encouraging conversations about death and grief with communities who have traditionally been less supported by this sort of work, informed by Hospice UK's work in this area. We have received more than 130 applications to the programme and will be disbursing the funds to a small number of successful projects next year. After a successful pilot we hope to expand this programme in 2022-23.

Supporting health and social care staff

At the start of the COVID-19 pandemic, NHS England and the Department of Health and Social Care commissioned Hospice UK to establish a bereavement support and trauma helpline for health staff experiencing distress in their personal life or through witnessing multiple deaths in their work as a result of the pandemic. Partnering with North Yorkshire Hospice Care's existing local service, Just 'B', we expanded the service to a confidential, national telephone helpline offering emotional wellbeing, bereavement and trauma support to NHS, care sector staff and emergency service workers and their family members. The project has now finished. During the 18 months the helpline ran it supported more than 900 frontline workers with their mental health.

In partnership with Shout, Samaritans, Mind and The Royal Foundation of the Duke and Duchess of Cambridge, we launched the Our Frontline campaign in spring 2020 in response to COVID-19. The campaign was set up to provide mental health and wellbeing support to frontline health, social care and emergency workers during the pandemic, signposting the available services – including Just 'B' – provided by each partner through a specifically designed website portal.

Over 270,000 people visited the website for information and the campaign reached more than 35 million people. Our Frontline campaign came to a close in November 2021 however the partner organisations remain committed to supporting frontline and key workers through their ongoing work.

Providing information and advice

The demand for information and advice about hospice and end of life care is significant, and while many people use local advice services, Hospice UK provides a central, national hub of information for families experiencing dying and bereavement, and for professionals working in this space. Over the course of 2020-21 we responded to more than 800 direct enquiries covering issues such as how to talk about death and dying, support for family members in a caring role, advice on volunteering, and professional advice for those seeking a career in hospice or palliative care.

Many thousands more accessed similar information online. As part of a major website redesign project, we also overhauled, refreshed and centralised the information available on our website, condensing a vast array of disparate resources into an easy-to-navigate, user driven resource with real life stories and practical advice. The website now incorporates the Dying Matters campaign, ensuring all our resources and support are in one place.

The new website also features an enhanced directory of hospice care which includes for the first time summaries of key services provided by each hospice.

Working with corporate partners

We have again received incredible support throughout the year from our corporate partners from supporting our vital work financially, to raising awareness of death, dying and grief.

In 2021, we celebrated the 25th anniversary of our partnership with the National Garden Scheme. Since we began working together in 1996, the National Garden Scheme have donated an incredible £6.4million to Hospice UK. To mark this significant milestone we sent David Austen 'The Generous Gardener' rose plants to participating hospices. The National Garden Scheme remains one of our largest and most loyal supporters, donating £500,000 this year.

We had a hugely successful first year in partnership with the PwC Foundation. PwC colleagues raised £140,000 during this time through a range of fundraising activities, including a touring-the-nation walking challenge and virtual carol concert. We've also been lucky enough to benefit from PwC's wide range of skills, and employees have supported Hospice UK and their local hospices by completing 67 hours of virtual volunteering, including running risk management training for hospices, and sourcing auction prizes for our Gala Dinner.

Our two year partnership with Deutsche Bank came to an end in December 2021. Despite the pandemic drastically changing the fundraising landscape, together we raised a remarkable £2.3million. In September 2021 the Deutsche Bank One Day campaign took place, where staff showed enormous generosity by donating a day of their salary to Hospice UK and raising a phenomenal £858,000. In addition, colleagues also took part in the three peaks challenge, and the Olympics-inspired virtual Tokyo Challenge, covering a distance of 6,000 miles (London to Tokyo) by running, walking, cycling or running.

We're proud to be working with our retail partners New Look and Joules. New Look colleagues and customers across the UK took on a series of sport-themed fundraising challenges as part of their 'Going for Gold' fundraiser. A variety of activities took place, including employees taking on the Yorkshire Three Peaks Challenge and a cycling challenge from Newcastle to Edinburgh. Going for Gold raised over £150,000. Our partnership with Joules began in 2017 and is still going strong. They found innovative ways to continue supporting hospice care through such difficult times, raising more than £30,000 through employee fundraising and online donations.

We've had a long-term partnership with The Co-operative Bank since 2003. The Co-operative Bank's generous colleagues and customers donated more than £55,000 through their Everyday Rewards accounts.

Compassionate Employers

In addition to fundraising with companies, our Compassionate Employers programme has developed and expanded over the last year. Compassionate Employers is our workplace support programme, helping organisations support their employees affected by grief, caring responsibilities or a life-changing diagnosis.

Compassionate Employers upskills employees, teams and line managers through training, advice and resources to ensure they are confident and capable to support themselves and others. Our comprehensive assessment and tailored recommendations help employers progress towards becoming a gold standard Compassionate Employer.

We now have six organisations on the programme, with 75% renewing their membership into a second year.

Over the last year we have refreshed our research into the need for this programme, and revamped our marketing materials to help us promote Compassionate Employers. Having spoken at panel events and events such as the Health & Wellbeing at Work Conference, we are building our external profile as experts in this field.

Supporting people bereaved by COVID-19

The clinical team at Hospice UK moved rapidly in March 2020 to secure funding to support bereavement services as they moved online during the COVID-19 pandemic. The project has continued over the past year, with the aim of reaching people who might not be able to ordinarily access bereavement services and to prototype the different approaches to providing online support.

Nine hospice partners took part in the programme and ran 21 projects across a six-month period. The participating hospices were selected because they were already bringing their services online and engaging people who wouldn't ordinarily have accessed bereavement support. The project presented an opportunity to enable changes so virtual bereavement services can be delivered to people in their own homes, workplaces and communities.

The project team delivered monthly masterclasses, and Project ECHO peer-to-peer learning sessions. Alongside varied project specific monitoring, the project work was evaluated through short online session evaluations, and regular accounts of progress by the participants.

While many hospices have brought their services online, the project brought rigour to this area by introducing teams to Quality Improvement methodology to develop their project management skills, to provide a framework for identifying and testing change ideas, to measure impact, and to plan for the future.

Strategic priority 4: empower a strong, dynamic and responsive hospice sector

The resilience of the hospice sector has shone through during the pandemic – but the crisis has also exposed the fragility of end of life care, and significant questions remain about its future structure and funding. Our programme of work under this strategic priority is designed to consider

those big questions, while also providing practical support for hospices and hospice staff to innovate and improve care in the short and medium term.

Future vision programme: re-imagining a more sustainable future for palliative and end of life care

Launched in 2020, the Future Vision programme exists to harness expertise and knowledge to support and build the capacity of local care providers to achieve long term sustainability within their system. This is a three-phase programme with the design and development of each phase dependent on the outcomes of the previous phase.

Phase One – the Discovery Phase - started the exploration of routes to a more sustainable future for palliative and end of life care by identifying the barriers and challenges to transforming systems that exist, and then looking at the integration and collaborations already underway. This first phase led to the identification of nine recommended principles for sustainability. These principles form a framework that is now being used by hospices and systems commissioners to provoke system-wide strategic conversations and re-imagine a new approach.

Phase Two, launched at the end of 2021, utilises the nine principles as a framework to bring different partners together to share insight, intelligence, learning and experiences from across local, regional and national systems. A new online Innovation Hub to share knowledge and experience, along with dedicated resources to steer the building of relationships within systems are aimed at building the capability, capacity and confidence of hospices to explore potential new solutions and initiatives they need to enact the change needed for their community.

Our annual national conference and programme of webinars and networks play a key part of this. Our first national conference since the start of the COVID-19 pandemic was attended by more than 600 delegates from across hospice and end of life care. Along with our Innovation ECHO meetings, our regular trustee network meetings are attended by more 100 delegates from senior positions and boards in hospices across the UK.

The national conference would not be possible without the support of our corporate sponsors and exhibitors. We would especially like to thank our Gold and Silver sponsors: Blue Stream Academy, Dreamscape Solutions, Life Ledger, Skyline Business Services, Towergate Insurance and Peridot Partners. Rathbone Investments also attended the conference, having been a longstanding supporter of Hospice UK's conferences and events. abrdn, another loyal supporter of our Trustee Network, also provided a bespoke webinar for hospice trustees to introduce an investment guide they produced exclusively for hospices.

These forums and networks all provide opportunities to showcase strategic and innovative thinking from across hospice and end of life care with practical examples of experience and knowledge on implementing innovative approaches.

Mapping and supporting the workforce

Hospice UK conducted a 'snapshot' workforce survey, launched in March 2021, to map the specialist palliative care workforce across the four nations. This was the first such survey carried out since 2013, and provides an important overview of the clinical workforce.

The key headline findings provide reinforced evidence for known challenges, and shine a spotlight on the challenges we are facing. These include the increasingly ageing workforce – with more than 35% of the total workforce above the age of 55 – and the level of vacancies, with around 1200 nursing vacancies identified at the time of the survey.

The snapshot confirmed the urgent need for stronger development of clinical career pathways and education networks with a focus on workforce supply, recruitment, and crucially, retention. We are planning to build our understanding of these challenges further during 2022-23, and continually share practice examples within our clinical communities of practice and ECHO network sessions.

Resilience based clinical supervision

Our workforce is our most precious resource when it comes to caring for people with life limiting conditions and supporting them to live as well as possible until they die. We are investing in raising awareness of the importance of staff wellbeing, and we are working in partnership with the Foundation of Nursing Studies to equip clinical supervisions to support the emotional wellbeing of their staff. More than 20 hospices are actively taking part in this work through the development and implementation of a Resilience Based Clinical Supervision model, which we are collectively aiming to further champion and cascade to support more staff across the sector.

The work builds on and complements existing wellbeing models, and is based on the principles of valuing all staff and developing a compassionate culture where support is seen as an essential component of working life, and is fully supported by hospice senior leadership teams.

Our grant programmes

Our grants programmes are designed to drive innovation and improvement in hospice care across the UK. As well as improving care locally, as Hospice UK we share the learnings and innovations that emerge from the grants with others around the sector. This year we awarded a total of 239 grants (excluding NHS England funding) worth more than £352,000.

With generous support from the Rank Foundation, we have awarded six grants to hospices within Scotland totalling £96,316. The projects are aimed at re-opening day care using new approaches to both virtual and safe face-to-face services.

The Wolfson Foundation continues to support hospice staff with bursaries for professional development awarded by Hospice UK. This year 229 staff were awarded a bursary, with a total value of nearly £208,000.

Celebrating the sector through Hospice Care Week 2021

This year we set out to celebrate all that is achieved by the hospice community in the UK through Hospice Care Week. Nearly 150 hospices took part on social media, with many other face to face events in and around hospices across the country. A number of hospices generated local and national media coverage, educating the public about hospice care. The week remains a focal point for member hospices to come together and illustrate how important hospice care is, and share stories of its impact for thousands of families.

Financial review

Overall Financial Performance

Our net movement on funds, before investment gains, was a surplus of £4M (2020/21: surplus £0.8M).

The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds, before any investment gains / losses. We recorded a surplus on unrestricted general funds of £3.6M (2020/21: £1.1M) before investments gains. The trustees were satisfied with the financial performance.

Our total income for 2021/22 was £109M compared to £264.4M in the previous year. The reduction compared to the prior year was due to a reduction in the level of emergency COVID-19 support provided by NHSE.

Total expenditure fell from £263.5M million in the previous year to £105M for similar reasons. We spent over 99% of our expenditure on charitable activities, and less than 1% on fundraising.

Our trading subsidiary Help the Hospices Trading made a profit of £63k (2020-21: £61k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The improved financial performance was primarily because we were able to hold our annual conference this year (cancelled last year due to COVID-19).

In December 2021, the Gold Standards Framework CIC became independent from Hospice UK. The results for the year are consolidated up until 30 November 2021.

Investment policy and performance

Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place. Each of our investments performed in line with, or better than, its benchmark, and therefore overall the trustees were satisfied with this performance.

In the financial year under review, our investments increased in value by £99,000 (2020/21: £406,000 increase). We also generated income of £56,000 (2020/21: £107,000) from our investments and cash holdings.

Principal Funding Sources and Fundraising Strategy

The vast majority of the charity's income comes from fundraising income (excluding one off emergency Covid-19 income that was received from NHSE during the year). More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are income from corporate partnerships and charitable trusts. Legacies, payroll giving and fundraising events are also significant sources. Our fundraising strategy focussed on maximising donations from existing income sources, while developing new income streams. To that end, we hope to grow our donations from corporate partners, commercial sponsors, major donors and individuals in future years.

Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £3M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately, and authorise additional expenditure on specific projects.

At 31 March 2022, the charity had total funds of £11.7M. Of these, £3.7M represent free reserves and therefore we are holding funds in line with our reserves policy.

Impact of COVID-19 on our Activities and Finances

In common with all organisations in the UK, our activities and finances in 2021-22 were significantly impacted by the COVID-19 epidemic.

Whilst we expect our financial performance in 2022-23 to return to levels similar to that experienced prior to the pandemic, our reserves policy has been reviewed in light of the risks associated with the pandemic, and we believe we are holding sufficient funds to ensure that our activities will not be impacted by any potential funding shortfalls in the short term.

Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, taking into account any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.
- The Covid-19 grants programme operated in partnership with the funder, NHSE England, and that grant programme was subject to the governance processes of NHSE England. As well as our grants programmes, we also work with our corporate partners to raise money directly for local hospices. The funds raised through our corporate partnerships are allocated to local hospices that are twinned with our partners' branches or offices. The twinned hospice is chosen through a combination of the company's locality, previous relationships with hospices and its employees' preferences.

Risk assessment

The Trustees, together with the Senior Management Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

Risks are monitored against the four key areas set out in our strategic plan.

As part of this work, we maintain a risk register, which is reviewed and discussed regularly by the full Board of Trustees, and actions are taken to mitigate risk where appropriate.

Compliance with Fundraising Standards

Staff employed by Hospice UK carry out the majority of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties, and ensure that anyone working on our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

Hospice UK is registered with the Fundraising Regulator, and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate. In the past year we have not engaged in telephone marketing or in raising money from door to door or street collections

Plans for Future Periods

We have identified five key priorities for 2022-23:

- Support hospices (and the wider palliative care sector) to operate as effectively as possible by sharing knowledge and expertise across the sector.
- Transform Hospice and End of Life Care (through collaboration, integration and resources)
- Inform the public about end of life care, death, dying and bereavement. Motivate them to actively engage and support our cause.
- Promote equality related to death, dying and bereavement
- Ensure Hospice UK is a strong organisation

This concludes the strategic report.

Structure, governance and management

Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising and controls the Gold Standards Framework (a community interest company, number 07231949).

The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees, and voted on by all members.

Hospice UK trustees are detailed on page 22. Two thirds of trustees are elected for a four-year term and can then be re-elected for a further four years. Trustees can co-opt any duly qualified person to serve as a trustee, providing the number of co-opted trustees does not exceed one-third of the total number of trustees. The full Board met eight times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one

familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

A number of trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

- Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. The committee met two times during the year.

- People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Management Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met two times during the year.

- Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met three times in the year, and the key activity during the year was the setting of the charity's budget and regular monitoring of performance against it.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

Membership

The membership structure of Hospice UK came into being in April 2007. At 31st March 2022, there were 210 members (31 March 2021: 210)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board – two thirds of the trustees of Hospice UK are elected from within and by member hospices, with the remaining one third co-opted
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Forum of Chairmen and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

The Advisory Council and the Forum of Chairmen

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Management Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairmen, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairmen (Kate Tompkins) each hold a place on the Board of Hospice UK.

Reference and administrative information

Trustees

Paul Jennings #	Chair Appointed November 2020
Chloe Chik ^{#,3}	Appointed September 2021
Tony Collins ^{* 2}	Deputy Chair Reappointed May 2019
Emma Reynolds ^{#,}	Reappointed July 2020
Kate Tompkins ^{*,1}	Appointed in February 2017 Retired 5 July 2022
Stephen Roberts ^{*1}	Appointed July 2017 Reappointed Sept 2021
Dr Mike Miller ^{* 1,2}	Appointed May 2018 Reappointed May 2022
Michelle Rollinson ^{*2,3}	Appointed May 2019
David Smith ^{*3}	Appointed November 2019
John Knight ^{*3}	Appointed November 2019 Retired March 2022
Rhian Edwards [*]	Appointed June 2022
Terry O'Leary ^{''}	Appointed July 2022
Sharon Allen ^{*1,2}	Appointed Sept 2021

A co-opted trustee

* A trustee elected by the membership

Membership of Board committees as of 31 March 2022

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

Founder

Anne, Duchess of Norfolk CBE

Vice-Presidents

Baroness Finlay of Llandaff

Martyn Lewis CBE

Robert Peston

Prof. David Clark

Lord Howard of Lympne

Senior Management Team (as at date of approval)

Craig Duncan

Jonathan Ellis

Catherine Bosworth

Rowena Lovell

Sarah West

Chief Operating Officer

Director of Policy, Advocacy and Clinical Programmes

Director of Income Generation

Director of Strategy and Governance

Director of Campaigns and Communications

Registered office

34-44 Britannia Street

London

WC1X 9JG

Charity and company registration

Registered charity in England and Wales: 1014851

Registered charity in Scotland: SC041112

Company limited by guarantee: 2751549

Solicitor

Bates, Wells and Braithwaite

2-6 Cannon Street

London

EC4M 6YH

Auditors

Price Bailey LLP

1 Dane Street

Bishop's Stortford

Hertfordshire, CM23 3BT

Bank

Coutts and Co.

440 Strand

London

WC2 0QS

Statement of trustees' responsibilities

The trustees (who are also directors of Hospice UK for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors 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; and
- 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 ensuring proper accounting records are kept 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

The trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

Approved by the Trustees on 21 October 2022 and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Paul Jennings', written in a cursive style.

Paul Jennings

Chair of Trustees

Independent Auditor's Report to the Members of Hospice UK

Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement 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 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 annual report. Our opinion on the financial statements does not

cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

Auditor responsibilities for the audit of the financial statements

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

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

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

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and enquiries of management and officers of the Charitable Group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

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.

Use of our report

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



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

3rd Floor,

24 Old Bond St,

Mayfair,

London

W1S 4AP

Date: 21 October 2022

Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2022

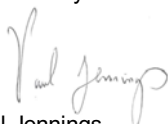
	Note	Unrestricted Funds		Restricted Funds £'000	2022 Total £'000	2021 Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		7,073	-	1,727	8,799	5,125
Government grants to support COVID response		-	-	98,859	98,859	257,808
Funds raised for independent hospices		-	-	153	153	165
Income from other trading activities		59	-	228	288	349
The Coronavirus Job Retention Scheme Income		43	-	-	43	172
Investment income		56	-	-	56	107
Income from charitable activities:						
Supporting those providing end of life care		933	-	-	933	628
Total income		8,165	-	100,967	109,132	264,355
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		568	20	517	1,105	1,200
Tackle Inequality		457	20	219	697	838
Work with Communities		880	20	30	929	1,009
Empower a Strong Hospice Sector		714	47	730	1,490	1,242
COVID-19 response in England		385	20	98,871	99,277	258,171
Costs of raising funds	3	1,593	53	-	1,646	1,104
Total expenditure		4,597	180	100,368	105,145	263,564
Net income/(expenditure) before gains/(losses) on investments		3,567	(180)	599	3,987	791
Realised gains on investments		(20)	-	-	(20)	0
Unrealised (losses)/gains	10	99	-	-	99	406
Net income/(expenditure) for the year	5	3,646	(180)	599	4,066	1,197
Transfer between funds	16	(3,915)	3,915	-	-	-
Net movement in funds		(269)	3,735	599	4,066	1,197
Reconciliation of funds						
Total funds brought forward	1	3,887	2,753	923	7,564	6,367
Total funds carried forward	16	3,618	6,489	1,523	11,630	7,564

Balance sheet
As at 31 March 2022

	Note	The group		The charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
Fixed assets					
Tangible fixed assets	9	1,069	1,119	1,069	1,118
Investments	10	3,538	3,523	3,538	3,175
		4,607	4,642	4,607	4,293
Current assets					
Debtors	14	58,316	41,176	58,265	41,087
Cash at bank and in hand		34,935	6,014	34,687	5,874
		93,251	47,190	92,952	46,961
Creditors					
Amounts due within one year	15	86,228	44,268	85,946	43,828
Net current assets		7,023	2,922	7,005	3,132
Total net assets	13	11,630	7,564	11,612	7,425
Funds					
Restricted funds	16	1,523	923	1,523	923
Unrestricted funds					
General funds		3,618	3,887	3,600	3,749
Designated funds					
Building Repairs Fund		500	185	500	185
Web & Digital		169	300	169	300
Fixed assets		1,070	1,119	1,070	1,118
2017-2022 Strategy		3,250	1,150	3,250	1,150
Digital/technology		700	-	700	-
Fundraising Innovation		250	-	250	-
Training and development		100	-	100	-
Future Vision		200	-	200	-
Transformation		250	-	250	-
Total funds		11,630	7,564	11,612	7,425

The notes on pages 35 to 58 form part of these financial statements.

Approved by the trustees 21 October 2022 and signed on their behalf by


Paul Jennings
CHAIR OF TRUSTEES

Company number 2751549

Consolidated statement of cashflows

For the year ended 31 March 2022

	2022	2021
	£'000	£'000
Cashflows from operating activities:		
Net cash generated by operating activities	28,921	1,394
Change in cash and cash equivalents in the reporting period	28,921	1,394

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

	2022	2021
	£'000	£'000
Net movement in funds for the year	4,066	1,197
Non-operating cashflows eliminated		
Depreciation	49	59
Losses/(gains) on investments	(99)	(406)
Increase in debtors	(15,931)	(40,227)
Increase in creditors	40,751	41,092
Disposal of GSF assets	351	(321)
Donated Shares	(264)	-
Net cash generated by operating activities	28,921	1,395
Cash and cash equivalents at 01 April 2021	6,014	4,620
Cash and cash equivalents at 31 March 2022	34,935	6,014

Analysis of cash and cash equivalents

	2022	2021
	£'000	£'000
Cash in hand at the beginning of the year	6,014	4,620
Increase in cash in hand	28,921	1,394
Cash in hand at the end of the year	34,935	6,014

Analysis of changes in net debt

Cash and cash equivalents 01 April 2021	6,014	4,620
Cash flows	28,921	1,394
Other non cash changes		
Cash and Cash equivalents 31 March 2022	34,935	6,014

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 shown below.

a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102), and the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate into 2023.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiaries, Help the Hospices (Trading) Limited and The Gold Standards Framework Centre CIC on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charitable company has not been presented because the charitable company has taken advantage of the exemption afforded by section 408 of the Companies Act

1. Accounting policies (continued)

e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

Investment income

Investment income represents interest receivable from UK bank deposits and investments. This is included in the accounts when receivable.

Investment gains and losses includes any gain or loss resulting from change in market value at the end of the year and any gain or loss on the sale of investments.

1. Accounting policies (continued)

f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

1. Accounting policies (continued)

i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

l. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m. Cash at bank and in hand

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

1. Accounting policies (continued)

n. Creditors

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

o. Fund accounting

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

p. Operating Leases

Operating leases are recognised over the period of which the lease falls due.

q. Judgements and key sources of uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

r. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

1. Accounting policies (continued)

s. Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing bid market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2. Donations and Legacies - Group

	2022			2021		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Corporate donations	1,862	40	1,902	1,576	6	1,582
Trusts and other charities	158	1,225	1,383	278	1,064	1,342
Payroll giving	269	153	422	311	165	477
Challenge events	685	-	685	105	-	105
Campaigns and special events	115	-	115	21	-	21
National Garden Scheme	500	-	500	425	-	425
Legacies	3,414	-	3,414	771	-	771
Individual donors	68	-	68	82	-	82
Government and statutory income	0	461	461	0	482	482
COVID-19 response in England	0	98,859	98,859	0	257,808	257,808
Other voluntary income	45	-	45	4	-	4
Total Donations and Legacies	<u>7,116</u>	<u>100,739</u>	<u>107,855</u>	<u>3,573</u>	<u>259,525</u>	<u>263,098</u>

Donation and legacy income can be analysed as follows:

Income for Hospice UK	7,116	1,727	8,843	3,573	1,552	5,125
Government grants to support COVID response	-	98,859	98,859	-	257,808	257,808
Income for Hospices	-	153	153	-	165	165
	<u>7,116</u>	<u>100,739</u>	<u>107,855</u>	<u>3,573</u>	<u>259,525</u>	<u>263,098</u>

3. Analysis of expenditure - Group

a) 2022	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2022
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	786	343	343	505	293	796	679	3,746
Grants payable (Note 4)	(2)	96	-	242	98,732	-	-	99,068
Local hospices donations	-	-	-	153	-	-	-	153
Other expenditure	158	94	423	210	89	415	789	2,178
	942	533	766	1,110	99,114	1,211	1,468	105,145
Support and governance	163	163	163	381	163	435	(1,468)	-
Total expenditure 2022	1,105	697	929	1,490	99,277	1,646	-	105,145
b) 2021	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2021
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	825	332	334	471	275	745	864	3,846
Grants payable (Note 3)	25	384	150	363	257,264	-	-	258,186
Local hospices donations	-	-	-	165	-	-	-	165
Other expenditure	132	(6)	397	76	504	63	201	1,367
	982	710	881	1,075	258,043	808	1,065	263,564
Support and governance	218	128	128	167	128	296	(1,065)	-
Total expenditure 2021	1,200	838	1,009	1,242	258,171	1,104	-	263,564

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

c. Analysis of support costs - 2022	Charitable activities						2022 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England	Cost of Raising Funds	
	£'000	£'000	£'000	£'000	£'000	£'000	
Finance	42	42	42	97	42	111	376
Facilities	33	33	33	76	33	87	293
Governance	9	9	9	21	9	24	80
Human Resources	33	33	33	77	33	88	299
Communications	1	1	1	1	1	2	6
Strategy & Legal	2	2	2	4	2	5	17
Irrecoverable VAT	7	7	7	15	7	18	59
IT & Business Systems	38	38	38	88	38	101	339
	<u>163</u>	<u>163</u>	<u>163</u>	<u>381</u>	<u>163</u>	<u>435</u>	<u>1,468</u>

d. Analysis of support costs - 2021	Charitable activities						2021 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England	Cost of Raising Funds	
	£'000	£'000	£'000	£'000	£'000	£'000	
Finance	37	22	22	29	22	51	183
Facilities	48	28	28	37	28	65	236
Governance	14	8	8	11	8	19	68
Human Resources	38	23	23	29	23	52	188
Communications	1	-	-	1	-	1	3
Strategy & Legal	2	1	1	1	1	2	8
Irrecoverable VAT	8	5	5	6	5	11	40
IT & Business Systems	70	41	41	53	41	94	340
	<u>218</u>	<u>128</u>	<u>128</u>	<u>167</u>	<u>128</u>	<u>296</u>	<u>1,064</u>

4. Grants payable - Group

	2022	2021
Grants given comprise of:	£'000	£'000
Grants to support COVID-19 response in England	94,639	257,099
Grants to support COVID-19 response in England PPE	-	165
Grants for capital projects to enhance wellbeing	131	312
Professional development grants	208	207
Grants to develop bereavement services in hospices	-	450
Other grant programmes	13	228
SPOC (Single Point of Contact)	4,093	-
	99,085	258,460
Provision for grants which may not be claimed	(17)	(274)
Note 3	99,068	258,186

A full list of grants awarded in the year is available from our website at www.hospiceuk.org/grantsawarded.

1200 (2021: 1432) grants were made to 202 organisations.

5. Net income/(expenditure) for the year - Group

	2022	2021
This is stated after charging / crediting:	£'000	£'000
Depreciation	(49)	(59)
Trustees' indemnity insurance	1	1
Auditors' remuneration:		
Audit - Hospice UK	17	15
Audit - Help the Hospices (Trading) Ltd.	4	4
Audit - Gold Standard Framework	-	6
Other services	1	2
Operating leases	46	40
Note 18	46	40

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2021: £nil).

7. Analysis of staff costs - Group

a) Staff numbers

The average monthly head count was 79 (2021: 82). The average number of employees during the year was as follows:

	2022	2021
	No.	No.
Extend our Reach	7	14
Tackle Inequality	7	8
Work with Communities	7	8
Empower a Strong Hospice Sector	17	10
COVID-19 response in England	19	19
Raising Funds	7	8
Support and Governance	15	15
	<u>79</u>	<u>82</u>

b) Staff costs

	2022	2021
	£'000	£'000
Salaries and wages	3,178	3,093
Social security costs	337	324
Pension contributions	231	231
Holiday Pay Accrual	-	196
Temporary and agency staff	-	-
	<u>3,746</u>	<u>3,843</u>

The charity considers its key management personnel to be its trustees and the members of the Senior Management Team (SMT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 17.

The value of payments and other benefits, including pension contributions, to members of SMT in the year was £834k (2021: £734k).

7. Analysis of staff costs - Group (continued)

The number of employees whose total employee benefits excluding pension contributions exceeded £60,000 was:

	2022	2021
	No.	No.
£60,000 - £70,000	1	3
£70,000 - £80,000	1	-
£80,000 - £90,000	3	2
£90,000 - £100,000	2	3
£100,000 - £110,000	<u>1</u>	<u>1</u>

Pensions contributions for higher paid employees totalled £92k (2021: £107k).

8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £230k (2021: £283k). There was £34k outstanding at the year end (2021: £nil)

9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	Total £'000
Cost					
At the start of the year	163	1,595	337	182	<u>2,277</u>
At the end of the year	163	1,595	337	182	<u>2,277</u>
Depreciation					
At the start of the year	-	708	270	182	1,159
Charge for the year	-	32	17	-	49
At the end of the year	-	740	287	182	<u>1,208</u>
Net book value					
At the end of the year	<u>163</u>	<u>855</u>	<u>50</u>	<u>-</u>	<u>1,069</u>
At the start of the year	<u>163</u>	<u>887</u>	<u>67</u>	<u>-</u>	<u>1,118</u>

10. Investments - group and charity

a) Group

	2022	2021
	£'000	£'000
Market value at the start of the year	3,523	2,798
GSF Investment	-	319
Donated Shares	264	
Realised loss on disposal	(349)	-
Unrealised gain	99	406
Market value at the end of the year	<u>3,538</u>	<u>3,523</u>
Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
Investments comprise:	2022	2021
	£'000	£'000
UK Common investment funds	<u>3,538</u>	<u>3,523</u>

b) Charity

	2022	2021
	£'000	£'000
Market value at the start of the year	3,175	2,798
Donated Shares	264	-
Unrealised gain	99	377
Market value at the end of the year	<u>3,538</u>	<u>3,175</u>
Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
Investments comprise:	2021	2020
	£'000	£'000
UK Common investment funds	<u>3,538</u>	<u>3,175</u>

11. Subsidiary Undertaking

a) Trading

The charitable company controls two subsidiaries. Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	2022	2021
	£'000	£'000
Turnover	773	489
Cost of sales	(517)	(306)
Gross profit	257	183
Administrative expenses	(194)	(122)
Profit on ordinary activities	63	61
Payment under Deed of Covenant	(63)	(61)
Net result	-	-

The aggregate of the assets, liabilities and funds was:

	2022	2021
	£'000	£'000
Assets	406	173
Liabilities	(388)	(155)
Funds	18	18

b) GSF

On 1 July 2020 the charitable company became the sole gaurantor of Gold Standards Framework CIC (GSF). Gold Standards Framework CIC - company number 07231949 is registered in England and Wales. On 30 November 2021, the charitable company resigned as sole gaurantor.

No fee was paid for the acquisition or disposal of GSF. The principle activity of GSF is training to professionals who work in a range of settings in providing end of lide care.

The results of GSF are shown below and have been consolidated on a line by line basis into group financial statements during the period it was part of the group.

	8 months to	1 July 2020
	30 Nov	to 31 March
	2021	2021
	£'000	£'000
Turnover	105	157
Cost of sales	(27)	(142)
Gross profit	78	15
Administrative expenses	(80)	(96)
Loss on ordinary activities	(2)	(81)
Other operating income	35	56
Operating Profit	33	(24)
Gains/(losses) on listed investments	-	1
Net result	33	(23)
The aggregate of the assets, liabilities and funds was:	2021	2021
	£'000	£'000
Assets	531	517
Liabilities	(498)	(540)
Funds	33	(23)

12. Parent charity

Hospice UK's gross income and the results for the year are as follows:

	2022	2021
	£'000	£'000
Gross income	108,533	264,243
Net income/(expenditure) before gains/(losses) on investments	<u>3,954</u>	<u>846</u>

13. Analysis of net assets between funds - Group

a) 2022

Group				2022
	General	Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	1,069	-	1,069
Investments	3,538	-	-	3,538
Net current assets	80	5,419	1,523	7,023
	<u>3,618</u>	<u>6,489</u>	<u>1,523</u>	<u>11,630</u>

Charity

				2022
	General	Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	1,070	-	1,070
Investments	3,538	-	-	3,538
Net current assets	62	5,419	1,523	7,004
	<u>3,600</u>	<u>6,489</u>	<u>1,523</u>	<u>11,612</u>

b) 2021

Group				2021
	General	Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	1,120	-	1,120
Investments	3,523	-	-	3,523
Net current assets	364	1,634	923	2,921
	<u>3,887</u>	<u>2,754</u>	<u>923</u>	<u>7,564</u>

Charity

				2021
	General	Designated	Restricted	Total
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	1,120	-	1,120
Investments	3,175	-	-	3,175
Net current assets	574	1,633	923	3,130
	<u>3,749</u>	<u>2,753</u>	<u>923</u>	<u>7,425</u>

14. Debtors

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	215	262	185	183
Amounts due from subsidiary	-	-	106	-
Tax and social security	6	-	6	-
Prepayments and accrued income	58,094	40,914	57,967	40,904
	58,316	41,176	58,265	41,087

Within prepayments and accrued income is £168k (2021: £280k) of prepayments relating to fundraising events which will be held after the year end.

15. Creditors: amounts due within one year

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade and other creditors	239	111	77	205
Tax and social security	-	93	-	67
Amounts due to subsidiary HTH	-	-	-	104
Amounts due to subsidiary GSF	-	-	-	33
Amounts due to independent hospices	153	173	153	173
Grants committed but not yet due	26,690	2,069	26,690	2,069
Accruals and deferred income	59,146	41,822	59,027	41,177
	86,228	44,268	85,946	43,828

Within accruals and deferred income is £138k (2021: £389k) of deferred income relating to fundraising events which will be held after the year end.

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2022 its subsidiary trading company, Help the Hopsices had a creditor value relating to value added tax of £10,815 (2021 £59,152)

b) Deferred income reconciliation

	The group		The charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Balance brought forward	1,009	370	337	337
Amount recognised in year	(1,009)	(178)	(337)	(337)
Amount deferred in the year	192	817	138	389
Balance carried forward	192	1,009	138	389

16. Movements in funds

a) 2022	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfer s between funds £'000	At 31 March 2022 £'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
NHS England	12	98,859	(98,871)	-	-	-
Department of Health and Social Care	12	-	(12)	-	-	-
Other projects	899	2,018	(1,394)	-	-	1,523
Total restricted funds	923	100,967	(100,368)	-	-	1,523
Unrestricted funds						
Designated funds:						
Building repairs fund	185	-	-	-	315	500
Fixed assets	1,119	-	(49)	-	-	1,070
Fundraising	-	-	-	-	-	-
Web & Digital	300	-	(131)	-	-	169
Strategy	1,150	-	-	-	2,100	3,250
Digital/technology	-	-	-	-	700	700
Fundraising Innovation	-	-	-	-	250	250
Training and development	-	-	-	-	100	100
Future Vision	-	-	-	-	200	200
Transformation	-	-	-	-	250	250
Total designated funds	2,754	-	(180)	-	3,915	6,489
General funds	3,887	8,165	(4,617)	99	(3,915)	3,618
Total unrestricted funds	6,641	8,165	(4,797)	99	-	10,107
Total funds	7,564	109,132	(105,165)	99	-	11,630
b) 2022						
Charity						
	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfer s between funds £'000	At 31 March 2022 £'000
Restricted funds						
Health & Wellbeing Alliance	-	90	(90)	-	-	-
NHS England	12	98,859	(98,871)	-	-	(12)
Department of Health and Social Care	12	-	(12)	-	-	12
Other projects	899	2,018	(1,394)	-	-	1,523
Total restricted funds	923	100,967	(100,368)	-	-	1,523
Unrestricted funds						
Designated funds:						
Building repairs fund	185	-	-	-	315	500
Fixed assets	1,119	-	(50)	-	0	1,070
Web & Digital	300	-	(131)	-	0	169
Strategy	1,150	-	-	-	2,100	3,250
Digital/technology	-	-	-	-	700	700
Fundraising Innovation	-	-	-	-	250	250
Training and development	-	-	-	-	100	100
Future Vision	-	-	-	-	200	200
Transformation	-	-	-	-	250	250
Total designated funds	2,754	-	(181)	-	3,915	6,489
General funds	3,749	7,566	(7,814)	99	(3,915)	3,600
Total funds	6,503	7,566	(7,995)	99	-	10,089
	7,427	108,533	(108,362)	99	-	11,612

a) 2021 Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At March 2021 £'000
Restricted funds						
Health & Wellbeing Alliance	-	60	(60)	-	-	-
NHS England	-	257,631	(257,619)	-	-	12
Department of Health and Soci	-	177	(165)	-	-	12
Other projects	1,200	1,963	(2,264)	-	-	899
Total restricted funds	1,200	259,831	(260,108)	-	-	923
Unrestricted funds						
Designated funds:						
Building repairs fund	191	-	(6)	-	-	185
Fixed assets	1,176	2	(59)	-	-	1,119
Web & Digital	300	-	-	-	-	300
2017-2022 Strategy	1,150	-	-	-	-	1,150
Total designated funds	2,817	2	(65)	-	-	2,754
General funds	2,350	4,522	(3,391)	406	-	3,887
Total unrestricted funds	5,167	4,524	(3,456)	406	-	6,641
Total funds	6,367	264,355	(263,564)	406	-	7,564

a) 2021 Charity	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At March 2021 £'000
Restricted funds						
Health & Wellbeing Alliance	-	60	(60)	-	-	-
NHS England	-	257,631	(257,619)	-	-	12
Department of Health and Soci	-	177	(165)	-	-	12
Other projects	1,200	1,964	(2,264)	-	-	900
Total restricted funds	1,200	259,831	(260,108)	-	-	923
Unrestricted funds						
Designated funds:						
Building repairs fund	191	-	(6)	-	-	185
Fixed assets	1,176	-	(58)	-	-	1,118
Web & Digital	300	-	-	-	-	300
2017-2022 Strategy	1,150	-	-	-	-	1,150
Total designated funds	2,817	-	(64)	-	-	2,753
General funds	2,335	3,745	(2,708)	377	-	3,749
Total unrestricted funds	5,152	3,745	(2,772)	377	-	6,502
Total funds	6,352	263,577	(262,881)	377	-	7,425

16. Movements in funds (continued)

e) Purposes of restricted funds

NHS England - provided funding to Hospice UK to enable it to support hospices in England to facilitate the provision of palliative care and Covid-19 clinical services for the benefit of patients of all ages through both inpatient and community provision.

Health & Wellbeing Alliance - NHE England awarded £90,000 to a consortium of charities (NCPC, Hospice UK, Marie Curie & Together for Short Lives) in relation to our membership of the Alliance. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

Department of Health and Social Care provided funding to enable Hospice UK to reimburse hospices in England for additional PPE (personal protective equipment) costs they had incurred as a result of the COVID-19 epidemic.

Other projects - represents restricted funds for a variety of programmes supporting hospice care in the UK.

f) Purposes of designated funds

Building repairs fund - to budget for major repairs to the freehold property. A new designation was made in 2022 to cover planned renovation work to happen over the next two years

Fixed assets - represents the value of our tangible fixed assets

Web & Digital - for the development of a new website

Strategy - to cover additional expenditure needed to achieve our strategic goals over the next five years

Digital/technology - to cover investment in our IT infrastructure planned for the next two years

Fundraising Innovation - to allow us to invest in new approaches to income generation

Training and development - to cover training and development costs over the next three years

Future Vision - to complete our Future Vision programme

Transformation - to support our work to transform end of life care

17. Related party transactions

a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 1200 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	Hospice Donations £'000	2022 £'000	2021 £'000
St Andrews	5	273	-	273	1,245
Hospice of the Good Shepherd	4	146	1	147	437
Dorothy House Hospice Care	4	908	-	908	2,686
Arthur Rank	13	538	-	538	863
Teeside	4	129	-	129	632
Saint Michael's Hospice (Harrogate)	7	883	1	884	1,626
North Devon Hospice	4	340	-	340	1,427
Naomi House and Jacksplace Hospices	4	54	1	55	1,197
Total	45	3,271	3	3,274	10,113

Hospice UK paid the cost of travel and expenses incurred by Trustees whilst fulfilling their duties to Hospice UK. This includes the reimbursement of expenses totalling £1k (2021: £nil) for trustees.

Following an open tender process, the group commissioned St Michaels Hospice Harrogate to provide a national telephone support line for NHS staff and other care workers. A trustee of Hospice UK is the Chief Executive of St Michaels Harrogate. £198k was paid to St Michaels Harrogate for providing this service during the year (2021: £270k)

17. Related party transactions (continued)

b) Worldwide Hospice and Palliative Care Alliance (WHPCA)

The Acting CEO of Hospice UK, Craig Duncan, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £9k (2021: £11k).

At the end of the year Hospice UK owed £8k to WHPCA (2021: Hospice UK owed £20k to WHPCA).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

18. Operating lease commitments

Net income for the year for the Group are stated after charging operating lease payments on equipment of £43k (2021: £40k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021	2021
	£'000	£'000	£'000
No later than one year	43	40	40
Later than one year and not later than five years	0	6	6

19. Ultimate controlling party

There is no overall controlling party.

20. Post balance sheet events

There were no post balance sheet events.

21. Contingent Assets

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £1.3M (2020/21: £1.5M) The charity is extremely grateful to all the generous donors who support it through gifts in wills.

22. Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2021

	Unrestricted Funds		Restricted Funds £'000	2021 Total £'000
	General £'000	Designated £'000		
Income				
Donations and legacies:				
Funds raised for Hospice UK	3,573	-	1,552	5,125
Government grants to support COVID response	-	-	257,808	257,808
Funds raised for independent hospices	-	-	165	165
Income from other trading activities	43	-	306	349
The Coronavirus Job Retention Scheme Income	172	-	-	172
Investment income	107	-	-	107
Income from charitable activities:				
Supporting those providing hospice care	628	-	-	628
Total income	4,523	-	259,831	264,355
Expenditure				
Expenditure on charitable activities:				
Extend our Reach	778	13	409	1,200
Tackle Inequality	244	8	586	838
Work with Communities	963	8	38	1,009
Empower a Strong Hospice Sector	259	10	973	1,242
COVID-19 response in England	61	8	258,102	258,171
				0
Costs of raising funds	1,088	16	-	1,104
Total expenditure	3,393	63	260,108	263,564
Net (expenditure)/income before (losses)/gains on investments	1,130	(63)	(277)	791
Unrealised (losses)/gains	406	-	-	406
Net income for the year	1,536	(63)	(277)	1,197
Net movement in funds	1,536	(63)	(277)	1,197
Reconciliation of funds				
Total funds brought forward	2,350	2,817	1,200	6,367
Total funds carried forward	3,886	2,754	923	7,564

HOSPICE UK

England & Wales - Charity number 1014851

Accounts



Audited annual report and financial
statements

For the year ended 31 March 2021

Charity registered in England and Wales No. 1014851

Charity registered in Scotland No. SC041112

Company No. 2751549

Contents

	Page
Acknowledgements	3
Directors and Strategic report	4
Structure, governance and management	20
Reference and administrative information	22
Independent auditor's report	27
Consolidated statement of financial activities	32
Balance sheets	33
Consolidated statement of cash flows	34
Notes to the financial statements	35

Acknowledgements

The Trustees would like to thank all our partners and donors for their generous support.

We are extremely grateful to our corporate partners, in particular Aberdeen Standard Capital Limited, Amazon Smile, Anchor Hanover, Deutsche Bank, Dignity UK, Haysmacintyre, Joules Limited, Lottoland, National Garden Scheme, NatWest Tyl, New Look Retailers Limited, Northern Trust, PwC Foundation, Raffolux, St. James's Place Wealth Management, The Co-operative Bank plc, Towergate Insurance and Unilever.

We would also like to acknowledge the unprecedented support we have received from so many Trusts and Foundations this year who have been invaluable in supporting Hospice UK's response to the COVID-19 emergency. In addition, we are especially grateful to Julia and Hans Rausing for their generous support of our NHS-aligned work to support clinical teams in palliative care, and our bereavement support services across the hospice network.

Our individual donors and event participants have continued to make a fantastic contribution to our work even in the very trying circumstances of the past year. We are equally grateful to the generous individuals who have left a gift to Hospice UK in their Will, or have pledged to do so in the future.

We would also like to thank our Vice-Presidents, Ambassadors, our Development Board and our London Events committee for their continued and unwavering support, as well as express our thanks to the many staff and trustees of member hospices who contribute so generously with their time and expertise.

Finally, we'd like to thank all of the staff and volunteers of Hospice UK, whose hard work, flexibility and dedication through the COVID-19 pandemic has been remarkable.

Strategic report

Who we are

Hospice UK is the national charity working for those experiencing dying, death and bereavement. We work for the benefit of people affected by death and dying, collaborating with our hospice members and other partners who work in end of life care. Our hospice members influence and guide our work to put people at the centre of all we do.

Our vision

We believe that everyone, no matter who they are, where they are or why they are ill, should receive the best possible care at the end of their life. No one should die in avoidable pain or suffering.

Our mission

Our mission is to transform the way society cares for the dying and those around them. To empower individuals, communities and populations to embrace the ethos of hospice care and extend its breadth and reach to improve everyone's experience of death, dying and bereavement.

Strategic priorities

Hospice UK's five-year strategy, developed in 2017 and running to 2022, sets out four strategic goals which have continued to guide our work in spite of the significant disruptions caused by the COVID-19 pandemic.

Our four strategic goals are:

1. Extend our reach and enable hospice quality care to be delivered in any setting
2. Tackle inequality and widen access to hospice care
3. Work with communities to build capacity and resilience to care for those at the end of life
4. Empower a strong, dynamic and responsive hospice sector

A version of our strategy which sets out how these priorities translate into the children's hospice sector is available on our website.

Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives, including how we have responded to the COVID-19 pandemic.

Activities, Achievements and Performance

Responding to COVID-19

The impact of the COVID-19 pandemic on the hospice and end of life sector has been, and continues to be, profound. Our work and priorities were adapted significantly as a result. Cutting across, and guided by, our four strategic priorities, we undertook to support and guide the sector through the pandemic in a number of ways.

Early in the pandemic, Hospice UK made a persuasive case to government about the critical role that hospice services would play in supporting the national response to the virus, providing continuity of care for people affected by terminal illness and, importantly, helping to reduce pressure on stretched NHS services. As a result, the government allocated a total of £257 million across the year to support hospice services in England. Hospice UK worked closely with the Department of Health and Social Care and NHS England and NHS Improvement to rapidly distribute this funding to hospices to ensure frontline services could continue and expand as needed. Thanks to this funding, hospices in England provided around 7,500 beds for patients across inpatient and hospice at home services every single day, along with a further 65,000 community contacts each day.

We worked closely with devolved governments in Scotland, Wales and Northern Ireland to ensure that the consequential funding which was made available to the devolved administrations was used to support hospice and palliative care services in those nations. This totalled £24million in Scotland, £9.3 million in Wales and £13.6 million in Northern Ireland.

As well as securing this critical funding for the sector, we implemented and managed an entirely new national PPE distribution network for hospices in England. With 13 hospices acting as regional distribution hubs, we now co-ordinate the distribution of a million items of PPE each week to hospices, at no charge to them, equating to 50 million items during the year. We are also feeding into discussions to develop a more sustainable and robust system in the future. In addition, we successfully secured access to COVID-19 testing for hospice staff and priority access for hospice staff to the vaccination programme.

We know that without these efforts, the consequences for hospices and their patients could have been devastating. While significant challenges remain for the sector, and the pandemic is far from over, our work, in partnership with our members, ensured that hospice services made a huge contribution to the national COVID-19 response.

The following sections look at projects and activities relating to our four strategic priorities, both where they relate specifically to the COVID-19 response, and where ongoing work continued.

Strategic priority 1: Extend our reach and enable hospice quality care to be delivered in any setting

Through a growing set of projects, networks and grants, we have continued to facilitate the sharing of knowledge, best practice and training to ensure that high quality end of life care can be delivered throughout the UK, whether in a hospice, care home or other setting. We strive for this work to be driven by the voices of those with lived experience, the experience of frontline practitioners, and the expertise of academic researchers. While some activities were inevitably disrupted by the pandemic, our established work in this area also proved vital in helping the hospice and end of life care community co-ordinate its response to the virus.

Project ECHO

Project ECHO (Extension for Community Healthcare Outcomes) is an ‘all teach, all learn’ methodology that brings palliative care professionals together via virtual peer-support networks, to share knowledge and expertise and determine best-practice solutions for challenging situations and live cases in real time.

ECHO, which Hospice UK has championed in the UK since 2017, has proven a crucial tool during the pandemic. Working with our ‘superhub’ partners in Sheffield and Inverness, we have enabled the sharing of specialist clinical, research and business information during an uncertain time in which the sector had to adapt rapidly with a limited evidence base, and move quickly to radically reconfigure care for patients and families.

Hundreds of attendees joined our two national networks – the Clinical and Business Continuity ECHO networks – in the early months of the pandemic. Through these safe online spaces, chief executives, trustees and other senior managers from across the UK are able to share and learn with their peers about their experiences of what works and what doesn’t, which proved particularly valuable in the rapidly changing environment of spring and summer 2020.

In Northern Ireland, our contract with the Health and Social Care Board has also adapted to meet the demands of COVID-19, supporting transformation in the delivery of healthcare in the nation. Our Project ECHO team in the Hospice UK Belfast office have facilitated 380 sessions with more than 12,000 participants to support projects including the rollout of the vaccination programme in community pharmacies.

Despite the pandemic, the demand for ECHO training from organisations keen to become ECHO hubs did not reduce. With modules revised to a virtual delivery format, we have enabled the training of more than 60 hubs across the four nations, including colleagues from within the NHS, universities and the hospice sector. A significant focus of the new hubs has been to support the care home sector.

The tried and tested ECHO methodology will continue to be a transformational tool for hospices and other organisations dealing with the ongoing issues of the pandemic, and the next challenge of building back better together.

Research and clinical innovation

ECHO methodology has also been the primary conduit for our research and clinical innovation work over the past year. Our aims are twofold: to enable hospices to use research findings to inform their

clinical practice, and vice versa, to connect leading palliative care academics with the hospice sector to facilitate internationally influential research.

The Clinical ECHO network, with more than 680 registered members, has brought together researchers and clinicians in a mutual learning space, leading to clinically-driven research, the findings of which have in turn been disseminated back to the sector to improve frontline work. Within this network Hospice UK has worked with the Universities of Oxford, Cambridge, Manchester, Lancaster, Kings College London, Hull, Southampton and Bristol.

The research-active hospice and end of life care community we have nurtured has:

- Contributed to the data collection of more than ten UK-wide palliative care research studies, including the CovPall Study¹
- Guided the analysis of the CovPall study¹
- Generated research questions for the Oxford Covid-19 Rapid Evidence Service and led a review of patient and carers' support needs² (also developed as an 'easy read' version to enhance the review's accessibility)
- Engaged with the findings of dozens of research studies presented through the ECHO
- Started to shape the future research agenda for hospice and palliative care research

In addition, we have an established Research and Evidence Community of Practice that incorporates a separate ECHO group and a bi-monthly bulletin; more than 360 people are registered members. The group, supported by Professor Fliss Murtagh of the Wolfson Palliative Care Institute, aims to facilitate the use of research in practice.

We additionally enable research in the sector by supporting proposals for research submitted to funding bodies such as the National Institute for Health Research and continue to regularly join research project steering groups for projects in line with our strategic aims.

Clinical Communities of Practice

A Community of Practice is a facilitated network bringing together clinicians, managers and practitioners from across the hospice sector and beyond. After a brief pause at the outset of the pandemic, the six Hospice UK Communities of Practice were re-established in June 2020, in direct response to requests from clinicians who were ready to meet virtually to share their experiences, learning and supporting each other to build back better.

The Communities of Practice meet virtually using a webinar format, half-day event or using ECHO methodology on a monthly basis, working to support a participant-led curriculum. Membership of all six groups has increased in the last year across the four nations, with each network participating in their agreed programme of facilitated sessions that support and enhance their area of practice.

¹ Rapid evaluation of the COVID-19 pandemic response in palliative and end of life care: national delivery, workforce and symptom management (CovPall) - <https://www.kcl.ac.uk/cicelysaunders/research/evaluating/covpall-study/covpall-study>

² <https://www.cebm.net/covid-19/how-can-patients-with-covid-19-and-their-family-or-unpaid-carers-be-enabled-and-supported-to-manage-palliative-care-treatment-safely-and-effectively-at-home/>

Feedback has shown the benefit that members feel that they have gained professionally, with a particular emphasis on the value of staying connected during the pandemic.

Our six Communities of Practice are:

- Clinical Leaders
- Hospice and End of Life Care Educators
- Palliative Care and Dementia
- Patient Safety
- Infection Prevention and Control
- Research Outcomes in Practice
- Transitions from children to adult services

Driving up end of life care standards in care homes

This year we joined forces with the Gold Standards Framework (GSF), providing a new home for the leading provider of quality improvement training and accreditation in end of life care for generalist frontline health and social care staff. Our partnership aims to enhance the provision of services in settings such as hospitals, general practice, care homes, domiciliary care, retirement villages and prisons. The training and subsequent accreditation is considered a kite mark of excellence, recognised by the Care Quality Commission.

The Wolfson Foundation agreed to repurpose some of the Wolfson Bursary funds to support GSF's training and accreditation for care home staff in particular, with the GSF Care Homes Training programme the most widely used training programme for all care homes in the UK, supporting elderly residents as they near the end of their lives.

Listening to the voices of people affected by death, dying and bereavement

The voice of people with lived experience of end of life and palliative care is at the heart of our work to shape and improve care services, thanks to the People in Partnership forum. The forum includes people with personal experience, current and former carers, and professionals with experience of user involvement.

The forum played an important role supporting work undertaken by NHS England and NHS Improvement on the development and revision of guidance on visits during the pandemic, with the forum's chair, Lesley Goodburn, presenting at the COVID-19 Clinical ECHO.

We have also reviewed and reconsidered the reach and representation on the group with a view to stepping up this work next year, in particular to do much more to listen to the voices of those who often aren't heard.

The HOLISTIC project (Hospice Led Innovations Study to Improve Care)

Hospice UK continues to lead this important study, commissioned by NHS England in January 2017, examining the impact that hospice intervention can have on hospital stays. The ultimate aim of the research is to reduce the numbers of people who die in hospital when they have no clinical need or wish to be there. The pandemic has inevitably delayed progress on the project, but we hope to publish the findings later in 2021.

Strategic priority 2: Tackle inequality and widen access to hospice care

The COVID-19 pandemic exposed more than ever before the significant health inequalities that exist in the UK and sadly, end of life care is no different. We know that many people are still not able to access the help and support they need in their final days, and that this inequality reflects wider inequality in society. Our role as Hospice UK is to help drive a structural, system-wide and cultural change, through funding innovative projects to promote equality of access and disseminating the learnings from them. We are also working at a system level to better map what is happening in end of life care and where we are falling short.

Grants programme with Masonic Charitable Foundation

With generous support from the Masonic Charitable Foundation, we have awarded 16 grants totalling £450,000 to run a series of projects across the England seeking to improve access for a range of groups. From a project to build trust among racialised communities in Yorkshire, to promoting knowledge of hospice care among the LGBTQ+ community in south London, to embedding a social prescribing approach for minority groups in Essex, these grants aim to both improve patient care within a locality, while also providing learnings for the whole sector.

Collating better data

Without clear, consistent and national data about what is happening in the end of life sector, promoting equality of access is impossible. This year we have continued our annual benchmarking survey of hospice accounts, published in November 2020, and our quarterly inpatient safety benchmarking exercise. Going beyond this, we have worked with our membership to define the further data it would be useful to collect nationally in order for the sector to widen access. As a result, our newly formed data w

orking group is now driving forward the collation of data on workforce, patient activity and patient acuity. We will report on this work in 2021.

Mapping practice on equity and inclusion

As part of our COVID-19 response work, Hospice UK sought examples from hospice providers across England of ways in which they are proactively reaching out within their communities to meet population need for palliative care – with a particular focus on equity and inclusion. More than 125 hospice leaders shared examples and evidence. The findings are informing a new programme of policy research projects looking in detail at a number of areas where end of life care must improve.

The first of those reports, to be published later in 2021, will examine the experiences of people in prison and detained settings. We are hopeful from early conversations that our recommendations for change will be heard, and that we can continue to work with the Ministry of Justice and other key stakeholders to look at the improvements that can be made.

Transitioning from children to adult services

In September 2019, a three-year project began to consider and address the need of young people with long-term conditions as they make the often difficult transition from children to adult services. We identified three sites that were trained to become ECHO Hubs to facilitate learning and participate in the project. The project was paused in 2020 due to COVID-19 and staff redeployed within participating project sites. With the agreement of our funder the three sites were able to

recommence development in autumn 2020. Each is establishing an ECHO hub, setting a curriculum with their networks, and launching their first programmes in late spring 2021.

Strategic priority 3: Work with communities to build capacity and resilience to care for those at the end of life

Achieving our goals means working in partnership with communities, companies, employers, health and care staff and the wider public. Our projects under this strategic priority have grown in importance and strength through the pandemic. Partners of all types stepped up, recognising the role they could play in creating a society resilient enough to deal with the huge loss we faced. Whether through our Dying Matters campaign or our work with corporate partners, we aim to foster a culture in which dealing with death and dying is normalised and where those doing so are given all the physical and emotional support they need.

Driving public conversations

While social distancing measures impinged on the traditional range of in-person activities we have seen for Dying Matters Awareness Week, we were pleased that the event went ahead and, given its increased relevance and importance, many thousands of people took to digital media to get involved. There were more than 50 online events, with strong participation, and a surge in visits to our website during the week; more than 90,000 users. We reached more than a quarter of a million people through our Facebook page, compared to just 44,000 in 2019. Our information packs about death, dying and bereavement were downloaded from the Dying Matters site more than 10,000 times. Recognising the growing relevance of and demand for the campaign, we made the strategic decision to expand Dying Matters to year-round activity. The #IRemember digital campaign in late October, in only its second year, proved to be a significant moment for people to remember loved ones they had lost.

Supporting health and social care staff

In spring 2020 we were commissioned by NHSE and DHSC to establish a bereavement support and trauma helpline for any health staff experiencing distress in their personal life or through witnessing multiple deaths in their work as a result of the pandemic. To deliver the service, we partnered with North Yorkshire Hospice Care, expanding their existing local service, Just 'B', to a confidential, national telephone helpline. The line offers emotional wellbeing, bereavement and trauma support to NHS, care sector staff and emergency service workers, and is also available to their family members. The service includes a Tagalog language service for Filipino staff. More than 340 staff have used the service since May 2020.

In partnership with Shout, Samaritans, Mind and the Royal Foundation, we launched the Our Frontline campaign in spring 2020 in direct response to COVID. The campaign was set up to provide mental health and wellbeing support to frontline health, social care and emergency workers during the pandemic, signposting the available services – including Just 'B' – provided by each partner in a simple and easy way. The Duke and Duchess of Cambridge took time in early 2021 to promote the work of the campaign to health workers, driving significant media and social media coverage and an increased interest in the different services.

Providing information and advice

Our range of information resources for both healthcare professionals and the public remain popular. We are very grateful to a number of Trusts and Foundations whose generous support has enabled this work, including the CSIS Charity Fund and the PwC Foundation.

Over the course of this year, we provided information to hundreds of thousands of people looking for help and advice on hospice and end of life care, and death and dying in general. More than 75,000 visits were made to our 'About Hospice Care' webpage, while in excess of 130,000 visits were made to our pages outlining what happens at the end of life (from UK users alone).

We have supported more than one thousand people with a personal or professional interest in hospice and palliative care via our information lines. People contacted us for advice on issues such as keeping in touch with loved ones, bereavement support, and coping with the fear of dying and loss. We heard from many people eager to support their local community through the pandemic by volunteering.

Working with corporate partners

We have once again received incredible support throughout the year from our corporate partners, who have all stepped up through the pandemic, seeing both the importance of supporting our work financially, and the benefit to their staff of instigating conversations about death, dying and grief.

In January 2020, we launched a two-year partnership with Deutsche Bank in the UK. In spite of the fact that the pandemic restricted activity in Deutsche Bank's offices, we raised more than £1 million in the first year. Employees fundraised via payroll giving, plus online activities such as yoga, quizzes and online tours. The activity culminates in 'One Day', in September 2020, where employees showed enormous generosity by donating a day of their salary to Hospice UK. The Bank's staff have been hugely engaged in our messages about bereavement and grief, which supports the company's focus on mental health.

The National Garden Scheme remains one of our largest and most loyal supporters, donating £425,000 in a year like no other. Whether virtually or in-person, garden owners opened their outdoor spaces to provide much-needed support and comfort during the pandemic. To be able to offer hospice staff, patients and families the opportunity to enjoy a garden tour from the safety of indoors, at a time when visits were impossible, was of huge value.

Our partnership with the PwC Foundation raised over £140,000 in its first year. Colleagues across the country have supported Hospice UK through a range of fundraising, volunteering, and skill-sharing initiatives. PwC offices have supported their local hospices and joined in with our national awareness campaigns – we were delighted to see the PwC Embankment office lit up yellow in support of Hospice Care Week 2020.

The Co-operative Bank's generous customers donated more than £50,000 through their Everyday Rewards accounts, with the Bank donating an additional £75,000 to support our COVID-19 response. The Bank also enabled hospices in Greater Manchester to purchase technology to keep patients connected with their loved ones during lockdown. We're proud to be working with our retail partners New Look and Joules, who both found innovative ways to continue supporting hospice care through lockdown. New Look created a range of charity T-shirts and face coverings, while Joules enabled their customers to donate to Hospice UK online, as well as donating vital PPE and care packages for frontline staff.

Compassionate Employers

As well as our corporate fundraising partnerships, we offer Compassionate Employers, which is our workplace support programme. Compassionate Employers helps employers support their staff who are affected by terminal illness, caring and bereavement, recognising leading employers through the

Compassionate Employers Award. Throughout COVID we adapted our resources and training workshops to deliver the programme virtually. Four corporate members are signed up, and we have seen increased demand for our support on how employers can best manage bereavement in the workplace.

Supporting people bereaved by COVID-19

Collectively hospices support 72,000 families and carers each year with bereavement support, and are the largest provider of such assistance in the UK. Since March 2020 the number of people dealing with bereavement caused by an unexpected loss has quadrupled, with almost a million people now coping with the devastating effects of losing a loved one during the pandemic.

In response to this unprecedented need, and coupled with restrictions imposed due to social distancing, Hospice UK launched a pilot project to ensure that hospice-led bereavement support services received the training they needed to make the rapid switch from in-person to virtual delivery.

Ten expert-led training webinars were delivered to participating hospices focusing on the use of virtual technology and remote counselling skills in dealing with trauma and complex grief, so that people affected by a COVID-19 loss were able to access the bereavement support they needed virtually or over the phone.

This project will complete in autumn 2021 with a published report and replication guide for further dissemination across the wider hospice and palliative care sector.

Strategic priority 4: empower a strong, dynamic and responsive hospice sector

Empowering and supporting the hospice sector to respond to the pandemic was a significant focus of our work, as highlighted throughout this report. We are nonetheless pleased that a series of projects this year have continued to look forward to the future of the sector, working with hospices, government and the wider health and care system with the shared aim of building an end of life care system which will thrive for decades to come.

Building a sector fit for the future

Our Future Vision programme, launched in 2020, aims to build the capability, capacity and confidence of local end of life care providers to participate in system-wide strategic development and planning of end of life care in their area. The first phase of the programme, Discovery, was the start of a collective sector conversation about what a more sustainable future of palliative and end of life care might look like, examining the barriers and challenges that exist to getting there, and what support would be needed. A team from KPMG undertook over 370 conversations and 30 in-depth interviews with leaders from across hospices and end of life care to look at the key issues of finance, integration, governance, contracting and commercial, operation and to begin to consider how they might be overcome. The final report, published in September 2020, details the findings from this research and details nine principles for sustainability that offer a framework that hospices, end of life care and commissioners now use to provoke system-wide strategic conversations and re-imagine a new approach to end of life care delivery in their area.

The next phase, Progression, commenced early in 2021 is taking that conversation further forward by collating and sharing experience and expertise that will help all end of life care stakeholders – providers and commissioners – explore potential new solutions and initiatives, and build the relationships needed to drive transformation in end of life care for their communities.

Advocating on behalf of the sector across the four nations

Our advocacy work this year was heavily focused on the pandemic response, as noted. Despite the pandemic, 2021 was an election year in Scotland and Wales, and Hospice UK sought to raise the profile of hospice, palliative and end of life care among the parties contesting the elections. We published priorities which called for coordinated action to prioritise palliative care in the next administrations, action to meet growing population need for palliative and end of life care support, and steps to deliver more sustainability and stability in palliative care services. We reached out to all of the main parties contesting the elections, and also encouraged local hospice services to engage with candidates in their areas.

In Scotland, we undertook a major project to explore the future role of hospice care, in partnership with the Scottish Hospice Leaders Group. This involved a range of interviews and workshops with stakeholders from across health and social care, with a report due to be published later in 2021.

We continue to provide the secretariat to the All-Party Parliamentary Group for Hospice and End of Life Care, which held a session on the sector's response to COVID-19. In Wales, we provide the secretariat to the Cross Party Group of Hospice and Palliative Care, which published a new report on the Welsh Government's Compassionate Cymru programme.

Supporting the workforce

Attracting, retaining and sustaining an empowered and professional workforce fit for the future has remained a key focus. This work includes increasing awareness of palliative care nursing careers and apprenticeship routes into nursing, as well as developing clinical leadership capacity across the sector. Of course, supporting staff through the pandemic as they made significant changes to service delivery models has also been a priority.

Our Strategic Leadership Programme with the Westcott Group has continued with a redesigned online format for the sixth cohort of 24 individuals. This award-winning programme, from which 120 hospice leaders have now benefitted, enhances a leader's ability to lead complex change. We also worked with the Florence Nightingale Leadership Foundation to fund two hospice nurses to join the Nightingale Leadership Programme.

Our bi-monthly palliative and end of life care education network has continued, with a focus on meeting the changing demands of the pandemic and sharing good practice with a focus on communication skills, advance care planning and symptom management. Staff wellbeing and support remains a high priority and we were pleased to launch a partnership project with the Foundation of Nursing Studies to deliver a Resilience Based Clinical Supervision Programme to complement regional wellbeing plans across the sector and provide wider access to staff support. In addition, the Wolfson Bursaries, distributed by Hospice UK, are designed to support the professional development of those working in the sector. Nearly 200 bursaries were awarded this year, totalling £156,359.

Working with strategic and HR leads across the sector we examined the workforce challenges, sharing guidance, training, assessment standards and wider best practice.

At a macro level we have undertaken a snapshot workforce survey in March 2021 to understand the current baseline of clinical workforce across the sector. To support future planning, we will publish a report in autumn 2021.

Practical support for hospices and their teams

COVID-19 impacted considerably on the delivery of our support programmes particularly our programme of courses, conferences and learning events. As noted above, our focus shifted to critical support for hospices through government funding, testing and PPE, as well as delivering ECHO and other knowledge and skills sharing networks.

However, in addition we rapidly reviewed our other programmes of support to bolster hospices' ability to navigate the challenges of responding to COVID-19 on the frontline:

- We developed new networks for directors of fundraising and trustees, to help them share and explore the impact on fundraising and governance and to look forward.
- Our first virtual conference attended by over 140 hospice trustees that considered the challenges and impact of the pandemic on governance and boards with an opportunity to learn from the experience of others. Similarly our virtual Future Vision Conference, attended by over 900 delegates from across the sector, aimed to consider some of the strategic challenges facing the sector and look to the experience of others in helping to find a solution.

Celebrating the sector through Hospice Care Week 2020

In October 2020, we planned and delivered a very different Hospice Care Week, in the midst of the pandemic. Using the same successful theme from 2019, 'This is What It Takes', it was encouraging to see very strong participation despite the challenges of social distancing. More than nine in ten member hospices took part, and we saw a growth in both media coverage and web traffic, the latter up by a quarter. Corporate partners particularly got behind the week getting their staff involved to support the week in a range of different activities.

Improving the care environment

We ran two grants programmes focused on improving the physical environment in which care is delivered. A programme of ten grants totalling £112,143 supported by the Rank Foundation focused on enhancing the wellbeing of patients and families in adult hospices, with grants available for projects improving the physical environment. A further capital grants programme for eight projects designed to improve the physical environment of hospices delivering care to patients with dementia or a mental health condition was delivered, with support totalling £200,000 from a Trust that wishes to remain anonymous.

Financial review

Overall Financial Performance

Our net movement on funds, before investment gains, was a surplus of £791,000 (2019/20: deficit £74,000).

The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds, before any investment gains / losses. We recorded a surplus on unrestricted general funds of £1.1M (2019/20: £180,000 deficit) before investment g. The trustees were satisfied with the financial performance.

Our total income for 2020/21 was £264.4M compared to £6.4M in the previous year. The dramatic increase income was due to £257M of exceptional income to ensure hospices could provide vital support to the NHSE during the COVID-19 epidemic.

Total expenditure also rose from £6.5 million in the previous year to £263.5M for similar reasons. We spent over 99% of our expenditure on charitable activities, and less than 1% on fundraising.

Our trading subsidiary Help the Hospices Trading made a profit of £61k (2019-20: £133k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The performance in the year was significantly impacted by the COVID-19 epidemic.

During the nine months to March 2021, the Gold Standards Framework CIC, which is controlled by Hospice UK since July 2020, made a loss of £47k (loss in previous 15 months: £206k). Hospice UK is implementing a long term plan to return the Gold Standards Framework to profitability.

Investment policy and performance

Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place. Each of our investments performed in line with, or better than, its benchmark, and therefore overall the trustees were satisfied with this performance.

In the financial year under review, our investments increased in value by £406,000 (2019/20: £225,000 decrease). We also generated income of £107,000 (2019/20: £114,000) from our investments and cash holdings.

Principal Funding Sources and Fundraising Strategy

The vast majority of the charity's income comes from fundraising income. More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are income from corporate partnerships and charitable trusts. Legacies, payroll giving and fundraising events are also significant sources. Our fundraising strategy focussed on maximising donations from existing income sources, while developing new income streams. To that end, we hope to grow our donations from corporate partners, commercial sponsors, major donors and individuals in future years.

Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £3.9M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately, and authorise additional expenditure on specific projects.

At 31 March 2020, the charity had total funds of £6.4M. Of these, £3.9M represent free reserves and therefore we are holding funds in line with our reserves policy.

Impact of COVID-19 on our Activities and Finances

In common with all organisations in the UK, we expect our activities and finances in 2021-22 to continue to be significantly impacted by the COVID-19 epidemic.

Our reserves policy has been reviewed in light of the risks associated with the epidemic, and we are believe we are holding sufficient funds to ensure that our activities will not be impacted by any potential funding shortfalls in the short term.

Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, taking into account any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.
- The Covid-19 grants programme operated in partnership with the funder, NHSE England, and that grant programme was subject to the governance processes of NHSE England. As well as our grants programmes, we also work with our corporate partners to raise money directly for local hospices. The funds raised through our corporate partnerships are allocated to local hospices that are twinned with our partners' branches or offices. The twinned hospice is chosen through a combination of the company's locality, previous relationships with hospices and its employees' preferences.

Risk assessment

The Trustees, together with the Senior Management Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

Risks are monitored in five key areas:

- **Financial risk**

The principal risk is that in an increasingly competitive environment, we are not able to raise sufficient funds to carry out our required activities. A fundraising plan is in place and progress is reviewed against this quarterly, and our reserves policy as set out on page 18 mitigates this risk.

- **Governance issues**

The main risks are around ensuring that we have the relevant skills and experience on our Board and various committees, and that conflicts of interest are managed. This is addressed by an election process for the Board and Advisory Council, co-opted places on the Board to address any skills gaps, and by the declaration of conflicts of interests at all meetings.

- **Operational issues**

Risks in this area include loss of key staff and loss of IT infrastructure, and a business continuity plan is in place to address these.

- **Compliance with laws and regulations**

Risks relate to Charity Commission regulations and employment legislation amongst others and the implementation of GDPR (EU General Data Protection Regulation), and are addressed by having policies in place to cover major areas, a clear schedule of delegated authority and by regular updates from our professional advisors.

- **External risks**

The most significant risks relate to not achieving our strategic priorities and events that might have a detrimental impact on our reputation with hospices or the public. These are managed by regular review of activity against our business plan and regular consultation with our members.

As part of this work, we maintain a risk register, which is reviewed and discussed regularly by the full Board of Trustees, and actions are taken to mitigate risk where appropriate.

Compliance with Fundraising Standards

Staff employed by Hospice UK carry out the majority of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties, and ensure that anyone working on our behalf adheres to our strict ethical standards.

Hospice UK is registered with the Fundraising Regulator, and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate. In the past year we have not engaged in telephone marketing or in raising money from door to door or street collections

Plans for Future Periods

We have identified six key priorities for 2020-21

1. Support hospices & the end of life care sector to respond to and recover from the COVID-19 epidemic
2. Transform Hospice and End of Life Care (through collaboration, integration and resources)
3. Tackle inequality related to death, dying and bereavement
4. Improve mental wellbeing related to death, dying and bereavement
5. Ensure Hospice UK has the resources it needs to thrive
6. Advocate for the best possible EOLC across the UK

This concludes the strategic report.

Structure, governance and management

Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising and controls the Gold Standards Framework (a community interest company, number 07231949).

The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees, and voted on by all members.

Hospice UK trustees are detailed on page 22. Two thirds of trustees are elected for a four-year term and can then be re-elected for a further four years. Trustees can co-opt any duly qualified person to serve as a trustee, providing the number of co-opted trustees does not exceed one-third of the total number of trustees. The full Board met eight times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

A number of trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

- Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. The committee met two times during the year.

- People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Management Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met two times during the year.

- Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met three times in the year, and the key activity during the year was the setting of the charity's budget and regular monitoring of performance against it.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

Membership

The membership structure of Hospice UK came into being in April 2007. At 31st March 2021, there were 210 members (31 March 2020: 208)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board – two thirds of the trustees of Hospice UK are elected from within and by member hospices, with the remaining one third co-opted
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Forum of Chairmen and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

The Advisory Council and the Forum of Chairmen

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Management Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairmen, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairmen (Kate Tompkins) each hold a place on the Board of Hospice UK.

Reference and administrative information

Trustees

Paul Jennings #	Chair Appointed November 2020
Chloe Chik# ³	Appointed September 2021
Tony Collins* ¹	Deputy Chair Reappointed May 2019
Emma Reynolds#	Reappointed July 2020
Kate Tompkins* ¹	Appointed in February 2017
John Stephen# ³	Appointed July 2016, Resigned July 2020
Tina Swani*	Retired March 2020
Stephen Roberts* ¹	Appointed July 2018
Dr Mike Miller* ^{1,2}	Appointed May 2018
Sonia Rees* ^{2,3}	Appointed July 2018, Resigned January 2021
Michelle Rollinson* ²	Appointed May 2019
Martin Warhurst* ¹	Resigned July 2020
David Smith* ³	Appointed November 2019
John Knight* ³	Appointed November 2019

A co-opted trustee

* A trustee elected by the membership

Membership of Board committees as of 31 March 2020

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

Founder

Anne, Duchess of Norfolk CBE

Vice-Presidents

Baroness Finlay of Llandaff

Martyn Lewis CBE
Robert Peston

Prof. David Clark

Lord Howard of Lympne

Senior Management Team (as at date of approval)

Tracey Bleakley	Chief Executive
Craig Duncan	Chief Operating Officer
Jonathan Ellis	Director of Advocacy and Change
Catherine Bosworth	Director of Income Generation
Rowena Lovell	Director of Strategy & Governance
Sarah West	Director of Campaigns and Communications

Registered office

34-44 Britannia Street
London
WC1X 9JG

Charity and company registration

Registered charity in England and Wales: 1014851
Registered charity in Scotland: SC041112
Company limited by guarantee: 2751549

Solicitor

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

Auditors

Price Bailey LLP
1 Dane Street
Bishop's Stortford
Hertfordshire, CM23 3BT

Bank

Coutts and Co.
440 Strand
London
WC2 0QS

Statement of trustees' responsibilities

The trustees (who are also directors of Hospice UK for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors 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; and
- 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 ensuring proper accounting records are kept 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

The trustees are responsible for ensuring the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

Approved by the Trustees on 17 September 2021 and signed on their behalf by

A handwritten signature in black ink, appearing to read "Paul Jennings". The signature is written in a cursive style with a large initial 'P'.

Paul Jennings

Chair of Trustees

Independent Auditor's Report to the Members of Hospice UK

Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and 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

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 group 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 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' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' 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 has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 proper 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, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to

liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

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.

Use of our report

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



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors
3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Date: 7 October 2021

Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2021

	Note	Unrestricted Funds		Restricted Funds £'000	2021 Total £'000	2020 Total £'000
		General £'000	Designated £'000			
Income						
Donations and legacies:	2					
Funds raised for Hospice UK		3,573	0	1,552	5,125	4,992
Government grants to support COVID response		0	0	257,808	257,808	0
Funds raised for independent hospices		0	0	165	165	259
Income from other trading activities		43	0	306	349	94
The Coronavirus Job Retention Scheme Income		172	0	0	172	0
Investment income		107	0	0	107	114
Income from charitable activities:						
Supporting those providing end of life care		629	0	0	629	917
Total income		4,524	0	259,831	264,355	6,376
Expenditure						
Expenditure on charitable activities:	3					
Extend our Reach		778	13	409	1,200	1,112
Tackle Inequality		244	8	586	838	1,584
Work with Communities		963	8	38	1,009	668
Empower a Strong Hospice Sector		259	10	973	1,242	1,845
COVID-19 response in England		61	8	258,102	258,171	0
Costs of raising funds	3	1,088	16	0	1,104	1,241
Total expenditure		3,393	63	260,108	263,564	6,450
Net income/(expenditure) before gains/(losses) on investments		1,131	(63)	(277)	791	(74)
Realised gains on investments		0	0	0		0
Unrealised gains/(losses)	10	406	0	0	406	(225)
Net income for the year	5	1,537	(63)	(277)	1,197	(299)
Net movement in funds		1,537	(63)	(277)	1,197	(299)
Reconciliation of funds						
Total funds brought forward	1	2,350	2,817	1,200	6,367	6,666
Total funds carried forward	16	3,887	2,754	923	7,564	6,367

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 16 to the financial statements.

Balance sheet
As at 31 March 2021

	Note	The group		The charity	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed assets					
Tangible fixed assets	9	1,119	1,176	1,118	1,176
Investments	10	3,523	2,798	3,175	2,798
		4,642	3,974	4,293	3,974
Current assets					
Debtors	14	41,176	949	41,087	1,285
Cash at bank and in hand		6,014	4,620	5,874	4,206
		47,190	5,569	46,961	5,491
Creditors					
Amounts due within one year	15	44,268	3,176	43,829	3,114
		2,922	2,393	3,132	2,377
Net current assets					
		7,564	6,367	7,425	6,351
Total net assets	13				
		7,564	6,367	7,425	6,351
Funds	16				
Restricted funds		923	1,200	923	1,200
Unrestricted funds					
General funds		3,887	2,350	3,749	2,335
Designated funds					
Building Repairs Fund		185	191	185	191
Web & Digital		300	300	300	300
Fixed assets		1,119	1,176	1,118	1,176
2017-2022 Strategy		1,150	1,150	1,150	1,150
		7,564	6,367	7,425	6,351

The notes on pages 35 to 57 form part of these financial statements.

Approved by the trustees 17 September 2021 and signed on their behalf by

Paul Jennings
CHAIR OF TRUSTEES

Company number 2751549



Consolidated statement of cashflows
For the year ended 31 March 2021

	2021	2020
	£'000	£'000
Cashflows from operating activities:		
Net cash generated by operating activities	1,394	75
Cashflows from investing activities:		
Payments to acquire tangible fixed assets		(76)
Payments to acquire investments	0	0
Receipts on the disposal of investments	0	0
	0	(76)
Change in cash and cash equivalents in the reporting period	1,394	(1)

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

	2021	2020
	£'000	£'000
Net movement in funds for the year	1,197	(301)
Non-operating cashflows eliminated		
Depreciation	59	45
(Gains)/losses on investments	(406)	225
Increase in debtors	(40,227)	517
Increase in creditors	41,092	(411)
Transfer of assets from GSF	(321)	0
Loss on Disposal of Fixed Assets	0	0
Net cash generated by operating activities	1,394	75

Analysis of cash and cash equivalents

	2021	2020
	£'000	£'000
Cash in hand at the beginning of the year	4,620	4,621
Increase in cash in hand	1,394	(1)
Cash in hand at the end of the year	6,014	4,620

Analysis of changes in net debt

Cash and cash equivalents 01.04.2020	4,620	4,621
Cash flows	1,394	(1)
Other non cash changes		
Cash and Cash equivalents 31.03.2021	6,014	4,620

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 shown below.

a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate into 2022.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiaries, Help the Hospices (Trading) Limited and The Gold Standards Framework Centre CIC on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charitable company has not been presented because the charitable company has taken advantage of the exemption afforded by section 408 of the Companies Act

1. Accounting policies (continued)

e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

Investment income

Investment income represents interest receivable from UK bank deposits and investments. This is included in the accounts when receivable.

Investment gains and losses includes any gain or loss resulting from change in market value at the end of the year and any gain or loss on the sale of investments.

1. Accounting policies (continued)

f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

1. Accounting policies (continued)

i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

l. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m. Cash at bank and in hand

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

1. Accounting policies (continued)

n. Creditors

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

o. Fund accounting

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

p. Operating Leases

Operating leases are recognised over the period of which the lease falls due.

q. Judgements and key sources of uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

r. Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

1. Accounting policies (continued)

s. Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2. Donations and Legacies - Group

	2021			2020		Total £'000
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	
Corporate donations	1,576	6	1,582	279	67	346
Trusts and other charities	278	1,064	1,342	155	1,598	1,753
Payroll giving	311	165	476	303	192	495
Challenge events	105	0	105	705	0	705
Campaigns and special events	21	0	21	85	0	85
National Garden Scheme	425	0	425	450	50	500
Legacies	771	0	771	810	0	810
Individual donors	82	0	82	69	0	69
Government and statutory income	0	482	482	0	484	484
COVID-19 response in England	0	257,808	257,808	0	0	0
Other voluntary income	4	0	4	4	0	4
Total Donations and Legacies	3,573	259,525	263,098	2,860	2,391	5,251

Donation and legacy income can be analysed as follows:

Income for Hospice UK	3,573	1,552	5,125	2,860	2,132	4,992
Government grants to support COVID response	0	257,808	257,808	0	0	0
Income for hospices	0	165	165	0	259	259
	3,573	259,525	263,098	2,860	2,391	5,251

3. Analysis of expenditure - Group

a) 2021	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2021
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	825	332	334	471	275	745	864	3,846
Grants payable (Note 4)	25	384	150	363	257,264	0	0	258,186
Local hospices donations	0	0	0	165	0	0	0	165
Other expenditure	132	(6)	397	76	504	63	201	1,367
	982	710	881	1,075	258,043	808	1,065	263,564
Support and governance	218	128	128	167	128	296	(1,065)	0
Total expenditure 2021	1,200	838	1,009	1,242	258,171	1,104	0	263,564
b) 2020	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2020
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	662	306	311	718	0	589	654	3,240
Grants payable (Note 3)	44	942	0	144	0	0	0	1,130
Local hospices donations	0	0	0	259	0	0	0	259
Other expenditure	214	144	165	261	0	306	732	1,821
	920	1,392	476	1,382	0	895	1,386	6,450
Support and governance	192	192	192	463	0	346	(1,386)	0
Total expenditure 2020	1,112	1,584	668	1,845	0	1,241	0	6,450

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

c. Analysis of support costs - 2021	Charitable activities					Cost of Raising Funds £'000	2021 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	37	22	22	29	22	51	183
Facilities	48	28	28	37	28	65	234
Governance	14	8	8	11	8	19	68
Human Resources	38	23	23	29	23	52	188
Communications	1	0	0	1	0	1	3
Strategy & Legal	2	1	1	1	1	2	8
Irrecoverable VAT	8	5	5	6	5	11	40
IT & Business Systems	70	41	41	53	41	94	340
Hospice Accounts	0	0	0	0	0	0	0
	<u>218</u>	<u>128</u>	<u>128</u>	<u>167</u>	<u>128</u>	<u>295</u>	<u>1,064</u>

d. Analysis of support costs - 2020	Charitable activities					Cost of Raising Funds £'000	2020 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	47	47	47	114		85	340
Facilities	47	47	47	111		83	335
Governance	12	12	12	29		22	87
Human Resources	31	31	31	73		55	221
Communications	1	1	1	3		3	9
Strategy & Legal	1	1	1	3		2	8
Irrecoverable VAT	7	7	7	18		13	52
IT & Business Systems	46	46	46	111		83	332
Hospice Accounts	0	0	0	1		0	1
	<u>192</u>	<u>192</u>	<u>192</u>	<u>463</u>	<u>0</u>	<u>346</u>	<u>1,385</u>

4. Grants payable - Group

	2021	2020
Grants given comprise of:	£'000	£'000
Grants to support COVID-19 response in England	257,098	-
Grants to support COVID-19 response in England PPE	165	-
Grants for capital projects to enhance wellbeing	312	-
Professional development grants	207	172
Grants to develop bereavement services in hospices	450	448
Other grant programmes	228	43
Grants to support conditions other than cancer		27
Grants to support regional capital projects		44
Grants to family carers		483
	258,460	1,217
Provision for grants which may not be claimed	(274)	(87)
Note 3	258,186	1,130

A full list of grants awarded in the year is available from our website at www.hospiceuk.org/grantsawarded.

All 1432 (2020: 311) grants were made to organisations.

5. Net income for the year - Group

	2021	2020
This is stated after charging / crediting:	£'000	£'000
Depreciation	(59)	(45)
Trustees' indemnity insurance	1	1
Auditors' remuneration:		
Audit - Hospice UK	15	14
Audit - Help the Hospices (Trading) Ltd.	4	4
Audit - The Gold Standards Framework Centre CIS	6	0
Other services	2	1
Operating leases	Note 18	
	40	46

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2020: £nil).

7. Analysis of staff costs - Group

a) Staff numbers

The average monthly head count was 82 (2020: 72). The average number of employees during the year was as follows:

	2021	2020
	No.	No.
Extend our Reach	14	8
Tackle Inequality	8	8
Work with Communities	8	8
Empower a Strong Hospice Sector	10	20
COVID-19 response in England	19	-
Raising Funds	8	14
Support and Governance	15	14
	82	72

b) Staff costs

	2021	2020
	£'000	£'000
Salaries and wages	3,093	2,686
Social security costs	324	283
Pension contributions	231	231
Holiday Pay Accrual	196	0
Temporary and agency staff	0	40
	3,844	3,240

Total emoluments paid to staff were: **3,094** **2,726**

The charity considers its key management personnel to be its trustees and the members of the Senior Management Team (SMT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 17.

The value of payments and other benefits, including pension contributions, to members of SMT in the year was £734k (2020: £703k). The charity also offers travel loans to staff (interest free up to the value of £10,000). At the year end, none (2020: two) of the Senior Management Team had outstanding loans (2020: £2,727).

7. Analysis of staff costs - Group (continued)

The number of employees whose total employee benefits excluding pension contributions exceeded £60,000 was:

	2021	2020
	No.	No.
£60,000 - £70,000	3	3
£70,000 - £80,000	1	-
£80,000 - £90,000	3	2
£90,000 - £100,000	2	3
£100,000 - £110,000	1	1
	1	1

Pensions contributions for higher paid employees totalled £107k (2020: £96k).

8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £283k (2020: £316k). There was no amounts outstanding at the year end (2020: £nil)

9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	Total £'000
Cost					
At the start of the year	163	1,595	337	154	2,249
Fixed assets acquired on acquisition	0	0	0	28	28
Additions	0	0	0	1	1
Disposals	0	0	0	0	0
At the end of the year	163	1,595	337	183	2,278
Depreciation					
At the start of the year	0	675	246	153	1,074
Charge on acquired assets	0	0	0	26	26
Charge for the year	0	33	24	2	59
At the end of the year	0	708	270	181	1,159
Net book value					
At the end of the year	163	887	67	2	1,119
At the start of the year	163	920	91	2	1,176

10. Investments - group and charity

a) Group

	2021	2020
	£'000	£'000
Market value at the start of the year	2,798	3,023
Investment acquired on acquisition of GSF	319	0
Disposal proceeds	0	0
Realised gain on disposal	0	0
Unrealised gain	406	(225)
Market value at the end of the year	<u>3,523</u>	<u>2,798</u>

Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
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	2021	2020
	£'000	£'000
Investments comprise:		
UK Common investment funds	<u>3,523</u>	<u>2,798</u>

b) Charity

	2021	2020
	£'000	£'000
Market value at the start of the year	2,798	3,023
Disposal proceeds	0	0
Realised gain on disposal	0	0
Unrealised gain	377	(225)
Market value at the end of the year	<u>3,175</u>	<u>2,798</u>

Historic cost at the year end	<u>2,361</u>	<u>2,361</u>
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	2021	2020
	£'000	£'000
Investments comprise:		
UK Common investment funds	<u>3,175</u>	<u>2,798</u>

11. Subsidiary Undertaking

a) Trading

Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	2021	2020
	£'000	£'000
Turnover	489	717
Cost of sales	<u>(306)</u>	<u>(390)</u>
Gross profit	183	327
Administrative expenses	<u>(122)</u>	<u>(194)</u>
Profit on ordinary activities	61	133
Payment under Deed of Covenant	<u>(61)</u>	<u>(133)</u>
Net result	<u>0</u>	<u>0</u>
The aggregate of the assets, liabilities and funds was:	2021	2020
	£'000	£'000
Assets	173	499
Liabilities	<u>(155)</u>	<u>(481)</u>
Funds	<u>18</u>	<u>18</u>

b) GSF

On 1 July 2021 the charitable company became the sole gaurantor of Gold Standards Framework CIC (GSF). Gold Standards Framework CIC - company number 07231949 is registered in England and Wales.

No fee for paid for the acquisition of GSF. The principle activity of GSF is training to professionals who work in a range of settings in providing end of lide care.

The results of GSF are shown below and have been consolidated on a line by line basis into group financial statements since the date of accquisition.

	9 months to 31 March 2021		2020 as restated
	£'000	£'000	£'000
Turnover	157	463	
Cost of sales	<u>(142)</u>	<u>(252)</u>	
Gross profit	15	211	
Administrative expenses	<u>(96)</u>	<u>(483)</u>	
Profit on ordinary activities	(81)	(271)	
Other operating income	<u>56</u>	<u>(8)</u>	
Operating Deficit	(24)	(279)	
Gains/(losses) on listed investments	<u>1</u>	<u>10</u>	
Net result	<u>(23)</u>	<u>(269)</u>	
The aggregate of the assets, liabilities and funds was:			
	2021	2020	
	£'000	£'000	
Assets	517	620	
Liabilities	<u>(540)</u>	<u>(620)</u>	
Funds	<u>(23)</u>	<u>(0)</u>	

12. Parent charity

Hospice UK's gross income and the results for the year are as follows:

	2021	2020
	£'000	£'000
Gross income	264,243	5,761
Net income/(expenditure) before gains/(losses) on investments	846	(75)

13. Analysis of net assets between funds - Group

a) 2021

	General	Designated	Restricted	2021
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,120	0	1,120
Investments	3,523	0	0	3,523
Net current assets	364	1,634	923	2,921
	3,887	2,754	923	7,564

Charity

	General	Designated	Restricted	2021
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,120	0	1,120
Investments	3,175	0	0	3,175
Net current assets	574	1,633	923	3,130
	3,749	2,753	923	7,425

b) 2020

	General	Designated	Restricted	2020
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,174	0	1,174
Investments	2,798	0	0	2,798
Net current assets	(448)	1,643	1,200	2,395
	2,350	2,817	1,200	6,367

Charity

	General	Designated	Restricted	2020
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,174	0	1,174
Investments	2,798	0	0	2,798
Net current assets	(464)	1,643	1,200	2,379
	2,334	2,817	1,200	6,351

14. Debtors

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	262	122	183	49
Amounts due from subsidiary	0	0	0	421
Prepayments and accrued income	40,914	827	40,904	815
	41,176	949	41,087	1,285

Within prepayments and accrued income is £280k (2020: £267k) of prepayments relating to fundraising events which will be held after the year end.

15. Creditors: amounts due within one year

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade and other creditors	111	280	205	261
Tax and social security	93	10	67	10
Amounts due to subsidiary HTH	0	0	104	0
Amounts due to subsidiary GSF	0	0	33	0
Amounts due to independent hospices	173	7	173	7
Grants committed but not yet due	2,069	2,345	2,069	2,345
Accruals and deferred income	41,822	534	41,177	491
	44,268	3,176	43,828	3,114

Within accruals and deferred income is £389k (2020: £235k) of deferred income relating to fundraising events which will be held after the year end.

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2021 its subsidiary trading company, Help the Hospices had a creditor value relating to value added tax of £59,152 (2020 £39,276).

b) Deferred income reconciliation

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Balance brought forward	370	523	337	452
Amount recognised in year	(178)	(523)	(337)	(452)
Amount deferred in the year	817	370	389	337
Balance carried forward	1,009	370	389	337

16. Movements in funds

a) 2021 Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2021 £'000
Restricted funds						
St. James's Place Foundation	0	0	0	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
NHS England	0	257,631	(257,619)			12
Department of Health and Social C:	0	177	(165)			12
Other projects	1,200	1,963	(2,264)	0	0	899
Total restricted funds	1,200	259,831	(260,108)	0	0	923
Unrestricted funds						
Designated funds:						
Building repairs fund	191	0	(6)	0	0	185
Fixed assets	1,176	0	(58)	0	0	1,118
Fixed assets acquired on acquisition of GSF	0	2	(1)	0	0	1
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	2,817	2	(65)	0	0	2,754
General funds	2,350	4,522	(3,391)	406	0	3,887
Total unrestricted funds	5,167	4,524	(3,456)	406	0	6,641
Total funds	6,367	264,355	(263,564)	406	0	7,564
b) 2021 Charity	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At £'000
Restricted funds						
St. James's Place Foundation	0	0	0	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
NHS England	0	257,631	(257,619)			12
Department of Health and Social C:	0	177	(165)			12
Other projects	1,200	1,964	(2,264)	0	0	900
Total restricted funds	1,200	259,831	(260,108)	0	0	923
Unrestricted funds						
Designated funds:						
Building repairs fund	191	0	(6)	0	0	185
Fixed assets	1,176	0	(58)	0	0	1,118
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	2,817	0	(64)	0	0	2,753
General funds	2,335	3,745	(2,708)	377	0	3,749
Total unrestricted funds	5,152	3,745	(2,772)	377	0	6,502
Total funds	6,352	263,577	(262,880)	377	0	7,425

16. Movements in funds (continued)

**c) 2020
Group**

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2020 £'000
St. James's Place Foundation	0	533	(533)	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
Other projects	1,050	1,799	(1,649)	0	0	1,200
	1,050	2,392	(2,242)	0	0	1,200
Designated funds:						
Building repairs fund	191	0	0	0	0	191
Fixed assets	1,144	0	(44)	0	76	1,176
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	2,785	0	(44)	0	76	2,817
General funds	2,831	3,985	(4,165)	(225)	(76)	2,350
	5,616	3,985	(4,209)	(225)	0	5,167
	6,666	6,377	(6,451)	(225)	0	6,367

**d) 2020
Charity**

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2020 £'000
St. James's Place Foundation	0	533	(533)	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
Other projects	1,050	1,799	(1,649)	0	0	1,200
	1,050	2,392	(2,242)	0	0	1,200
Designated funds:						
Building repairs fund	191	0	0	0	0	191
Fixed assets	1,144	0	(44)	0	76	1,176
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	2,785	0	(44)	0	76	2,817
General funds	2,813	2,860	(3,037)	(225)	(76)	2,335
	5,598	2,860	(3,081)	(225)	0	5,152
	6,648	5,252	(5,323)	(225)	0	6,352

16. Movements in funds (continued)

c) Purposes of restricted funds

NHS England provided funding to Hospice UK to enable it to support hospices in England to facilitate the provision of palliative care and Covid-19 clinical services for the benefit of patients of all ages through both inpatient and community provision.

Department of Health and Social Care provided funding to enable Hospice UK to reimburse hospices in England for additional PPE (personal protective equipment) costs they had incurred as a result of the COVID-19 epidemic.

Health & Wellbeing Alliance - NHE England awarded £60,000 to a consortium of charities (NCPC, Hospice UK, Marie Curie & Together for Short Lives) in relation to our membership of the Alliance. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

Other projects - represents restricted funds for a variety of programmes supporting hospice care in the UK.

d) Purposes of designated funds

Building Repairs Fund - This fund was set aside in 2015 to cover the costs of maintaining our freehold property. An additional designation of £75,000 was made in 2018 to cover costs expected over the next five years.

Fixed Assets Fund - represents the net book value of the tangible fixed assets. £nil was transferred to the Fixed Asset Fund from General Funds to reflect to cost of fixed asset additions in year (2020: £76k).

Web & Digital Fund -In 2018 the trustees agreed to designate £300k towards future investment in our web and digital capability. It is envisaged that around £100k of this will be spent in the next year replacing our existing website(s) and the remainder over a five year period, including on upgrading our membership, fundraising and grants databases.

17. Related party transactions

a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 287 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	NHSE Grants £'000	Hospice Donations 2021 £'000	2020 £'000
Saint Michael's	1	10	1,616	0	1,626
Dorothy House Hopsice Care	1	17	2,670	0	2,686
Naomi House and Jacksplace	0	0	1,196	1	1,197
North Devon Hospice	0	0	1,427	0	1,427
St Andrew's Hospice	0	0	1,245	0	1,245
LOROS Hospice	8	12	2,678	1	2,691
Teesside Hospice	1	33	598	0	632
Total	11	72	11,430	2	11,504

Hospice UK paid the cost of travel and expenses incurred by Trustees whilst fulfilling their duties to Hospice UK. This includes the reimbursement of expenses totalling £nil (2020: £4k) for trustees.

Following an open tender process, the group commissioned St Michaels Hospice Harrogate to provide a national telephone support line for NHS staff and other care workers. A trustee of Hospice UK is the Chief Executive of St Michaels Harrogate. £270k was paid to St Michaels Haarrogate for providing this service during the year (2020: nil)

17. Related party transactions (continued)

b) Worldwide Hospice and Palliative Care Alliance (WHPCA)

The Chief Operating Officer of Hospice UK, Craig Duncan, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £11k (2020: £13k).

At the end of the year Hospice UK owed £20k to WHPCA (2020: Hospice UK owed £5k to WHPCA).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

18. Operating lease commitments

Net income for the Group is stated after charging operating lease payments on equipment of £40k (2020: £46k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£'000	£'000
No later than one year	40	46
Later than one year and not later than five years	6	46

19. Ultimate controlling party

There is no overall controlling party.

20. Post balance sheet events

There were no post balance sheet events.

21. Contingent Assets

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £1.5M. The charity is extremely grateful to all the generous donors who support it through gifts in wills.

22. Consolidated statement of financial activities
(Incorporating an income and expenditure account)
For the year ended 31 March 2020

	Unrestricted Funds		Restricted Funds	2020 Total £'000
	General £'000	Designated £'000		
Income				
Donations and legacies:				
Funds raised for Hospice UK	2,860	0	2,132	4,992
Funds raised for independent hospices	0	0	259	259
Income from other trading activities	94	0	0	94
Investment income	114	0	0	114
Income from charitable activities:				
Supporting those providing hospice care	917	0	0	917
Total income	3,985	0	2,391	6,376
Expenditure				
Expenditure on charitable activities:				
Extend our Reach	553	6	553	1,112
Tackle Inequality	479	6	1,099	1,584
Work with Communities	494	6	168	668
Empower a Strong Hospice Sector	1,409	15	421	1,845
				0
Costs of raising funds	1,230	11	0	1,241
Total expenditure	4,165	44	2,241	6,450
Net (expenditure)/income before (losses)/gains on investments	(180)	(44)	150	(74)
Unrealised (losses)/gains	(225)	0	0	(225)
Net income for the year	(405)	(44)	150	(299)
Transfer between funds	(76)	76	0	0
Net movement in funds	(481)	32	150	(299)
Reconciliation of funds				
Total funds brought forward	2,831	2,785	1,050	6,666
Total funds carried forward	2,350	2,817	1,200	6,367

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