# THE ST PETER AND ST JAMES CHARITABLE TRUST

England & Wales · Charity number 1056114

## Details

| | |
|---|---|
| **Other names** | ST PETER & ST JAMES HOSPICE, ST PETER AND ST JAMES HOSPICE AND CONTINUING CARE CENTRE |
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 03204919 |
| **Registered** | 1996-06-13 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | North Common Road<br>North Chailey<br>Lewes<br>East Sussex<br>BN8 4ED |
| **Phone** | 01444471598 |
| **Email** | contact@stpjhospice.org |
| **Website** | www.stpjhospice.org |

## Activities

**Objects:** 1.1 TO MAINTAIN ST PETER & ST JAMES HOSPICE AS A CENTRE FOR THE PROVISION OF NURSING AND PALLIATIVE CARE FOR PEOPLE WITH PROGRESSIVE LIFE-LIMITING ILLNESS, ON A NON-PROFIT MAKING BASIS, BOTH IN THE HOSPICE AND IN THE COMMUNITY;1.2 TO ADVANCE RESEARCH AND EDUCATION IN PALLIATIVE AND END OF LIFE CARE;1.3 TO RELIEVE THE SUFFERING OF PEOPLE FACING OR EXPERIENCING BEREAVEMENT THROUGH THE PROVISION OF COUNSELLING AND SUPPORT;1.4 IN RECOGNITION OF ITS ORIGIN AS A DONKEY CLUB, TO CONTRIBUTE TO THE AID AND SUCCOUR OF NEEDY DONKEYS ON ITS OWN PREMISES OR ELSEWHERE.

**Activities:** To provide specialist short & longer-term integrated palliative & end of life care to people with terminal & life limiting conditions in Sussex. To provide pre & post bereavement care and support to the families & friends of our patients. To provide specialist support, advice & education to patients, families,

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health care professionals & other providers in respect of palliative & end of life care.

## Classification

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

## Geography

- **Area of benefit:** NOT DEFINED - IN PRACTICE SUSSEX
- East Sussex
- West Sussex

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £6,654,858 | £6,555,991 | £5,961,574 | 164 |
| 2024-03-31 | £5,732,000 | £6,025,000 | £6,099,000 | 154 |
| 2023-03-31 | £5,613,000 | £5,699,000 | £6,379,000 | 99 |
| 2022-03-31 | £5,162,149 | £4,771,262 | £6,494,159 | 99 |
| 2021-03-31 | £5,184,860 | £4,662,289 | £6,096,034 | 102 |

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## Trustees

| Name | Role | Appointed |
|---|---|---|
| **Harriet Creamer** | Chair | 2020-10-10 |
| Anita Chown | | 2023-09-13 |
| Caroline Cauvin | | 2021-03-03 |
| Isabelle Otway | | 2021-03-03 |
| John Hills | | 2020-10-10 |
| Lesley Strong | | 2021-03-03 |
| Michael Carey | | 2022-12-07 |
| Patricia Alice Robinson | | 2020-10-10 |
| Patrick Henshaw | | 2023-09-13 |
| Robin James Knight | | 2020-10-10 |

## Linked charities

- FRIENDS OF ST PETER AND ST JAMES (1056114-1)

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**THE ST PETER AND ST JAMES CHARITABLE TRUST**

England & Wales - Charity number 1056114

# Accounts

Registered number: 03204919
Charity number: 1056114

# THE ST PETER AND ST JAMES CHARITABLE TRUST

**(A company limited by guarantee)**

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2025

**THE ST PETER AND ST JAMES CHARITABLE TRUST**
**(A company limited by guarantee)**

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**THE ST PETER AND ST JAMES CHARITABLE TRUST**

**(A company limited by guarantee)**

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

| | |
|---|---|
| **Trustees** | Charlotte Almond<br>Michael Carey<br>Caroline Cauvin<br>Anita Chown<br>Harriet Creamer, Chair<br>Patrick Henshaw<br>John Hills<br>Robin Knight, Vice Chair<br>Isabelle Otway<br>Caroline Potter (appointed 11 September 2024)<br>Patricia Robinson<br>Lesley Strong<br>Nicholas Barrie (retired 11 September 2024)<br>Andrew Cook (retired 11 September 2024) |
| **Company registered number** | 03204919 |
| **Charity registered number** | 1056114 |
| **Registered office** | St Peter & St James Hospice & Continuing Care Centre<br>North Common Road<br>North Chailey<br>East Sussex<br>BN8 4ED |
| **Interim Chief Executive Officer** | Amanda Fadero |

# CHAIRMAN'S STATEMENT
# FOR THE YEAR ENDED 31 MARCH 2025

## Chair of the Boards Statement

This financial year ends in the year St Peter and St James celebrates 50 years of providing specialist care to our community in Lewes, Burgess Hill, Haywards Heath, Uckfield and all of the surrounding villages, moving from our origins as a care home in 1975 to the hospice we are today, providing free specialist palliative and end-of-life care. In the year ended 31st March 2025 we helped over 1,000 patients in our in-patient unit, in the community and in our Living Well Centre, and are looking to grow this moving forward.

Over the last few years, we have seen the hospice sector become much harder to operate in, with hospices across the country struggling to meet rising costs with which government funding has failed to keep up. In this year, just 13.7% of our operating costs were met by government funding (excluding capital grants), one of the lowest proportions of any hospice in the country, and we are very heavily reliant on the generosity and hard work of our community to keep operating.

In November 2024 we held our inaugural Gala Dinner, which helped us raise significant funds, some of which we used to purchase a portable ultrasound scanner. This scanner enables us to scan patients at the Hospice or where they live, whether that's in their own home or a care home, meaning there is no need for a hospital visit.
The end of the financial year marked the end of our last three-year strategic period, and we embarked on our new three-year strategy, which focusses on

- financial sustainability,
- providing specialist care and support to all when they need it and
- attracting, developing and retaining a highly skilled and engaged workforce.

Part of our financial sustainability plan centres on how we can work with the NHS to both increase our funding and reach more patients. As part of this work, we have recently opened four new CHC funded beds, which we anticipate will generate another £270k of NHS funding per year, and will allow us to support more patients with longer term needs, at the hospice. We were able to do this thanks to a £312k grant from the Department of Health and Social Care, our share of the government's £100m payments to hospices for capital spending. A significant amount of our share was used on renovating the four new rooms, and on improving the facilities on our inpatient unit to make it an even better place to care for patients.

The hospice is committed as a key member of the Sussex Hospice Alliance, a group of our hospice partners, to negotiate as one voice with the NHS, regarding funding, and to share knowledge and resources to deliver efficiencies and improve patient care.

## CHAIRMAN'S STATEMENT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2025

I would like to thank all our staff, volunteers, patrons and Trustees for all their hard work and support throughout the year. I would like to give particular thanks to Dr Nicholas Barrie and Andrew Cook who stepped down as trustees part way through the year, after coming to the end of their terms.

I would also like to give my heartfelt thanks all those who have donated, fundraised, given their time, left us a gift in their will, purchased something in our shops or attended our events. Without you, we would not have been able to provide the specialist care we offer to those who needed it over the last 50 years and into the future. The hospice remains an integral part of the community and, with your support, will continue to serve it for generations to come.



Harriet Creamer Chair
Date:

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

**Executive Summary 2024/2025**

Throughout the year we have focused our efforts on extending our reach and support for those who need us, whilst developing and maintaining strong and effective relationships with our community and our colleagues in the wider health and care system, with the key aim of enhancing outcomes for patients and those most important to them. In 2024/25 it cost us £6.55m to run the whole organisation, which we were able to meet thanks to income of £6.67m which included £1.28m from fundraising and donations, £0.18m from Trusts, £1.68m from legacies, £2.08m from retail and £0.96m from government funding.

Our Inpatient Unit (IPU) ran at 83% occupancy during the year with an average length of stay of 12.1 days, and our community nursing service saw an increase in activity of 9%. Attendance in our Living Well Centre (LWC) and Supportive Care Services has significantly increased with a clear and targeted focus on carer support which was extended to be available on six days per week in this year, making our care and support more accessible. The Hospice has supported over 1,000 patients this year, and we are looking to further increase this in the current year, whilst continuing to provide excellent care and support for our patients.

As part of increasing our patient reach, we have innovated to help make the best use of our staff's time. During this year we became the first Hospice to trial specific medically approved AI software for note taking, with the aim of saving time for our clinicians and our community team but also allowing them to give more attention to the patient during visits and appointments.

Quality of Care and Patient Safety is always a top priority for our Clinical Teams, and we have introduced new roles at the Hospice, including a new Head of Quality to help continue our focus in these areas. During the year, we received £78k from the first tranche of our £312k share of the £100m the government allocated to hospices to be spent on capital funding. We used this as an opportunity to purchase new high-spec medical mattresses which will help reduce the risk of patients getting pressure sores.

Please see below some quotes from those we have supported we received in the year which we have been given permission to share:

*"I just wanted to say thank you for the support you gave us over the last few months. You started visiting at a time when I felt overwhelmed with the home situation, with very little support from any health or social professionals, and I felt that you listened and understood the complexity of the situation, without judgment, and just accepted us as we are. Sometime all relatives need is a professional to walk the journey with them, so they know they are not alone, and you were that person to us, so thank you."*

*"The staff made it possible for us and our family to make the best of our final days and hours together. At his passing, there they were to comfort and guide us through the next steps. I will forever be grateful for all that the hospice staff did for us."*

*"What you do for your patients and their families is nothing short of extraordinary. This Hospice is incredibly special, and deserves to be protected at all costs."*

*"We came from a crowded busy ward, and we arrive at the hospice for quiet and care to descend upon us. What a wonderful place."*

*"The CNS created a relationship with my wife long before it came to making difficult decisions which meant that when these decisions came, it was done in an environment of steadiness and deep respect."*





**About St Peter and St James Hospice**

St Peter & St James Hospice provides specialist palliative care to adults living with a life-limiting illness in our community. Our support extends to friends and families too. Our community includes Burgess Hill, Haywards Heath, Lewes, Uckfield and everywhere in between. We support people to live and die well, according to what matters most to them.

Our mission is to provide the best possible care, in the right place, at the right time, to everyone who needs us. Our employed workforce, kindly supported by dedicated volunteers, are committed to excellence in all they do. St Peter and St James Hospice Clinical Services are steadfast in ensuring everyone in their care is treated with kindness, compassion and respect, offering responsiveness, flexibility and safety, ultimately providing choice for patients and those most important to them. Our services are free of charge to all those in our community who need our care; however, this is only made possible by the support and continued generosity of our supporters.

**Our Services**

As a multidisciplinary organisation, St Peter and St James hospice provides care and support in the Inpatient Unit, through our Specialist Community Palliative Care Team and in the Living Well Centre as well as through our Supportive Care Team. The table below outlines the range of services available for patients and carers. Our hospice values, Compassion, Integrity, Accountability, Excellence and Inclusivity are at the heart of our organisation and define who we are, what we believe and what we stand for.

| Service | Description |
|---|---|
| **Inpatient Unit** | 8 Beds – 24/7 |
| **Hospice Community Service** | 7 Day Clinical Nurse Specialist visiting and advisory service. 2 days Medical Director visiting / support |
| **Living Well Centre** | Wide range of activities that take place over 6 days of the week for patients and carers that include: Art, craft, writing and singing sessions, mindfulness as well as a Carers Cafe and bereavement group. |
| **Supportive Care** | Counselling, Welfare Support, Carer Support, Complementary Therapies and Rehabilitative Therapies |

Throughout this financial year our clinical teams have consistently increased their reach to provide care, support and guidance to patients and those most important to them.






I**n-Patient Unit (IPU)** has supported 197 patient admissions in this financial year, with an average length of stay of 12.1 days.

**Hospice Community Service** have supported 937 patients and received 683 new referrals in the last twelve months. The Clinical Nurse Specialist and Administrative Support team have also been engaged a “Hospice Line” project, in collaboration with two other East Sussex based hospices, St Michael’s and St Wilfrid’s The aim of the project, which has involved several phased pilots, is ultimately to develop a shared 24/7 hub for managing patient advice calls. This work was presented at the Hospice UK conference in November 2024 and has continued to progress towards establishing this service.

**Living Well Centre** has focused on peer support, self-care, meaningful activities and education. This year alone, we have supported over a hundred new individuals. We’ve expanded our full timetable with new groups, including Make Do and Mend and Singing for Wellbeing. Strong relationships have also been developed with the local art school, and art therapy students now volunteer to support our Art for Wellbeing sessions. Among the many beneficial sessions we offer, patients can spend time with our experienced songwriter and musician, who helps transform their life stories into personalised songs. These unique pieces can be recorded, shared and cherished as lasting memories.

**Supportive Care** encompasses a range of key support services to patients, carers and the bereaved with key highlights from 2024/25 including the introduction by our **Counselling Service** of a new ‘Remembering Together Cafe ' for bereaved, held weekly. The **Carers Support Service** has seen attendance at the Carers Cafe double over the past year. We provide emotional and practical support to carers in a friendly, social environment-offering them valuable time away from their caring role. The **Complementary Therapy Service** has nearly doubled its patient reach over the past year, providing well over five hundred treatments to patients, carers, and the bereaved.

**Our Care in Numbers 2024/2025 versus 2023/2024**

| Indicator | 2023 – 2024 | 2024 – 2025 | Increase |
|---|---|---|---|
| New Patient Referrals | 747 | 792 | 6% |
| Non-patients Supported | 233 | 246 | 6% |
| Community Patients | 858 | 937 | 9% |
| Bereavement Clients | 114 | 149 | 31% |
| Counselling | 266 | 356 | 34% |
| Living Well Centre | 113 | 134 | 19% |
| Carers Support | 69 | 163 | 136% |
| Welfare Support | 287 | 345 | 20% |
| Complimentary Therapy New Referrals | 85 | 157 | 85% |
| Complimentary Therapy Treatments | 341 | 529 | 55% |
| Carers Café Visits | 98 | 364 | 271% |
| Remembering Together Café Visits | 15 | 197 | 1213% |
| Physiotherapy | 215 | 250 | 16% |

There has also been a strong and continued focus on patient safety and quality of care with quality improvement projects on developing models of care, working towards electronic prescribing and introducing a non-medical prescribing framework, as well as reviewing and enhancing our data quality and analysis. At the same time we have continued an ambitious audit programme to support quality improvement. In August 2024 we implemented a new patient safety reporting system (Vantage).

During the year we sought feedback from patients through an Experience of Care survey to patients accessing our services and a Voices questionnare to bereaved relatives and carers. This feedback is helping us to plan and deliver care according to need and ensure our service changes encompass the patient and carer voice. In the year 2024-2025, 585 Experience of Care Questionnaires were sent out to which 279 patients responded; a response rate of 48% and a significant increase on the previous year (when we achieved a response rate of 22%) .

The VOICES questionnaire to bereaved relatives and carers was sent out to 262 family members, friends, or carers with a response rate of 31%, which again was an increase on the prior year and was also very positive about the care and support received.



**Structure, Governance and Management**

St Peter & St James Charitable Trust (the "Charity") is a Company limited by guarantee, not having a share capital. It is administered by a Board of Trustees operating in accordance with the Articles of Association adopted on 3 October 2018 (as amended on 17 October 2022).

The hospice operates a number of shops selling principally donated goods. St Peter & St James Hospice Shops Ltd ("Shops") is a wholly owned subsidiary of the charity whose main purpose is to undertake trading activities such as selling a small range of new goods through the Hospice's shops.

The Friends of St Peter & St James ("Friends") is a 'linked' charity to St Peter & St James Charitable Trust.

The total of the three entities above is referred to in this report as the "Group".

The Board of Trustees meets regularly throughout the year. The Chief Executive is appointed by the Trustees to manage our executive operations with the support of the Executive Team and has delegated authority for the day-to-day management of the Charity and the Group.

The following Committees support and report to the full Board throughout the financial year:
- Quality and Safety Committee
- Finance and Resources Committee
- Income Generation Committee
- People Committee
- Board Development Committee

Membership of all Committees includes both Trustees and members of the Executive Team.

The Board Development Committee is responsible for overseeing hospice governance and for the recruitment, induction and training of Trustees. It uses a skills and experience audit to determine the skills requirements for new Trustees when a vacancy arises, ensuring the Board and its Committees have the requisite skills and experience to function effectively.

Trustee vacancies are widely advertised, including on the hospice's website and social media channels, and prospective Trustees are shortlisted for interview. Following a successful interview, a recommendation is made to the Board which then decides whether to appoint. Prospective Trustees are invited to a Board meeting as observers before the appointment decision.

Following the appointment, Trustees are provided with governance documentation and current operational reports and are offered a structured induction programme.

The term of office for individual Trustees is four years, with a maximum of one renewal. New Trustees appointed by the Board are subject to formal appointment at the next AGM. The position of Chair of Trustees is held for a maximum period of 5 years.

During 2024/25, the Executive Team comprised the Chief Executive, the Care Director, Finance Director (whose services were provided via a Service Level Agreement with St Catherine's Hospice until July 2024), Medical Director and People Director, working with the Trustees to provide leadership and strategic direction to the organisation.

The Senior Leadership Team comprises all senior managers responsible for the delivery of services and activities: Head of Facilities & Estates, Head of Fundraising & Marketing, Head of Quality, Head of Retail and Head of Supportive Care.

The Chief Executive's salary is determined using an independent salary survey, developed in association with Hospice UK. Senior Leadership Team salaries are part of a pay structure that was created in 2021 following a systematic job evaluation of all roles within the hospice, using an independent job evaluation and benchmarking tool.

Collaboration and coordination are key in enabling the Charity to provide excellent personalised care. As well as the collaboration with other Sussex Hospices already referred to, the hospice strives to maintain good working relationships with local GPs, Integrated Care System, Local Authorities and other healthcare providers and charities, including other Hospices.

**Reserves**

The Hospice's reserves policy requires the hospice to hold a minimum free reserve equal to 6 months of operational costs. At the year end the Hospice's free reserves met this policy.

**Fundraising**

We rely on our supporters to enable us to generate the funds needed to run our services as only 13.7% of our total income in the year came from Government funding.

We are committed to transparency and accountability, and voluntarily subscribe as a member of the Fundraising Regulator.

Throughout the year we fundraised in a multitude of ways. During the year we raised £932k from donations from individuals (including Gift Aid), £275k from community work which includes community groups and those doing challenge events for us, £271k from grants and corporations, £178k from lottery income, £262k from events and £1.68m from legacies (all figures are before expenses).

In the year we held multiple events to fundraise for the hospice and to raise awareness which included:

- Shine Bright – Our flagship event which is an in-memory walk held in the local village of Lindfield.
- Sussex Summer Night Out – A music event held at a local vineyard.
- Open Gardens – We kicked off our Open Gardens season by opening up the hospice gardens to the public.
- Gala Dinner – We held our first Gala Dinner at Ardingly College which was hosted by our patron Katie Derham.
- Biz Quiz – We held multiple quizzes for local businesses throughout the year.

The majority of our fundraising was managed by our own in house Fundraising Team, however lottery income comes from an external lottery run by The Local Hospice Lottery Limited, we used an external company to provide a silent auction at our Gala Dinner called Fundraising Auctions Limited, and we ended our contract at the beginning of the year with an external door to door fundraising company called Gather Campaigns Limited. We are still receiving regular donations from the work undertaken by Gather, but we are no longer paying for their services.

We take any complaints received very seriously and look to both remedy the situation as quickly as possible but also learn from them. During the year we introduced a new system for logging and tracking complaints, which shows we received 2 complaints in the year which were resolved.

The Hospice takes all reasonable care to protect vulnerable persons we come into contact with, whether that is when fundraising or in any other area of the organisation. We have Fundraising and Safeguarding policies in place and all staff and volunteers receive regular safeguarding training to ensure best practice is met.






## Our People

| Executive Team | |
|---|---|
| **Chief Executive:** | Dr Martin Powell (left April 2025)<br>Amanda Fadero (appointed May 2025) |
| **Care Director:** | Eirian Levell (left May 2025)<br>Andrew Gallini (appointed August 2025) |
| **Finance Director:** | Cathy Heard (via SLA to July 2024)<br>Matthew Dean ACA (appointed July 2024) |
| **Medical Director** | Dr Helen McGee |
| **People Director:** | Melissa Le Palud |

## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2025

| Trustees | Patrons |
|---|---|
| Andrew Cook (Retired September 2024) | Katie Derham |
| Anita Chown | Piers Morgan |
| Caroline Cauvin | Edward Fox OBE |
| Caroline Potter (Appointed September 2024) | Anne Billson |
| Charlotte Almond | Deirdre Prower |
| Harriet Creamer (Chair) | Sir Edward Cazalet |
| Isabelle Otway | Emma Cleary |
| John Hills | Karol Matthews |
| Lesley Strong | Lisa Welton |
| Michael Carey | Matt Turner |
| Dr Nick Barrie (Retired September 2024) | Susan Fleet MBE Hon GMS |
| Patricia Robinson | Toby Wittome |
| Patrick Henshaw | Baroness Andrews of Southover OBE (resigned September 2024) |
| Robin Knight (Vice Chair) | The Viscount Brentford (resigned September 2024) |

Approved by order of the members of the board of Trustees on and signed on their behalf by:

**Harriet Creamer**
(Chair of Trustees)

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ST PETER AND ST JAMES CHARITABLE TRUST

### Opinion

We have audited the financial statements of The St Peter and St James Charitable Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 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.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ST PETER AND ST JAMES CHARITABLE TRUST (CONTINUED)

### Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

### Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ST PETER AND ST JAMES CHARITABLE TRUST (CONTINUED)

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

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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:
[Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud.]

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 Auditors' report.

### Use of our report

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

**David W Martin (Senior statutory auditor)**

for and on behalf of
**TC Group**

Date:

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2025

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *As restated Total funds 2024 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 3 | **3,122,492** | **110,514** | **3,233,006** | *2,154,007* |
| Charitable activities | 4 | **855,691** | **108,332** | **964,023** | *1,039,132* |
| Trading activities | 5 | **2,392,210** | **-** | **2,392,210** | *2,143,645* |
| Investments | 6 | **65,619** | **-** | **65,619** | *75,250* |
| **Total income** | | **6,436,012** | **218,846** | **6,654,858** | *5,412,034* |
| **Expenditure on:** | | | | | |
| Raising funds | 7,8 | **2,650,097** | **-** | **2,650,097** | *2,562,109* |
| Charitable activities | 9 | **3,607,216** | **298,678** | **3,905,894** | *3,398,751* |
| **Total expenditure** | | **6,257,313** | **298,678** | **6,555,991** | *5,960,860* |
| **Net income/(expenditure) before net gains on investments** | | **178,699** | **(79,832)** | **98,867** | *(548,826)* |
| Net gains on investments | | **18,657** | **-** | **18,657** | *13,580* |
| **Net income/(expenditure)** | | **197,356** | **(79,832)** | **117,524** | *(535,246)* |
| Transfers between funds | 21 | **33,500** | **(33,500)** | **-** | *-* |
| **Net movement in funds** | | **230,856** | **(113,332)** | **117,524** | *(535,246)* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **5,633,050** | **211,000** | **5,844,050** | *6,379,296* |
| Net movement in funds | | **230,856** | **(113,332)** | **117,524** | *(535,246)* |
| **Total funds carried forward** | | **5,863,906** | **97,668** | **5,961,574** | *5,844,050* |

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 42 form part of these financial statements.

## CONSOLIDATED BALANCE SHEET
## AS AT 31 MARCH 2025

| | Note | | 2025 £ | | *As restated 2024 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 15 | | **1,927,700** | | *1,941,763* |
| Investments | 16 | | **525,099** | | *500,182* |
| | | | **2,452,799** | | *2,441,945* |
| **Current assets** | | | | | |
| Stocks | 17 | **23,447** | | *18,919* | |
| Debtors | 18 | **1,335,761** | | *949,584* | |
| Investments | | **2,014,926** | | *2,503,455* | |
| Cash at bank and in hand | | **674,492** | | *206,438* | |
| | | **4,048,626** | | *3,678,396* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 19 | **(539,851)** | | *(276,291)* | |
| **Net current assets** | | | **3,508,775** | | *3,402,105* |
| **Total assets less current liabilities** | | | **5,961,574** | | *5,844,050* |
| **Total net assets** | | | **5,961,574** | | *5,844,050* |
| **Charity funds** | | | | | |
| Restricted funds | 21 | | **97,668** | | *211,000* |
| Unrestricted funds | | | | | |
| Designated funds | 21 | **199,000** | | *199,000* | |
| General funds | 21 | **5,664,906** | | *5,434,050* | |
| Total unrestricted funds | 21 | | **5,863,906** | | *5,633,050* |
| **Total funds** | | | **5,961,574** | | *5,844,050* |

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

The financial statements were approved and authorised for issue by the Trustees on and signed on their behalf by:

## CONSOLIDATED BALANCE SHEET (CONTINUED)
## AS AT 31 MARCH 2025

**Harriet Creamer**
(Chair of Trustees)

The notes on pages 21 to 42 form part of these financial statements.

## CHARITY BALANCE SHEET
## AS AT 31 MARCH 2025

| | Note | | 2025 £ | | As restated 2024 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 15 | | **1,927,700** | | *1,941,763* |
| Investments | 16 | | **615,099** | | *590,182* |
| | | | **2,542,799** | | *2,531,945* |
| **Current assets** | | | | | |
| Debtors | 18 | **1,335,101** | | *1,006,999* | |
| Investments | | **2,014,926** | | *2,503,455* | |
| Cash at bank and in hand | | **594,442** | | *30,631* | |
| | | **3,944,469** | | *3,541,085* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 19 | **(605,920)** | | *(275,041)* | |
| **Net current assets** | | | **3,338,549** | | *3,266,044* |
| **Total assets less current liabilities** | | | **5,881,348** | | *5,797,989* |
| **Total net assets** | | | **5,881,348** | | *5,797,989* |
| **Charity funds** | | | | | |
| Restricted funds | 21 | | **97,668** | | *211,000* |
| Unrestricted funds | 21 | | **5,783,680** | | *5,586,989* |
| **Total funds** | | | **5,881,348** | | *5,797,989* |

The Charity's net movement in funds for the year was £233,475 *(2024 - £(391,115))*.

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

The financial statements were approved and authorised for issue by the Trustees on and signed on their behalf by:

## CHARITY BALANCE SHEET (CONTINUED)
## AS AT 31 MARCH 2025

**Harriet Creamer**
(Chair of Trustees)

The notes on pages 21 to 42 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2025

| | 2025 £ | *As restated 2024 £* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash generated by operating activities | **68,074** | *65,368* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(88,448)** | *(66,899)* |
| **Net cash used in investing activities** | **(88,448)** | **(66,899)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **(20,374)** | **(1,531)** |
| Cash and cash equivalents at the beginning of the year | **2,709,893** | *2,711,424* |
| **Cash and cash equivalents at the end of the year** | **2,689,519** | *2,709,893* |

The notes on pages 21 to 42 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 1. General information

The St Peter and St James Charitable Trust is a charity limited by guarantee incorporated in England and Wales. The registered office is North Common Road, North Chailey, Lewes East Sussex, BN8 4ED.

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

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

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

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

#### 2.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy is recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

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

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

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

### 2.4 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

## 2. Accounting policies (continued)

### 2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, on a reducing balance basis.

Depreciation is provided on the following bases:

| | |
|---|---|
| Freehold property | - 5% |
| Freehold land | - Nil |
| Motor vehicles | - 25% |
| Equipment | - 25% |
| Computer equipment | - 25% |

### 2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

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

### 2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

### 2.9 Debtors

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

### 2.10 Cash at bank and in hand

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

## 2. Accounting policies (continued)

### 2.11 Liabilities and provisions

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

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

### 2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 2.13 Pensions

The Group contributes to a defined benefit scheme (NHS Superannuation) for eligible staff and operates a defined contribution scheme for other staff. The contributions to the scheme are recognised as an expense in the financial statements as they become payable.

The NHS scheme may be defined as a defined benefit multi-employer plan; however, the Group does not have any share of the underlying assets or liabilities. The contributions are determined by the Government Actuary and there is no further obligation from the Group other than the initial contributions due.

### 2.14 Fund accounting

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

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

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

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

## 3. Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Donations | 1,178,658 | 104,285 | **1,282,943** |
| Legacies | 1,679,350 | - | **1,679,350** |
| Grants | 86,229 | 6,229 | **92,458** |
| Lottery | 178,255 | - | **178,255** |
| | 3,122,492 | 110,514 | **3,233,006** |

| | *As restated Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *As restated Total funds 2024 £* |
|---|---|---|---|
| Donations | *1,028,757* | *76,000* | *1,104,757* |
| Legacies | *841,256* | *-* | *841,256* |
| Grants | *54,572* | *31,000* | *85,572* |
| Lottery | *122,422* | *-* | *122,422* |
| | *2,047,007* | *107,000* | *2,154,007* |

## 4. Income from charitable activities

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| NHS Hospice block grants | 666,289 | - | **666,289** |
| NHS Capital grant | - | 78,032 | **78,032** |
| NHS Admission Avoidance | 26,379 | - | **26,379** |
| Council grant for carer support | - | 30,300 | **30,300** |
| Spot purchase of CHC beds | 30,137 | - | **30,137** |
| NHS Pharmaceutical recharge | 57,558 | - | **57,558** |
| Other commissioned income | 493 | - | **493** |
| Education income | 74,835 | - | **74,835** |
| | 855,691 | 108,332 | **964,023** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| NHS Block Grant | *679,638* | - | *679,638* |
| NHS Admission Avoidance | *43,324* | - | *43,324* |
| County Council Befriending Services | *10,799* | - | *10,799* |
| Spot purchase of CHC beds | *33,562* | - | *33,562* |
| NHS pharmaceutical recharge | *85,711* | - | *85,711* |
| Other Commissioned Income | *1,178* | - | *1,178* |
| Education Income | *43,108* | - | *43,108* |
| Other NHS grants | *111,812* | *30,000* | *141,812* |
| | *1,009,132* | *30,000* | *1,039,132* |

## 5. Income from other trading activities

| | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|
| Retail | 2,077,682 | **2,077,682** |
| Fundraising events | 262,781 | **262,781** |
| Other trading income | 50,497 | **50,497** |
| Rental income | 1,250 | **1,250** |
| | 2,392,210 | **2,392,210** |

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Retail | *2,002,190* | *2,002,190* |
| Fundraising events | *117,854* | *117,854* |
| Other trading income | *22,341* | *22,341* |
| Rental income | *1,260* | *1,260* |
| | *2,143,645* | *2,143,645* |

## 6. Investment income

| | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|
| Dividends received | 1,428 | **1,428** |
| Investment income - interest recieved | 64,191 | **64,191** |
| | 65,619 | **65,619** |

## 6. Investment income (continued)

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Dividends received | *1,749* | *1,749* |
| Investment income - interest received | *73,501* | *73,501* |
| | *75,250* | *75,250* |

## 7. Investment management costs

| | **Unrestricted funds 2025 £** | **Total funds 2025 £** |
|---|---|---|
| Investment management fees | 8,487 | **8,487** |

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Investment management fees | *4,008* | *4,008* |

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 8. Analysis of costs of raising funds

| | Direct costs 2025 £ | Support costs 2025 £ | Total 2025 £ |
|---|---|---|---|
| **Fundraising/investment activities** | | | |
| Donations, legacies and grants | 332,275 | 200,826 | **533,101** |
| **Trading acitivites** | | | |
| Retail shops | 1,618,324 | 334,124 | **1,952,448** |
| Lottery costs | - | - | **-** |
| Fundraising events | 150,216 | 5,845 | **156,061** |
| | 2,100,815 | 540,795 | **2,641,610** |

| | *Direct costs 2024 £* | *Support costs 2024 £* | *Total 2024 £* |
|---|---|---|---|
| **Fundraising/investment activities** | | | |
| Donations, legacies and grants | *354,000* | *201,631* | *555,631* |
| | *354,000* | *201,631* | **555,631** |
| **Trading activities** | | | |
| Retail shops | *1,517,355* | *326,341* | *1,843,696* |
| Fundraising events | *29,000* | *129,774* | *158,774* |
| | *1,900,355* | *657,746* | *2,558,101* |

## 9. Analysis of expenditure on charitable activities

### Summary by fund type

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ |
|---|---|---|---|
| Inpatient Services | 2,505,488 | 268,357 | **2,773,845** |
| Community Services | 686,611 | - | **686,611** |
| Wellbeing Sevices | 415,117 | 30,321 | **445,438** |
| | 3,607,216 | 298,678 | **3,905,894** |

| | *Unrestricted funds 2024 £* | *Total 2024 £* |
|---|---|---|
| Inpatient Services | *2,027,369* | *2,027,369* |
| Community Services | *959,403* | *959,403* |
| Wellbeing Sevices | *361,398* | *361,398* |
| Education | *50,581* | *50,581* |
| | *3,398,751* | *3,398,751* |

## 10. Analysis of expenditure by activities

| | Activities undertaken directly 2025 £ | Support costs 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Inpatient Services | 1,786,863 | 986,982 | **2,773,845** |
| Community Services | 496,091 | 190,520 | **686,611** |
| Wellbeing Sevices | 296,357 | 149,081 | **445,438** |
| | 2,579,311 | 1,326,583 | **3,905,894** |

## 10. Analysis of expenditure by activities (continued)

| | *Activities undertaken directly 2024* | *Support costs 2024* | *Total funds 2024* |
|---|---|---|---|
| | *£* | *£* | *£* |
| Inpatient Services | *1,308,699* | *718,670* | *2,027,369* |
| Community Services | *555,403* | *404,000* | *959,403* |
| Wellbeing Sevices | *129,398* | *232,000* | *361,398* |
| Education | *2,581* | *48,000* | *50,581* |
| | *1,996,081* | *1,402,670* | *3,398,751* |

## 11. Support costs

| | **Fundraising** | **Trading** | **Inpatient Services** | **Community Services** | **Wellbeing Services** | **Investments** | **Total** |
|---|---|---|---|---|---|---|---|
| | **£** | **£** | **£** | **£** | **£** | **£** | **£** |
| Governance | 103,298 | 75,380 | 292,356 | 138,286 | 42,673 | 3,327 | **655,320** |
| Facilities | 25,519 | 132,395 | 524,605 | 20,191 | 43,380 | - | **746,090** |
| Finance | 31,463 | 8,989 | 26,968 | 8,989 | 8,989 | 4,495 | **89,893** |
| People services | 17,872 | 85,808 | 87,032 | 8,048 | 27,695 | - | **226,455** |
| Depreciation | 22,675 | 37,396 | 56,020 | 15,066 | 26,343 | - | **157,500** |
| | 200,827 | 339,968 | 986,981 | 190,580 | 149,080 | 7,822 | **1,875,258** |

## 12. Auditors' remuneration

| | **2025** | *2024* |
|---|---|---|
| | **£** | *£* |
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | **10,260** | *9,840* |
| Fees payable to the Charity's auditor in respect of: | | |
| All taxation services | **876** | *876* |

## 13. Staff costs

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| Wages and salaries | **4,011,946** | *3,582,037* | **4,011,946** | *3,582,037* |
| Social security costs | **363,542** | *312,031* | **363,542** | *312,031* |
| Contribution to defined contribution pension schemes | **237,525** | *210,979* | **237,525** | *210,979* |
| | **4,613,013** | *4,105,047* | **4,613,013** | *4,105,047* |

The Hospice made ex gratia payments to staff in 2024/25 of £10,000 (2023/24: £26,004). Pension costs for 2024/25 are £237,525 (2023/24: £210,979), net of NHS funding.

The average number of FTE persons employed by the Charity during the year was as follows:

| | Group 2025 No. | *Group 2024 No.* |
|---|---|---|
| Voluntary Income Generation | **40** | *43* |
| Delivery of Charitable Activities | **42** | *36* |
| Support Services | **25** | *27* |
| | **107** | *106* |

The average number of employees for the year were 164 (2023/24: 161).

The Charity is dependent upon a team of volunteers, who assist in many areas of the Charity's activities.

In the year the Charity was supported by 411 volunteers (2023/24: 398). This includes 172 volunteers (2023/24: 184) who supported our retail operations.

## 13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | Group 2025 No. | *Group 2024 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **1** | *2* |
| In the band £70,001 - £80,000 | **1** | *1* |
| In the band £90,001 - £100,000 | **-** | *1* |
| In the band £100,001 - £110,000 | **-** | *1* |
| In the band £110,001 - £120,000 | **1** | *1* |
| In the band £120,001 - £130,000 | **1** | - |
| In the band £160,001 - £170,000 | **1** | - |

At the year end £66,583 of PILON, holiday pay and ex-gratia payments relating to the termination of a contract at the year end have been accrued. This relates to an employee in the £160k- £170k bracket in the table above; without this accrual they would have been in the £90k - £100k bracket.

The key management personnel (the Executive Team) received £485,987 in employee benefits including employer pension contributions.

## 14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

## 15. Tangible fixed assets

**Group and Charity**

| | Freehold property £ | Motor vehicles and equipment £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2024 | **3,535,102** | **1,294,798** | **4,829,900** |
| Additions | **29,427** | **88,448** | **117,875** |
| Disposals | **-** | **(225,759)** | **(225,759)** |
| At 31 March 2025 | **3,564,529** | **1,157,487** | **4,722,016** |

## 15. Tangible fixed assets (continued)

### Group and Charity (continued)

| | Freehold property £ | Motor vehicles and equipment £ | Total £ |
|---|---|---|---|
| **Depreciation** | | | |
| At 1 April 2024 | **1,788,802** | **1,099,333** | **2,888,135** |
| Charge for the year | **81,214** | **77,729** | **158,943** |
| On disposals | **-** | **(252,762)** | **(252,762)** |
| At 31 March 2025 | **1,870,016** | **924,300** | **2,794,316** |
| **Net book value** | | | |
| At 31 March 2025 | **1,694,513** | **233,187** | **1,927,700** |
| *At 31 March 2024* | *1,746,300* | *195,465* | *1,941,765* |

Freehold land of £180,000 is included in Freehold Land and Buildings that is not depreciated.

## 16. Fixed asset investments

| Group | Listed investments £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2024 | **499,882** |
| Additions | **10,189** |
| Profit on disposals | **3,480** |
| Revaluations | **15,177** |
| Management charge | **(3,629)** |
| At 31 March 2025 | **525,099** |

All investments are held by the charity which includes £90,000 (2023/2024: £90,000) investment in the subsidiary company at cost.

### Subsidiaries

## 16. Fixed asset investments (continued)

The following was a subsidiary undertaking of the Charity:

| Name | Company number | Registered office or principal place of business | Principal activity |
|---|---|---|---|
| St Peter and St James Hospice Shops Limited | 03146736 | St Peter & St James, North Common Road North Chailey, Lewes East Sussex, BN8 4ED | New goods and catering |

| Class of shares | Holding | Included in consolidation |
|---|---|---|
| Ordinary | 100% | Yes |

The financial results of the subsidiary for the year were:

| Name | Income £ | Expenditure £ | Profit/(Loss) / Surplus/ (Deficit) for the year £ | Net assets £ |
|---|---|---|---|---|
| St Peter and St James Hospice Shops Limited | **150,116** | **(81,619)** | **68,497** | **170,226** |

## 17. Stocks

| | Group 2025 £ | *Group 2024 £* |
|---|---|---|
| Finished goods and goods for resale | **23,447** | *18,919* |

## 18. Debtors

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **21,343** | *29,803* | **20,683** | *29,803* |
| Amounts owed by group undertakings | **-** | *-* | **-** | *57,415* |
| Other debtors | **77,147** | *62,560* | **77,147** | *62,560* |
| Prepayments and accrued income | **1,237,271** | *857,221* | **1,237,271** | *857,221* |
| | **1,335,761** | *949,584* | **1,335,101** | *1,006,999* |

## 19. Creditors: Amounts falling due within one year

| | Group 2025 £ | *Group 2024 £* | Charity 2025 £ | *Charity 2024 £* |
|---|---|---|---|---|
| Trade creditors | **129,621** | *140,560* | **129,621** | *140,560* |
| Amounts owed to group undertakings | **-** | *-* | **66,069** | *-* |
| Other taxation and social security | **83,364** | *78,779* | **83,364** | *78,779* |
| Other creditors | **124,664** | *31,966* | **124,664** | *31,966* |
| Accruals and deferred income | **202,202** | *24,986* | **202,202** | *23,736* |
| | **539,851** | *276,291* | **605,920** | *275,041* |

## 20. Prior year adjustments

These accounts include a prior year adjustment that relates to the overstatement of legacy accrued income recognised after a full review was undertaken. This amounted to reducing legacy accrued income by £252,709 and therefore reducing the 2024 closing general unrestricted reserves.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 21. Statement of funds

**Statement of funds - current year**

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Transfers in/out £ | Gains/ (Losses) £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | | |
| **Designated funds** | | | | | | |
| Capital replacement | **199,000** | **-** | **-** | **-** | **-** | **199,000** |
| **General funds** | | | | | | |
| General Funds - all funds | **5,434,050** | **6,436,012** | **(6,257,313)** | **33,500** | **18,657** | **5,664,906** |
| **Total Unrestricted funds** | **5,633,050** | **6,436,012** | **(6,257,313)** | **33,500** | **18,657** | **5,863,906** |
| **Restricted funds** | | | | | | |
| Capital and equipment | **95,000** | **84,262** | **(78,032)** | **(46,845)** | **-** | **54,385** |
| Other | **116,000** | **134,584** | **(220,646)** | **13,345** | **-** | **43,283** |
| | **211,000** | **218,846** | **(298,678)** | **(33,500)** | **-** | **97,668** |
| **Total of funds** | **5,844,050** | **6,654,858** | **(6,555,991)** | **-** | **18,657** | **5,961,574** |

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 21. Statement of funds (continued)

**Statement of funds - prior year**

| | *Balance at 1 April 2023* £ | *As restated Income* £ | *Expenditure* £ | *Gains/ (Losses)* £ | *Balance at 31 March 2024* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Capital replacement | *199,000* | *-* | *-* | *-* | *199,000* |
| **General funds** | | | | | |
| General Funds - all funds | *6,088,000* | *5,200,291* | *(5,867,821)* | *13,580* | *5,434,050* |
| **Total Unrestricted funds** | *6,287,000* | *5,200,291* | *(5,867,821)* | *13,580* | *5,633,050* |
| **Restricted funds** | | | | | |
| Restricted Funds - all funds | *45,000* | *231,000* | *(160,000)* | *-* | *116,000* |
| Capital and equipment | *47,000* | *48,000* | *-* | *-* | *95,000* |
| | *92,000* | *279,000* | *(160,000)* | *-* | *211,000* |
| **Total of funds** | *6,379,000* | *5,479,291* | *(6,027,821)* | *13,580* | *5,844,050* |

### 22. Summary of funds

## 22. Summary of funds (continued)

### Summary of funds - current year

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Transfers in/out £ | Gains/ (Losses) £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|---|---|
| Designated funds | **199,000** | **-** | **-** | **-** | **-** | **199,000** |
| General funds | **5,434,050** | **6,436,012** | **(6,257,313)** | **33,500** | **18,657** | **5,664,906** |
| Restricted funds | **211,000** | **218,846** | **(298,678)** | **(33,500)** | **-** | **97,668** |
| | **5,844,050** | **6,654,858** | **(6,555,991)** | **-** | **18,657** | **5,961,574** |

### Summary of funds - prior year

| | *Balance at 1 April 2023 £* | *As restated Income £* | *Expenditure £* | *Gains/ (Losses) £* | *Balance at 31 March 2024 £* |
|---|---|---|---|---|---|
| Designated funds | *199,000* | *-* | *-* | *-* | *199,000* |
| General funds | *6,088,000* | *5,200,291* | *(5,867,821)* | *13,580* | *5,434,050* |
| Restricted funds | *92,000* | *279,000* | *(160,000)* | *-* | *211,000* |
| | *6,379,000* | *5,479,291* | *(6,027,821)* | *13,580* | *5,844,050* |

## 23. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Tangible fixed assets | 1,927,700 | - | **1,927,700** |
| Fixed asset investments | 525,099 | - | **525,099** |
| Current assets | 3,950,958 | 97,668 | **4,048,626** |
| Creditors due within one year | (539,851) | - | **(539,851)** |
| **Total** | 5,863,906 | 97,668 | **5,961,574** |

## 23. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Tangible fixed assets | *1,941,763* | *-* | *1,941,763* |
| Fixed asset investments | *500,182* | *-* | *500,182* |
| Current assets | *3,467,396* | *211,000* | *3,678,396* |
| Creditors due within one year | *(276,291)* | *-* | *(276,291)* |
| **Total** | *5,633,050* | *211,000* | *5,844,050* |

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

| | **Group 2025 £** | *Group 2024 £* |
|---|---|---|
| Net income/expenditure for the year (as per Statement of Financial Activities) | **117,524** | *(535,246)* |
| **Adjustments for:** | | |
| Depreciation charges | **157,440** | *135,136* |
| Losses on investments | **(15,028)** | *(14,573)* |
| Dividends, interests and rents from investments | **(10,189)** | *(13,431)* |
| Loss/(profit) on the sale of fixed assets | **(54,926)** | *-* |
| Decrease/(increase) in stocks | **(4,527)** | *6,081* |
| Decrease/(increase) in debtors | **(369,890)** | *422,229* |
| Increase in creditors | **247,670** | *65,172* |
| **Net cash provided by operating activities** | **68,074** | *65,368* |

## 25. Analysis of cash and cash equivalents

| | Group 2025 £ | *Group 2024 £* |
|---|---|---|
| Cash in hand | **2,689,519** | *2,709,893* |
| **Total cash and cash equivalents** | **2,689,519** | *2,709,893* |

## 26. Analysis of changes in net debt

| | At 1 April 2024 £ | Cash flows £ | At 31 March 2025 £ |
|---|---|---|---|
| Cash at bank and in hand | **206,438** | **468,054** | **674,492** |
| Liquid investments | **2,503,455** | **(488,529)** | **2,014,926** |
| | **2,709,893** | **(20,475)** | **2,689,418** |

## 27. Pension commitments

The Group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £51,256 (2024 - £29,810) were payable to the fund at the balance sheet date and are included in creditors which relate to the final months payroll in the normal course of business.

## 28. Operating lease commitments

At 31 March 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | Group 2025 £ | *Group 2024 £* |
|---|---|---|
| Not later than 1 year | **356,378** | *398,181* |
| Later than 1 year and not later than 5 years | **1,116,570** | *1,469,762* |
| Later than 5 years | **409,137** | *931,490* |
| | **1,882,085** | *2,799,433* |

## 29. Related party transactions

Donations from Trustees to the Charity amounted to £290 in 2024/25 (2023/24: £510). In addition, Trustees may have made small donations. One additional payment of £2,000 was paid by a trustee for attendance at a fundraising event.

The Charity provided services during the year to its wholly owned trading subsidiary, St Peter and St James Hospice Shops Limited. The charge for those services amounted to £67,583 (2023/24: £107,747). A donation of £34,332. was made under gift aid from the trading subsidiary in the year (2023/24: £796).

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

## 30. Friends of St Peter and St James

The Friends of St Peter & St James is a registered charity, number 288522, whose objects are to relieve the patients of the Hospice who are sick, convalescent, disabled, handicapped or infirm and generally to support the charitable work of the Hospice to whom the Friends of St Peter & St James are ultimately responsible. A summary of the financial activities of The Friends of St Peter & St James is given below and these have been consolidated into the group accounts.

| **Profit and loss** | **2025** | **2024** |
|---|---|---|
| | **£** | **£** |
| Income - Donations | 2,935 | 611 |
| Income - Investments | 4 | - |
| Net income | 2,939 | 611 |
| **Balance sheet** | | |
| Debtors | 75 | 75 |
| Cash at bank | 21,497 | 18,562 |
| Net assets | 21,572 | 18,637 |
| Funds | 21,572 | 18,637 |

**THE ST PETER AND ST JAMES CHARITABLE TRUST**

England & Wales - Charity number 1056114

# Accounts



St Peter & St James Hospice

Hospice care in the heart of Sussex

# St Peter & St James Charitable Trust

## Annual Report and Consolidated Financial Statements

## Year ended 31 March 2024

**Charity number 1056114**

**Company number 3204919**

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## Introduction from the Chief Executive and Chair

St Peter & St James Hospice provides specialist palliative and end-of-life care to our community. Our mission is to support patients and their families through some of the most challenging times of their lives, with dignity, comfort, and compassion. This report reflects our ongoing commitment to excellence in care, transparency in our operations, and continuous quality improvement.

## Overview of Services

St Peter & St James Hospice offers a range of services including inpatient care, community support and bereavement services. Our multidisciplinary team works tirelessly to tailor care to individual needs, providing not only medical and nursing care but also emotional, psychological, and spiritual support.

## Financial Challenges

Hospices across the UK, including ours, face significant financial challenges. Unlike NHS services, hospices rely heavily on charitable donations, fundraising efforts, and community support to cover most of our operating costs. The precarious financial position in which we find ourselves - along with many other hospices across the country - is exacerbated by the increasing demand for hospice services, coupled with rising operational costs and the economic uncertainties that impact fundraising activities.

In the past year, we witnessed a shortfall in our funding, which has put immense pressure on our resources. Despite these challenges, our commitment to quality and patient-centred care remains unwavering and we continually strive to deliver care to the highest standards.

## Commitment to Quality

This report highlights the achievements of the past year, the challenges we faced, and our plans for the next financial year. Key areas of focus include:

1. **Clinical Effectiveness**
   Continuous evaluation and improvement of our practice to ensure the highest standards of care.
2. **Patient Experience**
   Listening to our patients and their families to understand their needs and improve experience.
3. **Patient Safety**
   Enhancing protocols to ensure the safety and well-being of our patients.

## Looking Ahead

We are actively seeking new funding opportunities, engaging with our community, and advocating for greater governmental support to ensure the sustainability of our services. It is through the collective efforts of our staff, volunteers, supporters, and the community that we can continue to provide essential care to those in need.

We are working with other hospices in our local area to ensure we capitalise on opportunities to maximise efficiencies, generate cost savings, and make the case to the NHS for fair funding, commensurate with the services we provide.

## Acknowledgements

We extend our heartfelt gratitude to our staff, volunteers, and supporters. Their dedication and generosity are the cornerstones of our hospice. Together, we can navigate these financial challenges and strive to deliver the highest quality of care.



Dr Martin Powell

Chief Executive



Harriet Creamer

Chair

## Our Mission

St Peter & St James Hospice provides expert care to adults living with a life-limiting illness in our community. Our support extends to friends and families too. Our community includes Burgess Hill, Haywards Heath, Lewes, Uckfield and everywhere in between.

We support people to live and die well, according to what matters most to them. Our mission is to provide the best possible care, in the right place, at the right time, to everyone who needs us. Our workforce is committed to excellence in all they do.

## Our Values

Our values are at the heart of our organisation and define who we are, how we work, and what we believe in and stand for:

| | |
|---|---|
| **Compassion** | We show everyone empathy, kindness, and respect. |
| **Integrity** | We do the right thing, no matter how challenging. |
| **Accountability** | We take responsibility for our actions and outcomes. |
| **Excellence** | We strive to be outstanding and aim to exceed expectations. |
| **Inclusivity** | We welcome and respect everyone. |

## Our Strategy

People affected by life-limiting illness are central to our cause, and our strategy is designed to ensure they receive the best possible care, in the right place, at the right time. To achieve this, we need a skilled workforce which is committed to excellence and prepared to deliver care and support to everyone who needs us.

We have adopted a culture of continuous improvement, striving for excellence and will remain agile, professional and responsive. We cannot do this without financial stability, clear operating models and effective collaboration with all our stakeholders.

While we focus on our impact in the local community, we must also face the crisis of climate change. As an organisation we have a duty to do what we can to reduce our impact on the environment, therefore we have a goal of net zero emissions by 2030.

Our strategic goals for 2022 – 2025 are:



# Overview of Services

## 2023-2024 Achievements

The clinical teams worked hard to expand our reach, and this led to a significant rise in the support we provided to patients and carers during the last year. We have improved the support we give to carers by engaging with external stakeholders and creating a Carers Coordinator role, resulting in more people using our Living Well Centre.

Over the last year, we focused on optimising our in-patient resources, creating a specific 'turn-around' bed, which reduced the time it took to admit patients, and we experienced a 28% increase in the number of occupied bed days. By changing how we work in the community team, we were able to meet the growing demand for palliative care in our local area, ensuring that more people who need our support receive it.

| Indicator | 2022 – 2023 | 2023 – 2024 | Increase |
|---|---|---|---|
| New Patient Referrals | 688 | 747 | 9% |
| Total Patients Supported | 864 | 912 | 6% |
| Non-patients Supported | 174 | 233 | 34% |
| Occupied Bed Days | 1955 | 2501 | 28% |
| Bereavement Clients | 97 | 114 | 18% |
| Community Patients | 693 | 858 | 24% |
| Preferred Place of Death Recorded | 636 | 642 | 1% |

## Inpatient Unit

This year, we cared for 161 patients with complex specialist palliative care needs on our Inpatient Unit (IPU). We hired more Registered Nurses as our activity and occupancy rate increased to 85%, compared to 67% last year. Our average stay length also increased from 11.2 to 14.9 days.

## Community Services

We support patients in community settings (including care homes), with 676 referrals this year. Our therapies service, which works with the IPU and Community, has seen 215 referrals, more than double the number from last year. The overall data indicates a consistent increase in the reach of our hospice clinical services over the last two years, reflecting the work we have done to reform and re-establish our provision after a period of change.

## Supportive Care Services

Supportive Care Services have expanded, demonstrated in the table below which shows the increase in referral rates this year. We offer our counselling service to patients, carers and the bereaved, and from November 2023, we extended the service to children who are affected by the diagnosis, death, and bereavement of any of our patients. We have more group sessions at the Living Well Centre, which help patients in various ways such as peer support, self-care, meaningful activity, and education. We also offer individual sessions, which include Life Stories and Song Writing.

Our Carers Support service is reaching more people in the community and all its services are growing. There are currently three services within Carers Support, and we are planning to add two more activities soon, a Saturday crafting session and a gardening group, to help the carers in our community.

Our Welfare Advisor helps with various practical issues such as finance, housing, assistive devices, and transport. They also offer after-death support such as funeral arrangements.

Our Complementary Therapy service provides additional symptom relief. The Complementary Therapist Co-Ordinator joined us in May 2023 and has four volunteers who offer massage, aromatherapy, reiki, and reflexology. Two more volunteers, including an acupuncturist, will join the team soon.

| Team | 2022-2023 | 2023-2024 | Increase |
|---|---|---|---|
| Counselling | 154 | 266 | 73% |
| Living Well Centre | 58 | 120 | 107% |
| Carers Support | 3 | 69 | 2200% |
| Welfare Support | 259 | 287 | 11% |
| Complementary Therapy | 10 | 85 | 750% |

## Quality and Safety

We regularly review our processes to make sure all aspects of governance are strong and efficient. Our Quality and Safety Committee has an experienced Trustee as its Chair and plays a key role in assuring the Board of the quality and performance of our clinical services.

This year, we conducted a major review of our clinical governance structure to make sure that our clinical services follow safe, effective, and evidence-based practice.

We revised our Clinical Risk and Effectiveness Group (CREG) to oversee our patient outcomes, clinical risks, programme of Clinical Audit, Research, and Quality Improvement Priorities (QIPs). The Quality and Safety Committee has analysed our safety data and narrative in detail, and annual clinical governance reports also provide a comprehensive assurance process of safe and effective care.

## Clinical Audit

The hospice has revitalised our programme of clinical and assurance audits which are overseen by the CREG as summarised below:

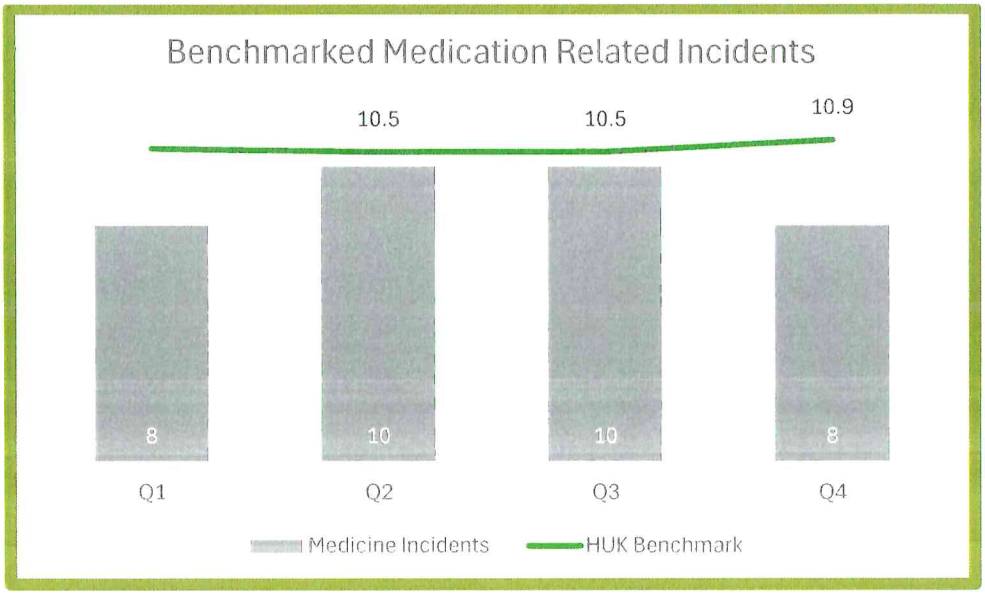
| Completed Assurance Audit | Overall Compliance | Date | Improvement Actions |
|---|---|---|---|
| Safeguarding | Compliant | October 2023 | Review the Designated Safeguarding Officer Role |
| Falls Risk Assessments | 81% | November 2023 | Introduce Falls Policy and further develop falls training. Introduce baseline lying and standing blood pressure monitoring. Introduce guidance on documentation of falls risk assessment and post-fall clinical review. |
| Controlled Drugs (CD) Audit | 97.4% | November 2023 | Introduce procurement SOP |
| Non-CD Audit | 93% | February 2024 | Standard operating procedures developed; prescription chart audit introduced. |
| Integrated Palliative Care Outcome Scale (iPOS) Audit | Variable | February 2024 | Additional training introduced and rolled out to raise awareness and engagement. |
| Controlled Drugs Accountable Officer (CDAO) Audit | 100% | February 2024 | Continue to be vigilant and monitor any legislative changes. |
| Prescription charts audit | 60% | March 2024 | Record weight, create a list of agreed abbreviations and add to the SOP. Create list of names and signatures for prescribers. |
| Hand hygiene audit | 95% | March 2024 | Posters displayed and additional training provided. |
| Annual Infection control Audit | 92% | July 2023 | Action progress monitored via the monthly IPC working group. |

## Patient Safety Indicators

Senior clinicians examine all clinical incidents and report them to our Quality and Safety Committee.

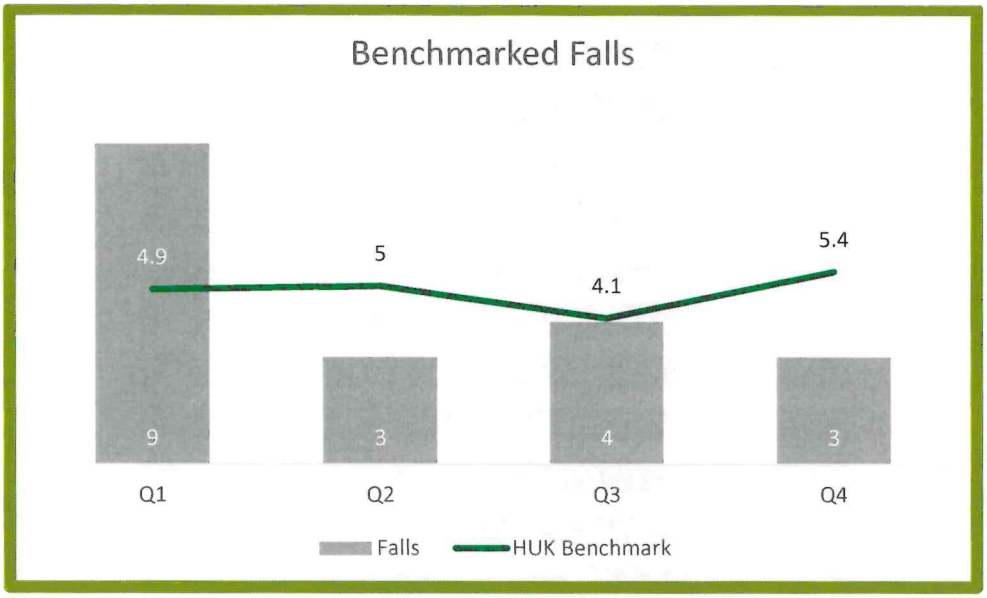
## Medicines Management

The Medication Management Safety and Quality Group includes members of staff from all disciplines across our clinical services and its Terms of Reference (ToR) are updated every year. As part of our focus on patient safety, we introduced Medication Safety Officer (MSO) and Medical Devices Safety Officer (MDSO) roles. The Controlled Drugs Accountable Officer (CDAO) reports benchmarking data to Hospice UK and the chart below shows the number of reported incidents compared to hospices with similar bed capacity:



## Falls

We monitor all falls in our clinical services. The table below shows the falls that were reported compared to the HUK benchmark for reporting year 2023/24:




The Rehabilitation Lead has delivered dynamic risk assessment training to 80% of staff who work with patients, which has increased their confidence, especially those new to Specialist Palliative Care. The remaining 20% will attend the sessions arranged in the early part of the new financial year. The dynamic risk assessment principles in specialist palliative care, where patient needs change quickly, support a safety culture and practice that enable staff to quickly spot, assess and act on risks in a changing environment.

Staff are trained by our Rehabilitation Lead in the Rehabilitative Palliative Care (RPC) approach to help patients reach their mobility goals, while managing risk.

## Pressure Ulcers

We report and analyse all pressure ulcers at our weekly incident meeting. In this year, the hospice has taken these actions to lower the frequency and improve the management of pressure ulcers:

- Reinforced the role of the Wound Link Nurse on the IPU.
- Arranged additional training from the Tissue Viability Nurse (TVN) on pressure and moisture damage, with examples of suitable dressings and best practice care plans to be included in the training packages.
- Wound Link Nurse providing frequent training sessions to ensure all staff on the IPU have attended at least one session.

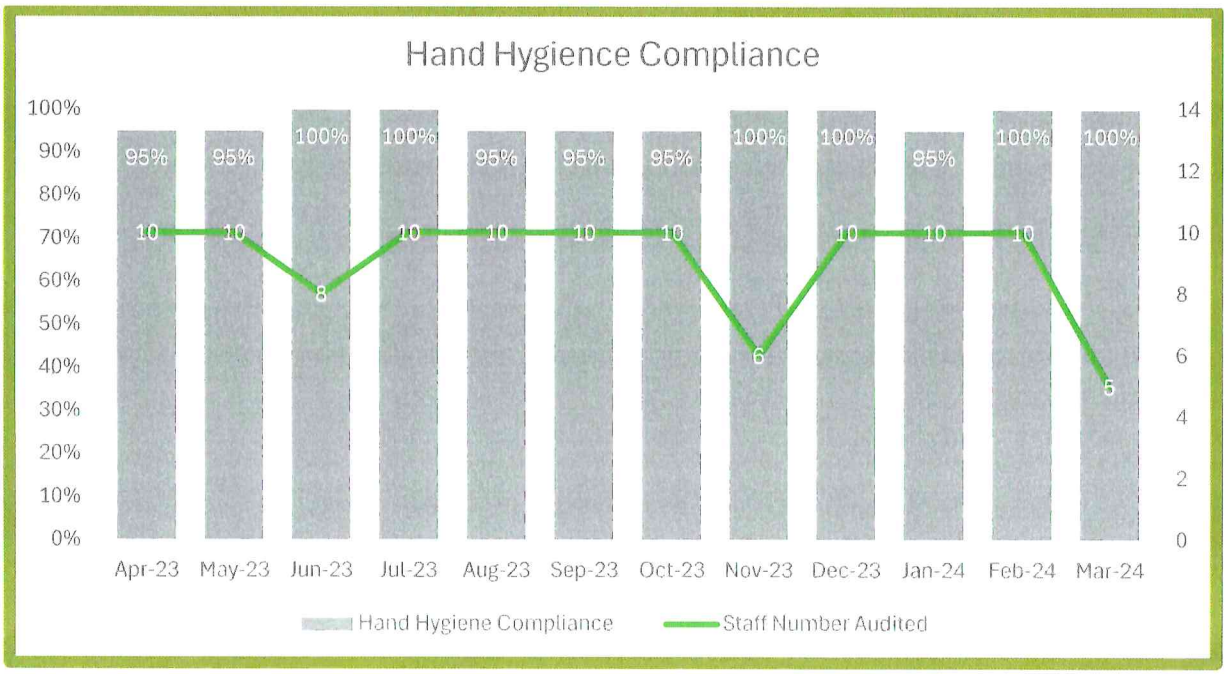
## Infection Prevention & Control (IPC)

The hospice undertakes internal IPC monthly audits with an annual, externally commissioned audit to provide a fair, independent assessment of the IPC standards across all areas of the hospice.




*Graph (above) illustrates the compliance in terms of cleaning standards across the hospice for Q1-Q4 2023/24*

Additionally, we conduct monthly hand hygiene audits and identified areas for improvement regarding the World Health Organisation's (WHO) 5 moments of hand hygiene, including the correct use of hand gel and safely dealing with bodily fluids. The IPC link nurse on the IPU provides feedback and guidance to staff to support learning, development, and safe practice.




*Graph (above) demonstrates compliance on monthly basis versus staff numbers involved in the audit, Q1-Q4 23/24*

## Safeguarding

We increased awareness of safeguarding among our clinical and non-clinical staff and volunteers throughout the hospice's operations. Safeguarding concerns are reported properly and discussed both informally with the safeguarding Lead or Team Leads and formally at MDTs and incident report meetings. Safeguarding Incidents are referred to Adult Social Care (ASC) when necessary. There were 34 concerns raised in the last year from the multi professional team; 21 of these were referred to ASC, none of which were related to our care.

Designated Safeguarding Officer (DSO) meetings are held monthly, and the membership is representative of each department across the organisation. Level 3 Safeguarding training is undertaken by all members of the counselling team who support children and all DSO representatives.

Processes are in place throughout the Hospice to ensure all Safeguarding cases are handled in accordance with best practice and the Safeguarding Lead strives to enhance efficiency and ensure Safeguarding is central to all our services, so patients and those close to them are kept as free from harm as possible.

## Feedback

St Peter and St James welcomes comments on our services from patients, family and carers, to enhance our services. We provide our Experience of Care questionnaire to all IPU patients on their second day of admission and send it quarterly to our entire community patient cohort. The Voices questionnaire is sent to the bereaved 12 weeks after a patient's death.

In the year 2023-2024, 1,242 Experience of Care Questionnaires were dispatched and 270 were received; a response rate of 22%. The Voices questionnaire was dispatched to 279 family members or carers and 82 completed questionnaires were received, a response rate of 29%.

Overall, feedback from both questionnaires is very positive. Most respondents strongly agree that they would recommend St Peter & St James Hospice and felt that they were treated with dignity and respect. Although response rates are relatively low, they are comparable with other providers offering hospice services.

## Examples of feedback from The Experience of Care Questionnaire

> There is absolutely nothing to compare for the quality of care afforded to each and every individual who comprises this team of exemplary professionals. I worked for over 37 years in the NHS and would be honoured to have been part of this establishment. Natural, friendly, human, knowledgeable, nothing but nothing is too much trouble, humour++. I could go on eulogising about this place, team of superb staff, volunteers, great food etc. - and no it's not the medication talking - it's heartfelt yet plain to see

> I have received care in the forms of pain management, counselling and physiotherapy. In each case the care has been excellent. Both the physio and counselling were offered to me at the suggestion of staff. I was most impressed and grateful

## Examples of feedback from The Voices Questionnaire Voices:

Your help and care in the last 3 weeks of my husband's life meant that I could support him to be at home. Thank you so much for looking after my dear husband

Your team at the hospice was excellent from day 1 to the last day of her life

## Complaints

We receive feedback from those who use our services in other ways too, such as via our website, email, verbally and via feedback forms available throughout the building. Concerns are dealt with immediately and resolved to the satisfaction of the person raising it in a timely fashion. Any themes and patterns are identified and monitored so we can improve our care and support wherever we can.

During the year we received one formal complaint and commissioned an external provider to investigate the complaint thoroughly and provide a set of recommendations. As a result, we:

- Developed a welcome leaflet for IPU patients to explain our services
- Enhanced our Ward Support volunteer role, to support patients with food choices and help family members be as comfortable as possible, especially when staying overnight
- Reinforced 'softer skills' during training sessions for staff, especially when moving & handling patients
- Reviewed our policy on animals in the hospice, leading to the decision to rehome the hospice cats

## Research

We took part in one clinical research project this year. The hospice was chosen as a site for the CHELsea II (Cluster Randomised Trial of Clinical Assisted Hydration in Patients in the Last Days of Life) phase III clinical trial funded by the University of Surrey in May 2022. We were approved to begin recruiting patients in February 2023 and enrolled 10 patients to the study by March 2024.

We became part of a Kent, Sussex and Surrey wide research collaborative, which is working with the National Institute of Health and Care Research (NIHR) to create resources to support research governance in Hospices.

## Medical Revalidation

We ensure that all doctors in our organisation meet the General Medical Council's standards for Medical Appraisal and Revalidation. We have a Service Level Agreement with University Hospital Sussex NHS Foundation Trust who help us with Accountable Officer services.

We reached 100% compliance for doctors with a prescribed connection at St Peter & St James Hospice finishing their appraisal cycle on time or having an approved exception.

## Quality Improvement Priorities (QIPs)

In 2023-2024 we established the following QIPs:

- To improve our documentation and reporting function within our Electronic Patient Record (EPR) system.
- To improve our approach to raising and reporting safeguarding concerns and embedding safeguarding as everyone's business
- To increase our reach in the Living Well Centre (LWC) & Supportive Care (SC) services with the implementation of a rehabilitative palliative care (RPC) approach.
- To review our referral acceptance and discharge planning processes.

As explained in the safeguarding section above, we reviewed our safeguarding practice across the organisation. A key part of this review was a joint audit across Sussex hospices, which involved a team of hospice trustees from across the county evaluating the quality of safeguarding practice in each others' hospices.

We successfully adopted a rehabilitative palliative care approach in our Living Well Centre (LWC) and extended our reach, increasing the number of groups we run every week and adding a Fatigue and Breathlessness Group, a Restore Shed and a Living Well Matters education program. From January 2024 we are providing counselling support to children as well as adults and this service has been used by 10 children in the last quarter of the year.

We will continue to work on our electronic patient record (EPR) as part of the QIP program for 24-25. This will ensure we have reliable data going forward so we can report regularly on our patient activity and patient reported outcomes across all our services. We will also examine our referral acceptance and discharge processes in more detail and make any necessary changes as part of this review of our EPR.

# QIPs for 2024-2025

## Define our Models of Care

**Why?**

- To ensure equitable access to services by all those who need us.
- To streamline processes and ensure patients receive the right care in the right place, by the right person, at the right time.

**How?**

- We will define and describe what we do, for whom, when, and how much.
- We will describe pathways according to a coherent taxonomy.
- We will determine the level of input for patients with frailty, dementia, and other diseases where it is less clear to what degree hospices should intervene.
- We will develop the models of care into a Clinical Strategy for the next 3-5 years.

## Electronic Prescribing

**Why?**

- To help reduce medication incidents.
- To improve remote assessment, remote prescribing, and easier integration of records for medication audits and incidents.

**How?**

- We will research and implement an electronic prescribing system for use on the In-Patient Unit.
- We will aim to collaborate with a local Hospice to reduce duplication of effort and time and financial resources needed.
- We will work with the new system provider to ensure hardware and software are in place to accommodate electronic prescribing.
- We will provide training for all staff involved in the prescribing and administration of medicines.

## Non-Medical Prescribing

**Why?**

- To improve the support we give our patients to live and die well in their preferred place of care, through the enhanced skills of Non-Medical Prescribing (NMP).
- To enhance effective symptom control by supporting patients with timely access to treatment with medicines, thus enabling choice, reducing symptom burden and admission to hospital at the end of life.

**How?**

- We will define NMP minimum standards for the Hospice.
- We will identify an organisational Independent Prescribing Lead together with a NMP Lead role profile.
- We will complete the self-assessment employer readiness tool and establish SMART objectives.
- We will complete a trainee NMP readiness checklist and establish SMART objectives to support trainees.
- We will agree organisational minimum standards for prescribing.
- We will devise a returning / resuming to prescribing practice process and competency.
- We will produce and implement an organisational NMP policy and framework.

## Data Quality, Analysis and Application

Why?

- To effectively assess how best to improve PEoLC across our system, place, or neighbourhood.
- To use quality data to help us understand what our population needs, and how and where care and support services should be commissioned and provided.
- To ensure existing, routinely collected data, is being leveraged/exploited to its full potential. To use the right data to help us predict future need and understand how symptoms in patient cohorts influence how care should be organised and provided.

How?

- We will use an agreed method of categorising patients according to level and severity of frailty, adopting the same approach to assessing, monitoring, scoring and categorising interventions.
- We will embed uniform definitions of Core, Specialist and Enhanced services, and use these in reporting outputs and outcomes.
- We will develop a uniform approach to data entry, collection and reporting for Personalised Care and Support Planning in PEoLC.
- We will identify population need and quantifiable estimates of reach based on agreed methods.
- We will develop a set of KPIs for reporting that are meaningful and achievable.
- We will determine optimal methods (with requisite data collection and reporting) for assessing impact of care at service level.

## Structure, Governance and Management

St Peter & St James Charitable Trust (the "Charity") is a Company limited by guarantee, not having a share capital. It is governed by a Board of Trustees operating in accordance with the Articles of Association adopted on 3 October 2018 (as amended on 17 October 2022).

The Hospice operates a number of shops selling principally donated goods. St Peter & St James Hospice Shops Ltd ("Shops") is a wholly owned subsidiary of the charity whose main purpose is to sell a small range of new goods through the Hospice's shops.

The Friends of St Peter & St James ("Friends") is a 'linked' charity to St Peter & St James Charitable Trust.

The total of the three entities above is referred to in this report as the "Group".

The Group is administered by a Board of Trustees that meets regularly throughout the year. The Chief Executive is appointed by the Trustees to manage our executive operations with the support of the Executive Team and has delegated authority for the day-to-day management of the Charity and the Group.

The following Committees support and report to the full Board throughout the financial year:

- Quality and Safety Committee
- Finance and Resources Committee
- Income Generation Committee
- People Committee
- Board Development Committee

Membership of all Committees includes both Trustees and members of the Executive Team .

The Board Development Committee is responsible for overseeing Hospice governance and for the recruitment, induction and training of Trustees. It uses a skills and experience audit to determine the skills requirements for new Trustees when a vacancy arises, ensuring the Board and its Committees have the requisite skills and experience to function effectively.

Trustee vacancies are advertised on the Hospice website and Hospice social media channels and prospective Trustees are shortlisted for interview. Following a successful interview, a recommendation is made to the Board which then decides whether to appoint. Prospective Trustees are invited to a Board meeting as observers before the appointment decision.

Following the appointment, Trustees are provided with governance documentation and current operational reports and are offered a structured induction programme.

The term of office for individual Trustees is four years, with a maximum of one renewal. New Trustees appointed by the Board are subject to formal appointment at the next AGM. The position of Chair of Trustees is held for a maximum period of 5 years.

During 2023/24, the Executive Team comprised the Chief Executive, Care Director, Finance Director (whose services were provided via a Service Level Agreement with St Catherine's Hospice), People Director (appointed August 2023), Medical Director (appointed December 2023), working with the Trustees to provide leadership and direction to the organisation.

The Senior Leadership Team comprises all senior managers responsible for the delivery of services and activities.

The Chief Executive's salary is determined using an independent salary survey, developed in association with Hospice UK. Senior Leadership Team salaries are part of a pay structure that was created in 2021 following a systematic job evaluation of all roles within the hospice, using an independent job evaluation and benchmarking tool.

Collaboration and coordination are key in enabling the Charity to provide excellent personalised care. As well as the collaboration with other Sussex Hospices already referred to, the Hospice strives to maintain good working relationships with local GPs, Integrated Care System, Local Authorities and other healthcare providers and charities, including other Hospices.

## Our People

### Trustees

Charlotte Almond
Dr Nick Barrie
Michael Carey
Caroline Cauvin
Anita Chown (Appointed September 2023)
Andrew Cook
Harriet Creamer (Chair)
Patrick Henshaw (Appointed September 2023)
John Hills
Robin Knight (Vice Chair)
Isabelle Otway
Patricia Robinson
Lesley Strong

Deirdre Prower (retired as a trustee in September 2023; appointed as a patron in April 2024)

### Patrons

Anne Billson
Matt Turner
Sir Edward Cazalet
Katie Derham
Edward Fox OBE
Piers Morgan
Lisa Welton
Emma Cleary
Toby Wittome
Karol Matthews
Susan Fleet MBE Hon GMS

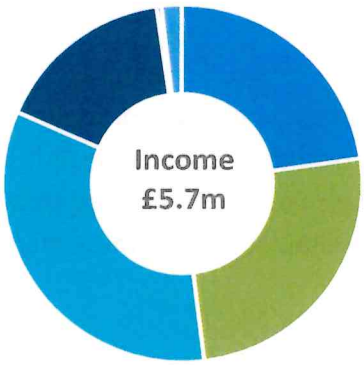
Baroness Andrews of Southover OBE (resigned September 2024)
The Viscount Brentford (resigned September 2024)

### Executive Team

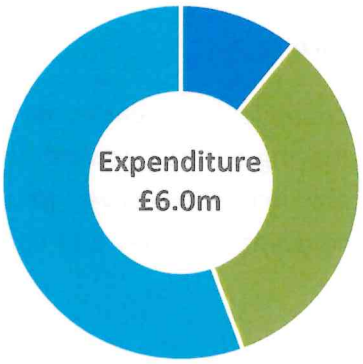
| | |
|---|---|
| **Chief Executive:** | Dr Martin Powell |
| **Care Director:** | Eirian Levell |
| **Finance Director:** | Cathy Heard (via SLA, from June 2022 to June 2024)<br>Matthew Dean ACA (appointed July 2024) |
| **Medical Director** | Dr Helen McGee (appointed December 2023) |
| **People Director:** | Melissa Le Palud (appointed August 2023) |

## OUR FINANCIAL PERFORMANCE 2023/24

### Income and Expenditure

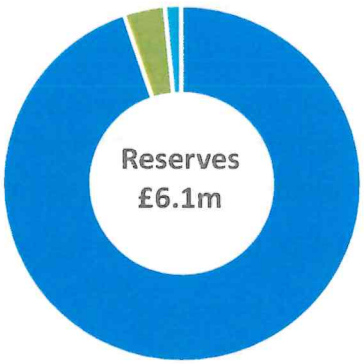



| | |
|---|---|
| Donations | 1.2 |
| Legacies | 1.1 |
| Trading Activities | 2.3 |
| Charitable Activities | 0.9 |
| Investment Income | 0.1 |
| Other Income | 0.2 |




| | |
|---|---|
| Donations | 0.6 |
| Trading Activities | 2.1 |
| Charitable Activities | 3.4 |

### Reserves and Cash




| | |
|---|---|
| Unrestricted Reserves | 5.7 |
| Designated Reserves | 0.2 |
| Restricted Reserves | 0.2 |




| | |
|---|---|
| Investments | 0.5 |
| Current Asset Investments | 2.5 |
| Cash & Equivalents | 0.2 |

Following the Pandemic, our income continues to be impacted by the cost-of-living crisis, despite great efforts from our Fundraising and Retail teams. In this financial year we realised lower legacy income, despite the support of a generous interim release of £500k from a future legacy. The changes made in our retail portfolio have supported stronger growth. Our statutory income remains static.

We ended the year with net expenditure of £0.3m, leaving reserves at £6.1m, free general reserves (unrestricted reserves less fixed assets) of £3.7m and a cash position of £3.2m.

**Financial Outlook 2024/25**

**Operational Performance**

Given the continued economic uncertainties, our budget for 2024/25 expects a net expenditure in the year of approximately £0.7m moving our free general reserves position to approximately £3.0m, which is subject to change in a unpredictable market. However, we are actively working to increase our voluntary income with a fresh focus on our fundraising activities and continued delivery of our retail strategy, whilst managing our expenditure.

**Reserves**

The Trustees' reserves policy is to maintain free reserves at a level that is sufficient to protect services from the potential financial impact of known significant risks over the short to medium term. The focus of this policy is aligned to Free General Reserves as these reserves support operational activities.

The Trustees' objectives are:

- that free reserves should be held at a sum sufficient to avoid an unacceptable level of disruption to services in the event of an unexpected downturn in income; and
- to recognise the need for continuing investment to maintain the quality of the Charity's assets to an adequate standard.

The Trustees have agreed that in order to set a relevant free general reserves policy level which is in the charity's best interests, a risk centred approach is most valid.

The Trustees recognise that as a healthcare organisation, the risk of full closure has always been low, given that alternative arrangements would be made to continue operations, which is addressed in our Business Continuity Plan. However, as we navigate the current cost of living crisis, complacency in this regard is not an option.

Decisions related to the reserves policy are taken by the full board based on the advice of the Finance and Resources Committee.

The Free Reserves position required to meet this policy is between £1.4m and £4.4m.

The Group's free reserves of £3,747,000 as of 31 March 2024 (2023: £4,079,000) are in line with our policy requirements.

The net movement in reserves in the year is set out in Notes 19 to 22 to the accounts

**Market Value of Land and Buildings**

All freehold land and buildings shown in Fixed Assets in the Balance Sheet are included in the financial statements at cost or open market value if lower. In the opinion of the Directors, the open market value of the freehold land and buildings is not less than the amounts shown in the financial statements.

**Investments**

The overall objective of the charity for its investments, which represent reserves held consistent with its reserves policy, is to provide financial security and stability, recognising that the charity is exposed to a degree of financial risk due to the variable and uncertain nature of its income streams.

The Trustees have agreed that the charity's assets can be invested widely and should be diversified by asset class, by manager and by security. Asset classes could include cash, bonds, equities, property, hedge funds, structured products, private equity, commodities, and any other asset that is deemed suitable.

The charity seeks to produce the best financial return within an acceptable level of risk. The charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims or can lead to reputational damage. The investment objective for the long-term fund is returns which, over a rolling 5 years, achieve CPI +2%.

The Finance and Resources Committee has responsibility for recommending the investment strategy, setting benchmarks and monitoring the investment assets on a quarterly basis.

A formal evaluation of each fund managers' performance and consideration of the need to undertake full market testing is undertaken every 3-5 years.

A significant element of the charity's funds is held with Rathbone Investment Management.

Note 14 gives further information on the Investment position as of 31 March 2024.

**Current Asset Investments**

The Charity also holds funds in short-term, interest-bearing deposit accounts. Deposits in any one banking group are subject to a maximum investment of £450,000. Term deposits can be placed if cash flow projections show that the funds are temporarily surplus to operational requirements.

**Going Concern**

Having reviewed and formally agreed the forecasts and cashflows prepared in June 2024, together with the Executive's business plan, the Trustees believe, to the best of their knowledge, that the charity remains a going concern for the 12–18 month period from the date of approval of the financial statements.

**Disclosure of information to auditor**

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees' report was approved by the Board of Trustee.

H L Creamer

Name H.L.CREAMER

Date 11 September 2024

## Statement of Trustees' Responsibilities

The Trustees, who are also the directors of St Peter & St James Hospice for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

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

# Independent Auditor's Report To The Members Of St Peter & St James Charitable Trust

## Opinion

We have audited the financial statements of St Peter & St James Charitable Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;

  and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and,

except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

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

**Responsibilities of Trustees**

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

In identifying and assessing the risk of material misstatement in respect of irregularities, including fraud, we:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company complies with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud; and
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements, including the Trustees' report, and remaining alert to new or unusual transactions which may not be in accordance with the governing document.

The most significant laws and regulations that have an indirect impact on the financial statements are employment law, health and safety regulations and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

We identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included, but were not limited to, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Use of report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Knill James LLP

**David Martin FCA (Senior Statutory Auditor)**
**for and on behalf of Knill James LLP**

13 September 2024

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

One Bell Lane
Lewes
East Sussex
BN7 1JU

# Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31 March 2024

| | Note | Restricted £'000's | Designated £'000's | Unrestricted £'000's | Total Funds 2024 £'000's | Total Funds 2023 £'000's |
|---|---|---|---|---|---|---|
| **Income** | | | | | | |
| Donations & Legacies | 2 | 107 | 0 | 2,176 | 2,283 | 2,694 |
| Trading Activities | 4 | 0 | 0 | 2,304 | 2,304 | 1,904 |
| Charitable Activities | 5 | 30 | 0 | 868 | 898 | 926 |
| Investments | 3 | 0 | 0 | 75 | 75 | 29 |
| Other Income | | 142 | 0 | 30 | 172 | 60 |
| **Total Income** | | **279** | **0** | **5,453** | **5,732** | **5,613** |
| **Expenditure** | | | | | | |
| Fundraising & Investment Activities | | 0 | 0 | 560 | 560 | 611 |
| Trading Activities | | 0 | 0 | 2,067 | 2,067 | 1,915 |
| Charitable Activities | | 160 | 0 | 3,238 | 3,398 | 3,173 |
| **Total Expenditure** | 6 | **160** | **0** | **5,865** | **6,025** | **5,699** |
| **Net Income / (Expenditure) on Operational Activities** | 8 | **119** | **0** | **(412)** | **(293)** | **(86)** |
| Net Gains / (Losses) on Investments | 13,14 | 0 | 0 | 13 | 13 | (29) |
| **Net Income / (Expenditure) for the Year** | 8 | **119** | **0** | **(399)** | **(280)** | **(115)** |
| **Transfer Between Funds** | 19,20 | 0 | 0 | 0 | 0 | 0 |
| **Net Movement in Funds** | | **119** | **0** | **(399)** | **(280)** | **(115)** |
| Funds B/F as at 1st April | | 92 | 199 | 6,088 | 6,379 | 6,494 |
| **Funds Carried Forward as at 31st March** | | **211** | **199** | **5,689** | **6,099** | **6,379** |

All gains and losses arising in the current and previous year have been recognised in the Statement of Financial Activities and arise from continuing activities. The prior year comparators for each fund included above are included in notes 27 to 32. The notes on pages 37 to 56 form part of these financial statements.

# Balance Sheets as at 31 March 2024

**Company Registration Number: 03204919**

| | | Group | | Hospice | |
|---|---|---|---|---|---|
| | | 31 March 2024 | 31 March 2023 | 31 March 2024 | 31 March 2023 |
| | Notes | £'000 | £'000 | £'000 | £'000 |
| **Fixed Assets** | | | | | |
| Tangible Assets | 12 | 1,941 | 2,005 | 1,941 | 2,005 |
| Investments | 13 | 500 | 477 | 590 | 567 |
| | | 2,441 | 2,482 | 2,531 | 2,572 |
| **Current Assets** | | | | | |
| Investments | 14 | 2,503 | 2,395 | 2,503 | 2,395 |
| Stock | 15 | 19 | 25 | 0 | 0 |
| Debtors | 16 | 1,220 | 1,388 | 1,277 | 1,486 |
| Cash at Bank | | 207 | 316 | 31 | 140 |
| | | 3,949 | 4,124 | 3,811 | 4,021 |
| **Current Liabilities** | | | | | |
| Creditors: amounts falling due within one year | 17 | 291 | 227 | 290 | 227 |
| **Net Current Assets** | | 3,658 | 3,897 | 3,521 | 3,794 |
| **Total Assets less Current Liabilities** | | 6,099 | 6,379 | 6,052 | 6,366 |
| Creditors: amounts falling due greater than one year | | 0 | 0 | 0 | 0 |
| **Total Net Assets** | | 6,099 | 6,379 | 6,052 | 6,366 |
| **The Funds of the Charity** | | | | | |
| Restricted Funds | 19 | 211 | 92 | 211 | 92 |
| Designated Funds | 20 | 199 | 199 | 199 | 199 |
| Unrestricted Funds | 20 | 5,689 | 6,088 | 5,642 | 6,075 |
| **Total Funds** | 21 | 6,099 | 6,379 | 6,052 | 6,366 |

The unconsolidated net loss of the Hospice in 2023/24 was £314,000 (2022/23 a net income of £116,000).

The Financial Statements on pages 29 to 56 were approved by the Board of Directors and authorised for issue on 11th September 2024 and are signed on its behalf by:



**Harriett Creamer**

**Trustee / Director**



**Andrew Cook**

**Trustee / Director**

The notes on pages 37 to 56 form part of these financial statements.

# Consolidated Cash Flow Statement as at 31 March 2024

| | Notes | 31 March 2024 £'000 | 31 March 2023 £'000 |
|---|---|---|---|
| **Cashflows from Operating Activities** | | | |
| **Net Cash provided by / (used in) Operating Activities** | 24a | **65** | **95** |
| **Cashflows from Investing Activities** | | | |
| Purchase of Property, Plant & Equipment | | (66) | (90) |
| Proceeds from Investments | | 0 | 5 |
| **Net Cash provided by / (used in) Investing Activities** | | **(66)** | **(85)** |
| **Change in Cash & Equivalents in the Reporting Period** | | **(1)** | **10** |
| **Cash & Equivalents at the beginning of the Reporting Period** | | **2,711** | **2,701** |
| **Cash & Equivalents at the end of the Reporting Period** | 24b | **2,710** | **2,711** |

The notes on pages 35 to 54 form part of these financial statements.

## Principal Accounting Policies

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

### Basis of Accounting

The Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with the Trust's Memorandum and Articles of Association, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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).

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest thousand pounds.

### Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

### Going Concern

The financial statements are prepared on a going concern basis. The Trustees believe that there are no material uncertainties about the Charity's ability to continue as a going concern, after taking into account the further risks and reduced income levels from the impact of Covid-19.

Free reserves stand within the charity's reserves policy requirements which has been agreed on a risk-based profile. Medium-term forecast projections indicate that the charity's free reserves remain within its policy's acceptable limits.

### Material Areas of Judgement

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from Legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Donation, Grants and Other Income section below. Another significant area of assumption is in respect of depreciation of Fixed Assets. The rates of write down are shown in the Tangible Fixed Assets section below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

### Group Financial Statements

The financial statements consolidate the results of the Charity, its wholly owned subsidiary, St Peter & St James Hospice Shops Ltd and the Friends of St Peter & St James on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

### Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations where the donor has specified they should only be used for

particular areas of the hospice's work. The aim and use of each designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

### Donated & Tangible Fixed Assets

Tangible assets donated to the hospice are recorded at the original estimate of their value to the company.

Fixed assets other than donated assets are stated at historical cost. All assets costing more than £1,000 are capitalised.

Depreciation is provided to write off the cost or revalued amount of all fixed assets on a reducing balance basis over their expected economic useful lives as follows:

| | |
|---|---|
| Freehold land | Nil |
| Freehold property | 5% |
| Fixtures, fittings and equipment | 15% or 20% |
| Computer equipment | 33 % |
| Motor vehicles | 25% |
| Equipment (Shops) | 25% |

### Taxation

The company is considered to pass the tests set out in the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation on income or capital gains to the extent that such income or gains are applied exclusively to charitable purposes.

### Operating Leases

Rental costs under operating leases are charged to the general fund operating account in equal annual amounts in accordance with the terms of the lease. Any benefits received or receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

### Pension Contributions

The Charity contributes to a defined benefit scheme (NHS Superannuation) for eligible staff and operates a defined contribution scheme for other staff. The contributions to the schemes are recognised as an expense in the financial statements as they become payable.

The NHS scheme may be defined as a defined benefit multi-employer plan; however, the Charity does not have any share of the underlying assets or liabilities. The contributions are determined by the Government actuary, and there is no further obligation from the Charity other than the initial contributions due.

### Donations Grants and Other Income

Income is recognised in the Statement of Financial Activities when the charity is entitled to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

In the event that a donation or grant is subject to fulfilling performance 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. Income from Gift Aid reclaims is recognised for any donations with relevant Gift Aid

certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income accrued in debtors.

Income from NHS contracts, government or other grants, whether capital or revenue in nature is recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

### Legacies

Income from legacies is determined on a case-by-case basis in accordance with the following principles:

Pecuniary legacies are recognised once probate has been granted and notification has been received that payment will be received.

Residuary legacies are recognised once probate has been granted, provided that sufficient information has been received to enable valuation of the hospice's entitlement with sufficient certainty; amounts receivable are included at 90% of their valuation, to reflect the sector's experience of the uncertainty inherent in the administration of estates, subject to further reduction to reflect the impact of other factors such as the valuation of unrealised estate assets or subsequent adverse movements in property and investment markets.

Where legacies have been notified to the charity or the charity is aware of the granting of probate and the criteria for income recognition have not been met then the legacy is treated as a contingent asset and disclosed if material.

### Donated Goods and Services

Donations of goods and services, including seconded NHS doctors, are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from its use is probable and the economic benefit can be reliably measured. These items are included in income at the estimated value of the gift to the charity when received based on the amount the charity would have been prepared to pay had it been required to purchase them.

### Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in note 12.

### Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis once there is a legal obligation to make a payment, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is categorised under the following headings

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of trading activity and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the hospice's charitable activities.

Expenditure on charitable activities includes the costs of providing specialist palliative care and support to patients, their families and the wider community; research and other educational activities undertaken to further the purposes of the charity and their associated support costs.

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

connection with complying with constitutional and statutory requirements of the charity. Where practicable irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated to each of the activities on a variety of bases, principally headcount, floor area or time spent on activities depending on the nature of the support costs, to best allocate the costs to each attributable heading. More details on the analysis and basis of allocation is given in note 6.

### Financial Instruments

The hospice only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at their transaction value and subsequently measured at their settlement value.

### Investments

Investments are a form of basic financial instrument and 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 Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired during the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Current asset investments are short term liquid investments, which are not required to cover day to day running costs. These comprise cash on deposit and cash equivalents held with organisations other than our current bankers.

The charity does not acquire put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity and bond markets due to wider economic conditions, the attitudes of investors to investment risk and changes in sentiment concerning equities and other instruments within particular sectors.

### Stock

Stock of goods for resale is valued at the lower of cost and net realisable value. Stock donated for resale is not included in the financial statements until it is sold because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place to record these until they are sold and undertaking a stock take would incur undue cost and income loss for the charity which would far outweigh the benefits.

### Debtors

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

### Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid deposits with a short maturity of 95 days or less from the date of acquisition or opening of the account.

### Creditors

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

## Supporting Notes to Financial Statements

### 1 Income

Income derives from the group's principal activities carried on wholly in the United Kingdom.

### 2 Income from Fundraising Activities

| | Restricted | Unrestricted | 2024 | 2023 |
|---|---|---|---|---|
| | £'000's | £'000's | £'000's | £'000's |
| Donations | 76 | 1,029 | 1,105 | 1,103 |
| Legacies | 0 | 1,094 | 1,094 | 1,422 |
| Other Grants | 31 | 53 | 84 | 169 |
| | **107** | **2,176** | **2,283** | **2,694** |

Legacy Income includes £500,000 (2022/23 £500,000), being an early release of funds from a will estate.

### 3 Income from Investments

| | 2024 | 2023 |
|---|---|---|
| | £'000's | £'000's |
| Listed Investment Income | 13 | 11 |
| Interest Received -Investments held as Current Assets | 62 | 18 |
| | **75** | **29** |

## 4 Income from Trading Activities

| | 2024 | 2023 |
|---|---|---|
| | £'000's | £'000's |
| Retail | 1,995 | 1,669 |
| Lottery | 191 | 171 |
| Fundraising Events | 118 | 64 |
| | **2,304** | **1,904** |

## 5 Income from Charitable Activities

| | Restricted | Unrestricted | 2024 | 2023 |
|---|---|---|---|---|
| | £'000's | £'000's | £'000's | £'000's |
| **NHS Block Grants** | | | | |
| NHS Block Grant | 0 | 626 | 626 | 505 |
| NHS Pension Rebate | 0 | 31 | 31 | 30 |
| **Grants** | | | | |
| NHS Consultants Sessions | 0 | 0 | 0 | 57 |
| NHS Specialist Palliative Community Care Weekends / Bank Holidays | 0 | 0 | 0 | 44 |
| County Council Befriending Services | 30 | 0 | 30 | 33 |
| **Commissioned Income** | | | | |
| Inpatient Beds from Continuing Healthcare | 0 | 34 | 34 | 63 |
| Inpatient Beds for Winter Pressures | 0 | 43 | 43 | 39 |
| Urgent Response | 0 | 0 | 0 | 46 |
| Contribution to Drug Costs | 0 | 86 | 86 | 69 |
| Other Commissioned Income | 0 | 5 | 5 | 13 |
| COVID 19 Hospice UK (HUK) Support | 0 | 0 | 0 | 7 |
| **Education Income** | 0 | 43 | 43 | 20 |
| | **30** | **868** | **898** | **926** |

## 6 a) Expenditure

| | Direct Costs | Support Costs | Depreciation | Total 2024 | Total 2023 |
|---|---|---|---|---|---|
| | £000's | £000's | £000's | £000's | £000's |
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 354 | 186 | 16 | 556 | 606 |
| Investment Management | 4 | 0 | 0 | 4 | 5 |
| | 358 | 186 | 16 | 560 | 611 |
| **Trading Activities** | | | | | |
| Retail Shops | 1,513 | 309 | 17 | 1,839 | 1,767 |
| Lottery Costs | 0 | 67 | 2 | 69 | 58 |
| Fundraising Events | 29 | 127 | 3 | 159 | 90 |
| | 1,542 | 503 | 22 | 2,067 | 1,915 |
| **Charitable Activities** | | | | | |
| Inpatient Services | 1,271 | 720 | 37 | 2,028 | 2,175 |
| Community Services | 554 | 371 | 33 | 959 | 729 |
| Wellbeing Services | 130 | 216 | 16 | 361 | 182 |
| Education | 2 | 46 | 2 | 50 | 87 |
| | 1,957 | 1,353 | 88 | 3,398 | 3,173 |
| | **3,857** | **2,042** | **126** | **6,025** | **5,699** |

## b) Analysis of Support Costs in a) above

| | Facilities & Hospitality | Support Services | Corporate Comms | Governance | Support Costs Total |
|---|---|---|---|---|---|
| | £000's | £000's | £000's | £000's | £000's |
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 50 | 96 | 23 | 17 | 186 |
| | 50 | 96 | 23 | 17 | 186 |
| **Trading Activities** | | | | | |
| Retail Shops | 81 | 186 | 8 | 34 | 309 |
| Lottery Costs | 50 | 7 | 9 | 1 | 67 |
| Fundraising Events | 49 | 49 | 20 | 9 | 127 |
| | 180 | 242 | 37 | 44 | 503 |
| **Charitable Activities** | | | | | |
| Inpatient Services | 223 | 414 | 8 | 75 | 720 |
| Community Services | 62 | 255 | 8 | 46 | 371 |
| Wellbeing Services | 87 | 102 | 8 | 19 | 216 |
| Education | 19 | 20 | 3 | 4 | 46 |
| | 391 | 791 | 27 | 144 | 1,353 |
| | **621** | **1,129** | **87** | **205** | **2,042** |

## 7 Trading Operations

The wholly owned trading subsidiary, St Peter and St James Hospice Shops Limited, UK company registration number 3146736, pays all its eligible profits to the Charity under Gift Aid. The company manages the sale of purchased goods through the hospice retail shops.

The charity owns the entire issued share capital of 90,000 shares of £1 each.

A summary of the trading results is shown below.

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| Turnover | 180 | 107 |
| Cost of Sales | 36 | 38 |
| **Gross Profit** | **144** | **69** |
| Other Operating Expenses (net) | 110 | 68 |
| **Profit on Ordinary Activities** | **34** | **1** |
| Donations under Gift Aid | 1 | 0 |
| Corporation Tax | 0 | 0 |
| **Profit Retained in the Subsidiary** | **33** | **1** |

## 8 Net Income / Expenditure

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| **Net Income / (Expenditure) is stated after charging:** | | |
| **Tangible Fixed Asset Depreciation and amounts Written Off in the Period** | | |
| Owned Assets | 135 | 131 |
| Operating Lease Rentals - Equipment | 1 | 1 |
| Operating Lease Rentals - Shops & Office | 381 | 338 |
| Auditors Remuneration - Audit | 10 | 12 |
| Auditors Remuneration – Tax Business | 0 | 2 |

## 9 Employees

| | 2024 | 2023 |
|---|---|---|
| | FTE's | FTE's |
| **Average Weekly FTE's** | | |
| Voluntary Income Generation | 43 | 43 |
| Delivery of Charitable Activities | 36 | 40 |
| Support Services | 27 | 16 |
| | **106** | **99** |

The hospice employs a significant number of staff on a part-time basis. The average of number of paid staff in the charity and group in 2023/24 was 154 (2022/23: 129).

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| **Staff Costs** | | |
| Salaries | 3,581 | 3,479 |
| Social Security Costs | 312 | 178 |
| Other Pension Costs | 211 | 153 |
| | **4,104** | **3,810** |

The hospice made ex gratia payments to staff in 2023/24 of £26,000 (2022/23 £17,000). Pension costs for 2023/24 are £180,000 (2022/23 £123,000), net of NHS funding. No emolument was paid during the year to any of the Trustees (2022/23: £Nil) and no Trustee was reimbursed for expenses (2022/23: £Nil).

The number of employees who received emoluments in the following ranges was:

| | 31 March 2024 | 31 March 2023 |
|---|---|---|
| | £'000 | £'000 |
| £60,001 - £70,000 | 2 | 1 |
| £70,001 - £80,000 | 1 | 1 |
| £80,001 - £90,000 | 0 | 0 |
| £90,001 - £100,000 | 1 | 0 |
| £100,001 - £110,000 | 1 | 1 |
| £110,001 - £120,000 | 1 | 1 |
| | **6** | **4** |

All of the above higher paid employees are accruing retirement benefits under schemes treated as defined contribution schemes. The company made pension contributions of £45,000 on behalf of these staff in 2023/24 (2022/23 £38,000).

FRS 102 defines 'key management personnel as those persons having authority and responsibility for planning, directing and controlling the activities of the Charity, directly or indirectly, including those members of staff who are the Executive Team personnel to whom the Trustees have delegated significant authority or responsibility in the day-to-day running of the charity'. We have interpreted this to be the Trustees and the Executive Team, whose employee benefits for both the Charity and the Group were £338,965 in total.

### Related Party Transactions

Donations from Trustees to the charity amounted to £510 in 2023/24 (2022/23 £325). In addition, Trustees make small donations to events and gifts in kind to retail as well as entering our Local Hospice Lottery.

The charity provided services during the year to its wholly owned trading subsidiary, St Peter and St James Hospice Shops Limited. The charge for those services amounted to £107,000 (2022/23 £68,000). A donation of £796 was made under gift aid from the trading subsidiary in the year (2022/23 NIL).

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

## 10 Pension Contributions

The hospice participates in a defined contribution pension scheme operated by Aegon, the assets of which are held separately from those of the hospice. Employees contribute 3% of their salary with the charity contributing 5%.

The total pension cost charge of the group represents contributions payable by the charity and amounted to £211,000 (2022/23: £153,000).

At the year-end contributions outstanding totalled £0 (2022/23: £27,535). The estimated employer pension contributions payable by the company in 2024/25 is £250,000.

## 11 Volunteers

The Charity is dependent upon a team of part-time voluntary helpers who assist in all areas of the charity's care.

Volunteers support. In the year the charity was supported by 398 volunteers (2022/23: 372):

Retail Operations - 184 volunteers (2022/23: 173) volunteers supported our retail operations providing sorting and till support to our charity shops, warehouse and e-commerce operations.

Charitable and Administrative Activities - 214 volunteers (2022/23: 199) provided:

- A range of clinical services (complimentary therapies, counselling, patient drivers);
- Community fundraising, through friends' groups, and supporting events;
- Support services activities including administration, hospitality, and gardening activities.

## 12 Tangible Fixed Assets

| Hospice & Group | Freehold Land & Buildings | Equipment | Motor Vehicles | Total |
|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 |
| **Cost / Valuation at 1st April 2023** | **3,507** | **1,133** | **118** | **4,758** |
| Additions | 28 | 43 | 0 | 71 |
| Disposals | 0 | 0 | 0 | 0 |
| **Cost / Valuation at 31st March 2024** | **3,535** | **1,176** | **118** | **4,829** |
| **Depreciation at 31st March 2023** | **1,697** | **973** | **83** | **2,753** |
| Charged in the Year | 92 | 37 | 6 | 135 |
| Disposals | 0 | 0 | 0 | 0 |
| **Depreciation at 31st March 2024** | **1,789** | **1,010** | **89** | **2,888** |
| **Net Book Value 31st March 2024** | **1,746** | **166** | **29** | **1,941** |

| | | | | |
|---|---|---|---|---|
| **Net Book Value 31st March 2023** | **1,810** | **160** | **35** | **2,005** |

All the tangible fixed assets of the group are part of the accounts of the main charity.

Freehold land of £180,000 is included in Freehold Land and Buildings that is not depreciated. The market value of the land has been valued by the directors at £345,000.

All freehold land and buildings are included in the financial statements at the lower of historic cost less depreciation and open market value. In the opinion of the Directors, the open market value of the freehold land and buildings is not less than the stated value and depreciated accordingly.

## 13 Fixed Asset Investments

| | Listed Investments £'000 |
|---|---|
| **Cost / Market Value 1st April 2023** | **477** |
| Gains / (Losses) on Disposal | (2) |
| Unrealised Gains / (Losses) | 15 |
| Dividends & Interest | 14 |
| Management Fee | (4) |
| **Cost / Market Value 31st March 2024** | **500** |
| **Historical Cost 31st March 2024** | **468** |

Investments held by the charity also include an additional £90,000 (2022/23 £90,000) investment in the subsidiary company at cost.

**Subsidiary Company**

| Name | Country of Incorporation | Class of Holding | Proportion Held | Aggregate Capital & Reserves | Result for Year |
|---|---|---|---|---|---|
| | | | | £'000 | £'000 |
| St Peter and St James Hospice Shops Limited | England | Ordinary | 100% | 90 | 34 |

## 14 Investments held as Current Assets

| | £'000 |
|---|---|
| **Cost / Market Value 1st April 2023** | **2,395** |
| Cash held in deposit accounts | 305 |
| Disposal of Investments | (259) |
| Interest | 62 |
| **Cost / Market Value 31st March 2024** | **2,503** |
| **Historical Cost 31st March 2024** | **2,160** |

## 15 Stock

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | £'000 | £'000 | £'000 | £'000 |
| **Stock** | | | | |
| Goods for Resale | 19 | 25 | 0 | 0 |
| | **19** | **25** | **0** | **0** |

## 16 Debtors

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | £'000 | £'000 | £'000 | £'000 |
| **Debtors** | | | | |
| Trade Debtors | 30 | 0 | 30 | 0 |
| Accrued Legacy Income | 903 | 1,165 | 903 | 1,165 |
| Amounts due from Subsidiary Company | 0 | 0 | 57 | 95 |
| Other Prepayments & Accrued Income | 224 | 66 | 224 | 66 |
| Other Debtors | 63 | 157 | 63 | 160 |
| | **1,220** | **1,388** | **1,277** | **1,486** |

## 17 Creditors: Amounts falling due within one year

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| | £'000 | £'000 | £'000 | £'000 |
| **Creditors** | | | | |
| Trade and Other Creditors | 165 | 115 | 164 | 117 |
| Taxation and Social Security Costs | 0 | 65 | 0 | 65 |
| Accruals & Deferred Income | 115 | 15 | 115 | 15 |
| Other Creditors | 11 | 32 | 11 | 30 |
| | **291** | **227** | **290** | **227** |

## 18 Reserves - Movements by Fund

This schedule presents the final reserves position by fund.

| | Restricted Funds | Designated Funds | Unrestricted Funds | Total Funds |
|---|---|---|---|---|
| **Balance as at 1st April 2023** | **92** | **199** | **6,088** | **6,379** |
| Net Operating Income / (Expenditure) | 119 | 0 | (412) | (293) |
| Net Gains / (Losses) on Investments | 0 | 0 | 13 | 13 |
| Net Inc / (Dec) in Reserves | 119 | 0 | (399) | (280) |
| Transfers between Funds | 0 | 0 | 0 | 0 |
| **Net Inc / (Dec) in Reserves** | **119** | **0** | **(399)** | **(280)** |
| **Balance as at 31st March 2024** | **211** | **199** | **5,689** | **6,099** |
| Less: | | | | |
| Fixed Assets | 0 | 0 | 1,941 | 1,941 |
| **Available Reserves** | **211** | **199** | **3,748** | **4,158** |

Notes 20 and 21 provide further detail on fund movements in the year.

## 19 Restricted Funds: Group & Charity

| | Balance 1 April 2023 | Income in Year | Expenditure in Year | Transfers In / (Out) | Balance 31 March 2024 |
|---|---|---|---|---|---|
| Capital & Equipment | 47 | 48 | 0 | 0 | 95 |
| Other | 45 | 231 | 160 | 0 | 116 |
| Total Funds | 92 | 279 | 160 | 0 | 211 |
| Donations in Kind | 0 | 0 | 0 | 0 | 0 |
| **Total Funds** | **92** | **279** | **160** | **0** | **211** |

The hospice may receive grants or donations whose use is restricted by the donor. In these circumstances, the funds are shown as restricted.

### Capital & Equipment

Funds raised in support of specific capital projects and equipment.

## 20 Unrestricted Funds

| | Balance 1 April 2023 | Income in Year | Expenditure in Year | Gain / (Loss) on Investments in Year | Transfers In / (Out) | Balance 31 March 2024 |
|---|---|---|---|---|---|---|
| **Designated Funds** | | | | | | |
| Capital Replacement | 199 | 0 | 0 | 0 | 0 | 199 |
| **Total Designated Funds** | **199** | **0** | **0** | **0** | **0** | **199** |
| **General Funds** | 6,088 | 5,453 | 5,865 | 13 | 0 | 5,689 |
| **Total Unrestricted Funds** | **6,287** | **5,453** | **5,865** | **13** | **0** | **5,888** |

Unrestricted reserves are available to be used for:

- The day to day running of the hospice.
- The costs of any capital projects in whole or in part where the cost is not met from any other fund; and
- For any other purpose as the Directors see fit to fulfil the objectives of the hospice.

Designated funds have been agreed by the Trustees to support costs in the delivery of its strategic goals.

At the end of the year £199,000 remains in the designated fund to support programmed capital expenditure to 31 March 2025.

## 21 Analysis of Group Net Assets between Funds

| | Unrestricted | Restricted | Total Funds 2024 | Unrestricted | Restricted | Total Funds 2023 |
|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Tangible Fixed Assets | 1,936 | 5 | 1,941 | 2,000 | 5 | 2,005 |
| Fixed Asset Investments | 500 | 0 | 500 | 477 | 0 | 477 |
| Current Asset Investments | 2,503 | 0 | 2,503 | 2,395 | 0 | 2,395 |
| Other Current Assets | 1,227 | 206 | 1,433 | 1,538 | 87 | 1,625 |
| Current Liabilities | (278) | 0 | (278) | (123) | 0 | (123) |
| | **5,888** | **211** | **6,099** | **6,287** | **92** | **6,379** |

## 22 Members of the Hospice

As at 31 March 2024 there were 56 members of the company who are required to contribute £10 each in the event of the company being wound up.

## 23 Operating Lease Commitments

At 31 March 2024 the group was committed to make the following payments in respect of operating leases:

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| **Land & Buildings** | | |
| Amounts due within One Year | 398 | 337 |
| Amounts due in Two to Five Years | 1,470 | 1,301 |
| Amounts due in over Five Years | 931 | 928 |
| **Other** | | |
| Amounts due within One Year | 1 | 1 |
| Amounts due in Two to Five Years | 0 | 1 |
| | **2,800** | **2,568** |

Payments under operating leases are recognised as expenditure as they fall due. No provision has been made for future commitments.

## 24 Cashflows

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| **a) Net Income / (Expenditure) for the Reporting Period** | **(280)** | **(115)** |
| **Adjust for:** | | |
| Depreciation | 135 | 131 |
| (Gains) / Losses on Sale of Assets | (0) | 13 |
| (Increase) / Decrease in Investments | (28) | 18 |
| (Increase) / Decrease in Stocks | 6 | (25) |
| (Increase) / Decrease in Debtors | 168 | 32 |
| Increase / (Decrease) in Creditors | 64 | 41 |
| **Net Cash provided by / (used in) Operating Activities** | **65** | **95** |

**b) Analysis of Cash & Cash Equivalents**

| | 2024 | 2023 |
|---|---|---|
| | £'000 | £'000 |
| Cash in Hand | 207 | 316 |
| Notice Deposits (less than 3 Months) | 2,503 | 2,395 |
| **Total Cash & Cash Equivalents** | **2,710** | **2,711** |

## 25 Financial Performance of the Friends of St Peter and St James Charitable Trust.

The Friends of St Peter & St James is a registered charity, number 288522, whose objects are to relieve the patients of the Hospice who are sick, convalescent, disabled, handicapped or infirm and generally to support the charitable work of the Hospice to whom the Friends of St Peter & St James are ultimately responsible. A summary of the financial activities of the Friends of St Peter & St James is given below and these have been consolidated into the group accounts.

| P&L | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Income - Donations | 611 | 2,115 |
| Expenditure - Charitable Activities | 0 | 0 |
| **Net Income / (Expenditure) for the Year** | **611** | **2,115** |
| | | |
| Funds B/F as at 1st April | 18,026 | 15,911 |
| **Funds Carried Forward as at 31st March** | **18,637** | **18,026** |

| Balance Sheet | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| **Current Assets** | | |
| Debtors | 75 | |
| Cash at Bank and in Hand | 18,562 | 18,026 |
| **Net Assets** | **18,637** | **18,026** |
| | | |
| **The Funds of the Charity** | | |
| **Unrestricted Funds** | **18,637** | **18,026** |

## 26 Capital Commitments

There are no capital commitments.

## 27 SOFA prior Year Comparatives

| | Note | Restricted £'000's | Designated £'000's | Unrestricted £'000's | Total Funds 2023 £'000's | Total Funds 2022 £'000's |
|---|---|---|---|---|---|---|
| Income | | | | | | |
| Donations & Legacies | 2 | 154 | 0 | 2,540 | 2,694 | 2,400 |
| Trading Activities | 4 | 0 | 0 | 1,904 | 1,904 | 1,857 |
| Charitable Activities | 5 | 141 | 0 | 785 | 926 | 893 |
| Investments | 3 | 0 | 0 | 29 | 29 | 12 |
| Other Income | | 0 | 0 | 60 | 60 | 0 |
| **Total Income** | | **295** | **0** | **5,318** | **5,613** | **5,162** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Expenditure** | | | | | | |
| Fundraising & Investment Activities | | 0 | 0 | 611 | 611 | 514 |
| Trading Activities | | 0 | 5 | 1,910 | 1,915 | 1,265 |
| Charitable Activities | | 245 | 0 | 2,928 | 3,173 | 2,992 |
| **Total Expenditure** | 6 | **245** | **5** | **5,449** | **5,699** | **4,771** |
| **Net Income / (Expenditure) on Operational Activities** | 7 | **50** | **(5)** | **(131)** | **(86)** | **391** |
| Net Gains / (Losses) on Investments | 14,15 | 0 | 0 | (29) | (29) | 7 |
| **Net Income / (Expenditure) for the Year** | 8 | **50** | **(5)** | **(160)** | **(115)** | **398** |
| **Transfer Between Funds** | 20,21 | 0 | (2,800) | 2,800 | 0 | 0 |
| **Net Movement In Funds** | | **50** | **(2,805)** | **2,640** | **(115)** | **398** |
| Funds B/F as at 1st April | | 42 | 3,004 | 3,448 | 6,494 | 6,096 |
| **Funds Carried Forward as at 31st March** | | **92** | **199** | **6,088** | **6,379** | **6,494** |

## 28 Note 6 Expenditure – prior year

### a. Expenditure

| | Direct Costs £000's | Support Costs £000's | Depreciation £000's | Total 2023 £000's | Total 2022 £000's |
|---|---|---|---|---|---|
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 465 | 125 | 17 | 606 | 569 |
| Investment Management | 5 | 0 | 0 | 5 | 4 |
| **Trading Activities** | 470 | 125 | 17 | 611 | 573 |
| Retail Shops | 1,522 | 227 | 18 | 1,767 | 1,207 |
| Lottery Costs | 2 | 54 | 2 | 58 | 0 |
| Fundraising Events | 0 | 87 | 3 | 90 | 0 |
| **Charitable Activities** | 1,524 | 368 | 23 | 1,915 | 1,207 |
| Inpatient Services | 1,591 | 546 | 38 | 2,175 | 2,028 |
| Community Services | 430 | 265 | 34 | 729 | 736 |
| Wellbeing Services | 0 | 166 | 16 | 182 | 227 |

| | | | | | |
|---|---|---|---|---|---|
| Education | 50 | 34 | 3 | 87 | 0 |
| | 2,071 | 1,011 | 92 | 3,173 | 2,991 |
| | **4,065** | **1,503** | **131** | **5,699** | **4,771** |

b. Analysis of Support Costs

| | Facilities & Hospitality | Support Services | Governance | Support Costs Total |
|---|---|---|---|---|
| | £000's | £000's | £000's | £000's |
| **Fundraising / Investment Activities** | | | | |
| Donations, Legacies & Grants | 48 | 74 | 3 | 125 |
| | 48 | 74 | 3 | 125 |
| **Trading Activities** | | | | |
| Retail Shops | 77 | 144 | 6 | 227 |
| Lottery Costs | 48 | 5 | 0 | 53 |
| Fundraising Events | 48 | 37 | 2 | 87 |
| | 173 | 186 | 8 | 367 |
| **Charitable Activities** | | | | |
| Inpatient Services | 214 | 318 | 14 | 546 |
| Community Services | 59 | 197 | 9 | 265 |
| Wellbeing Services | 83 | 80 | 3 | 166 |
| Education | 18 | 15 | 1 | 34 |
| | 374 | 610 | 27 | 1,011 |
| | **595** | **870** | **38** | **1,503** |

## 29 Note 20 Restricted Funds - prior year

| | Balance 1 April 2022 | Income in Year | Expenditure in Year | Transfers In / (Out) | Balance 31 March 2023 |
|---|---|---|---|---|---|
| Restricted Revenue Fund | 37 | 1 | 5 | 0 | 33 |
| Inpatient services | 0 | 92 | 92 | 0 | 0 |
| Community Services | 0 | 72 | 72 | 0 | 0 |
| Wellbeing Services | 0 | 88 | 76 | 0 | 12 |
| Capital & Equipment | 5 | 42 | 0 | 0 | 47 |
| **Total Funds** | 42 | 295 | 245 | 0 | 92 |

## 30 Note 21 Unrestricted Funds – prior year.

| | Balance 1 April 2022 | Income in Year | Expenditure in Year | Gain / (Loss) on Investments in Year | Transfers In / (Out) | Balance 31 March 2023 |
|---|---|---|---|---|---|---|
| **Designated Funds** | | | | | | |
| Tangible Fixed Assets | 2,059 | 0 | 0 | 0 | (2,059) | 0 |
| Legacy Accrual | 848 | 0 | 0 | 0 | (848) | 0 |
| Capital Replacement | 81 | 0 | 5 | 0 | 123 | 199 |
| Friends of St Peter and St James | 16 | 0 | 0 | 0 | (16) | 0 |
| **Total Designated Funds** | **3,004** | **0** | **5** | **0** | **(2,800)** | **199** |
| **General Funds** | **3,448** | 5,318 | 5,449 | (29) | 2,800 | 6,088 |
| **Total Unrestricted Funds** | **6,452** | **5,318** | **5,454** | **(29)** | **0** | **6,287** |

## 31 Analysis of Group Net Assets between Funds – prior year

| | Unrestricted | Restricted | Total Funds 2023 | Unrestricted | Restricted | Total Funds 2022 |
|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Tangible Fixed Assets | 2,000 | 5 | 2,005 | 2,059 | 0 | 2,059 |
| Fixed Asset Investments | 477 | 0 | 477 | 500 | 0 | 500 |
| Current Asset Investments | 2,395 | 0 | 2,395 | 1,875 | 0 | 1,875 |
| Other Current Assets | 1,538 | 87 | 1,625 | 2,204 | 42 | 2,246 |
| Current Liabilities | (123) | 0 | (123) | (185) | 0 | (185) |
| | **6,287** | **92** | **6,379** | **6,453** | **42** | **6,495** |

**THE ST PETER AND ST JAMES CHARITABLE TRUST**

England & Wales - Charity number 1056114

# Accounts

St Peter & St James Hospice

Hospice care in the heart of Sussex

# St Peter & St James Charitable Trust

**Annual Report and Consolidated Financial Statements**

**Year ended 31 March 2023**

**Charity number 1056114**

**Company number 3204919**

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## About St Peter & St James Hospice

### Statement from the Chief Executive and Chair

We are immensely proud of the quality of care provided by St Peter & St James Hospice staff and volunteers. In our first complete year as Chief Executive and Chair respectively, we have seen the charity progress and develop in many areas, not least the extension of reach with more people using our much-needed services than ever before. However, we firmly believe that quantity is nothing without quality, and applaud the staff and volunteers involved who continuously go the extra mile to ensure our patients, and those close to them, receive the best possible care, in the right place, at the right time.

This year was incredibly challenging for us, like all hospices and many other charities, as we adapted to the ever-changing world around us. The pandemic has affected operations at multiple levels and its impact will be felt for many years to come. Additionally, the NHS is undergoing a period of radical change in the transition to Integrated Care Systems and despite a willingness to support hospices, there is insufficient funding available to contribute more to the services we provide.

Our hospice is firmly rooted in our community and without the generosity of our loyal donors it would simply be impossible to provide the care our population needs when living, and dying, with advanced illness. We take this opportunity to thank each and every one of our staff, volunteers, and donors (including those who donate to and buy from our charity shops)– they really make a difference.





Dr Martin Powell

Chief Executive

Harriet Creamer

Chair

## Our Mission

St Peter & St James Hospice provides expert care to adults living with a life-limiting illness in our community. Our support extends to friends and families too. Our community includes Burgess Hill, Haywards Heath, Lewes, Uckfield and everywhere in between.

We support people to live and die well, according to what matters most to them. Our mission is to provide the best possible care, in the right place, at the right time, to everyone who needs us. Our workforce is committed to excellence in all they do.

## Our Values

Our values are at the heart of our organisation and underpin everything we do. They define who we are, how we work and what we believe in and stand for:

| | |
|---|---|
| **Compassion** | We show everyone empathy, kindness, and respect. |
| **Integrity** | We do the right thing, no matter how challenging. |
| **Accountability** | We take responsibility for our actions and outcomes. |
| **Excellence** | We strive to be outstanding and aim to exceed expectations. |
| **Inclusivity** | We welcome and respect everyone. |

## Our Strategy

People affected by life-limiting illness are central to everything we do, and our strategy is designed to ensure they receive the best possible care, in the right place, at the right time. To achieve this, we need a skilled workforce which is committed to excellence and prepared to deliver care and support to everyone who needs us, not the select few.

We have adopted a culture of continuous improvement, striving for excellence and will remain agile, professional and responsive. We cannot do this without financial stability, clear operating models and effective collaboration with all our stakeholders.

While we focus on our impact in the local community, we must also face the crisis of climate change. As an organisation we have a duty to do what we can to reduce our impact on the environment. To do this we have a goal of net zero emissions by 2030.

Our strategic goals for 2022 – 2025 are:



# Services Review

## Beneficiary overview

Despite the inevitable challenges in recovering from the effects of the pandemic, such as loss of income and staff absences, we increased service activity levels in every area:

| Indicator | 2021 – 2022 | 2022 – 2023 | Increase |
|---|---|---|---|
| New Patient Referrals | 638 | 688 | 8% |
| Total Patients Supported | 773 | 864 | 12% |
| Non-patients Supported | 168 | 174 | 4% |
| Occupied Bed Days | 1754 | 1955 | 11% |
| Bereavement Clients | 90 | 97 | 8% |
| Community Patients | 639 | 693 | 8% |
| Preferred Place of Death Recorded | 376 | 636 | 69% |

## Inpatient Unit

Our inpatient unit (IPU) provides skilled end-of-life and palliative care to those who need specialist help with symptom management. 161 patients were cared for during the year on our IPU. Despite the well-known challenges with recruiting Registered Nurses, we increased our occupancy from 1754 bed days in the previous year, to 1955 bed days in 2022-23.

In addition to our specialist palliative care beds, the hospice supported the Integrated Care Board to cope with the winter pressures last year with an inpatient nurse-led service, for transferred hospital patients who were approaching the end of their lives.

## Community Services

Our community services are evolving to meet the needs of our community. We have adapted the skill mix within the community team and in addition to our Clinical Nurse Specialists, we have Registered Nurses and Palliative Care Assistants.

We supported 693 patients in community settings including their own home, care homes, outpatient appointments and virtual conversations compared to 639 in the previous year. We are available 24/7 to support patients, families and health and social care professionals.

Our team attends regular primary care meetings with GP surgeries and weekly virtual meetings with community nursing services to enhance the care given to patients. We invested additional funds in a project to scope the provision of a dedicated hospice line service across East Sussex.

## Supportive Care Services

It was a busy and productive year for the supportive care services, and the team supported many patients and those close to them. This support includes counselling before and after the patient dies.

Our Social Worker proved invaluable in raising the profile of safeguarding and enhanced multi professional practice. Our Supportive Care team are responsive to needs which include benefits advice, financial planning and signposting to appropriate services when required.

Our Living Well Centre has reopened its doors since temporarily closing due to Covid.

Organised activities include those listed in the boxes opposite (descriptions of each activity can be found on our website here):

- **The Watering Hole**
- **Art Therapy**
- **Your Life, Your Story**
- **Ask an Occupational Therapist**
- **Relaxation**
- **Writing for Wellbeing**

## Clinical Governance

We ensure all aspects of governance are robust and effective. Our Quality and Safety Committee is chaired by an experienced trustee, and close scrutiny of current and expected inputs and outputs is a key function of the committee.

During this year, we established a Clinical Effectiveness Group (CEG) to oversee our programme of Clinical Audit and Quality Improvement Priorities (QIPs). All members of the Group undertook online training with HQIP (the UK's largest national clinical audit commissioner).

## Clinical Audit

The Clinical Effectiveness Group has overseen the following Clinical Audits this year.

- Prescribing recommendations for community prescriptions
- Opioid & sedative medication prescribing – a regional benchmarking audit
- Just In Case (JIC) medication recommendation charts
- Hospice UK Medicines Management audits: Management of General Medicines
- Controlled Drugs Accountable Officer (CDAO) Self-Assessment Tool
- Pressure area care – regular quarterly audits of risk assessment, documentation and reporting
- Use of Integrated Palliative Care Outcome Scale – audit of use in clinical assessments
- Telephone triage evaluations audit
- Infection prevention audit

## Safeguarding

We raised the profile of safeguarding over the last year and will continue to do so as a Quality Improvement Priority (QIP) for 2023/24, to strengthen awareness and engagement across all hospice services. Hospice clinical leaders have embedded safeguarding into community services and in-patient multidisciplinary team (MDT) meetings.

Patient-facing staff members attended face to face training sessions which complemented the mandatory online training modules for both adults and children, and this additional training will also be rolled out to the wider organisation in the coming months.

A total of eight safeguarding concerns were raised by the multi-professional team (2022/23), and two were escalated for further discussion and assessment to our colleagues in adult social care.

Safeguarding supervision sessions for clinical staff are now in place, and improvements made in the level and depth of concerns being reported. The hospice teams engaged with the safeguarding adults audit devised by the Trustee Safeguarding Leads from the Sussex Hospices Collaborative, and the results will support the QIP and inform training, development and governance objectives for the coming year.

## Feedback

We seek feedback from those who use our services in the form of 'VOICES' questionnaires (feedback from relatives about the care patients received before they died) and 'Patients Experiences of Care' (PEOC) questionnaires, which ask patients themselves about the care and support they receive. We receive very few negative comments in our patient and carer feedback, but when we do we analyse them carefully and ensure that any necessary lessons are learned. Responses to the PEOC are summarised as follows:




**of patients would recommend us to others**




**of patients said they were treated with dignity and respect**




**of patients said they were involved in decision making as much as they wanted**

Qualitative PEOC feedback included:

*Care is given sympathetically all the time and each day nothing is too much trouble. I feel safe here and extremely happy. Food is excellent, well prepared, hot enough but not too hot and nutritious. Staff very friendly, kind and helpful to family members at such an anxious time*

*This is my first-time having counselling with the hospice and I have been treated very well. I've only had a few sessions, but I look forward to each week, I already feel better since having someone to talk to, it's very helpful to me*

*When I knew I would be attending the Hospice it felt so surreal to me. The minute I walked into reception all my fears went away -the smiling friendly faces of the reception staff, the lovely doctor Becky and the welfare officer filled me with a huge sense of safety, love and care. Thank you, all of you*

*My husband contacted doctor to get a referral to hospice for advice on pain management. A lovely nurse called, did a home visit a few days after. Follow up call from Jon following the referral. Liz referred me (wife) for counselling which I am starting to engage in. My husband's pain is under control, and he is active again, Liz keeps in touch, we are so pleased we have your support now and in the future*

100% **thought our catering met all dietary requirements/appropriate portion sizes**

100% **thought IPU care was outstanding**

## Freedom to Speak Up

Freedom to Speak Up (FTSU) is a national initiative to enable people (staff and volunteers) to raise concerns when they feel unable to use the typical channels. Speaking Up is encouraged and widely promoted because we know it can improve the quality and safety of our care. We want to make speaking up business as usual for everyone, regardless of job role, background, or circumstance.

Statistics for 2022/23:

- 13 concerns raised (6 anonymously, 5 face to face, 1 email and 1 telephone).
- RAG status: 2 low, 5 medium, 6 high.
- All concerns were followed up and were satisfactorily concluded.

## Research

St Peter and St James Hospice is participating in the 'CHELsea II' (Cluster Randomised Trial of Clinical Assisted Hydration in Patients in the Last Days of Life) clinical trial, sponsored by the University of Surrey in May 2022. We started recruiting patients in December 2022 and aim to recruit 20 participants by September 2024.

## Learning & Development

We collaborated with other Sussex hospices and developed our bespoke learning platform 'iLearn' to encourage and ensure staff and volunteers completed their statutory and mandatory training. The platform contains a host of additional material for staff and volunteers who want to enhance their knowledge and gain further skills. The Learning Hub (formed in 2021) has aligned the delivery of and reporting on statutory training through sharing role-specific training plans across all staff groups and creating monthly strategic reports to track compliance, identify trends and highlight areas of concern.

We share staff with 3 other hospices, including a Learning and Development Coordinator and a Practice Educator to help us understand the training and development needs of our staff and volunteers. Training sessions included:

- Tissue viability
- Hand washing
- Mental health
- Nutrition
- Diabetes
- Wound care
- Mouth care
- Pressure ulcers
- Distressed behaviour
- Syringe drivers
- Pain management
- Nausea & vomiting

We developed a Clinical Skills Framework between 3 hospices that outlines the day-to-day skills required within key palliative care roles. We launched a Clinical Education Group to oversee educational activities and the development of staff, including competence frameworks and development pathways.

## Sussex Hospices Collaboration

The 7 Adult Hospices in Sussex formed a collaboration in 2018. This is overseen by a Steering Group, comprised of each hospice's Chair of the Board of Trustees and Chief Executive. Considerable time was spent this year reviewing our purpose and identifying the most important priorities to benefit people affected by life-limiting conditions in our communities. The workstreams are:

- Education
- Research
- Workforce
- Data
- NHS Engagement

## Our Income Generation Activities

We reviewed our team structure and recruited staff with the skill and experience to help us achieve our ambitions. With a number of new campaigns, events and activities, and stronger collaboration with retail and marketing, we are driving our income generation through fundraising in a pro-active, purposeful way. We are growing our retail brand and using data and insights to focus our growth plans in areas where we know consumers react favourably, and reduce any non-profitable activity or projects not closely aligned with our core purpose.

We are registered with the Fundraising Regulator and comply with their code of conduct. We are committed to the highest standards in fundraising practice and data management whilst handling sensitive, personal data relating to our patients, supporters and staff. The hospice has a dedicated Information Governance Group, which develops policy based on compliance with GDPR and other data protection regulation.

We solicit donations by:

- Proactively promoting the benefits and importance of leaving the hospice a legacy.
- Undertaking targeted fundraising campaigns, including postal and digital communications.
- Using beneficiaries' stories (with consent) to promote the hospice and raise awareness of the beneficial impact of supporting us.
- Promoting a calendar of events and activities, encouraging supporters to participate and raise funds.
- Participating in our outsourced 'Local Hospice Lottery'.
- Employing 'Gather' to acquire regular donors in our community.
- Adopting a robust acquisition and stewardship model for local businesses, charitable trusts & foundations, statutory grant giving organisations and major donors.

## Our Volunteers

372 volunteers supported the hospice this year. The long-term effects and outcomes of COVID influenced our volunteer workforce with many not returning after a long period of absence.

The Living Well Centre supports patients and carers with therapy sessions and our volunteer drivers assist with transport. Hospice biographers record patient stories at home, in the centre and on the IPU; the number of patients recording their life stories continues to rise steadily.

We received funding from The Big Give to offer skills and volunteering opportunities to people in our local rural community that have been affected by unemployment or lack of access to further education. Volunteers were recruited to provide support to patients staying with us and their families. Volunteers include retired nurses, students seeking experience for future clinical roles, and those that want to learn more about palliative care. From the original core group 4 students have used the opportunity to obtain university places, one volunteer has joined the unit as a member of staff, and another has used the experience to gain employment outside the organisation.

Volunteer numbers at the Distribution Centre continue to grow, including our Restore Shed project which involves upcycling furniture to sell in our shops: both raising funds for the hospice and reducing land fill waste.

Our Volunteer Forum meets quarterly to improve the volunteer experience and contribute to the organisation's strategy. A volunteer engagement survey was launched in May 2022 and the Forum analysed the results and co-designed methods for improving communication and training, for example. We celebrate our volunteers with an annual awards ceremony, recognising long service and awarding for special contributions.

We implemented 'Better Impact', a bespoke personnel data base system for volunteer management in January 2022 to store volunteer personnel records, improve administrative processes and enable us to produce statistical reports and support volunteer managers to better manage their volunteer teams.

The Volunteer Team recruited an apprentice (undertaking a level 3 Business and Administration qualification), who was subsequently successfully recruited to a permanent role with us.

## Structure, Governance and Management

St Peter & St James Charitable Trust (the "Charity") is a Company limited by guarantee, not having a share capital. It is governed by a Board of Trustees operating in accordance with the Articles of Association adopted on 3 October 2018 (as amended on 17 October 2022).

The Hospice operates a number of shops selling principally donated goods. St Peter & St James Hospice Shops Ltd ("Shops") is a wholly owned subsidiary of the charity whose main purpose is to sell a small range of new goods through the Hospice's shops.

The Friends of St Peter & St James ("Friends") is a 'linked' charity to St Peter & St James Charitable Trust.

The total of the three entities above is referred to in this report as the "Group".

The Group is administered by a Board of Trustees that meets regularly throughout the year. The Chief Executive is appointed by the Trustees to manage our executive operations with the support of the Executive Team and has delegated authority for the day-to-day management of the Charity.

The following Committees support and report to the full Board throughout the financial year:

- Quality and Safety Committee
- Finance and Resources Committee

- Income Generation Committee
- People Committee
- Board Development Committee

Membership of all Committees includes both Trustees and members of the Senior Leadership Team.

The Board Development Committee is responsible for overseeing Hospice governance and for the recruitment, induction and training of Trustees. It uses a skills and experience audit to determine the skills requirements for new Trustees when a vacancy arises, ensuring the Board and its Committees have the requisite skills and experience to function effectively.

Trustee vacancies are advertised on the Hospice website and Hospice social media channels and prospective Trustees are shortlisted for interview. Following a successful interview, a recommendation is made to the Board which then decides whether to appoint. Prospective Trustees are invited to a Board meeting as observers before the appointment decision.

Following the appointment, Trustees are provided with governance documentation and current operational reports and are offered a structured induction programme.

The term of office for individual Trustees is four years, with a maximum of one renewal. New Trustees appointed by the Board are subject to formal appointment at the next AGM. The position of Chair of Trustees is held for a maximum period of 5 years.

During 2022/23, the Executive Team comprised the Chief Executive, Care Director (appointed November 2022), Finance Director (whose services are provided via a Service Level Agreement with St Catherine's Hospice), Director of Income Generation and Operations, Head of Finance (resigned April 2022), and Head of People Services, working with the Trustees to provide leadership and direction to the organisation.

The Senior Leadership Team is made up of Heads of Service and managers responsible for the delivery of services and activities.

The Chief Executive's salary is determined using an independent salary survey, developed in association with Hospice UK. Senior Leadership Team salaries are part of a pay structure that was created in 2021 following a systematic job evaluation of all roles within the hospice, using an independent job evaluation and benchmarking tool.

Collaboration and coordination are key in enabling the Charity to provide excellent personalised care. As well as the collaboration with other Sussex Hospices already referred to, the Hospice strives to maintain good working relationships with local GPs, Integrated Care System, Local Authorities and other healthcare providers and charities, including other Hospices.

# Our People

## Trustees

Charlotte Almond (appointed 7 December 2022)
Dr Nick Barrie
Michael Carey (appointed 7 December 2022)
Caroline Cauvin
Andrew Cook
Harriet Creamer (Chair)
John Hills
Robin Knight
Isabelle Otway

Deirdre Prower (Vice Chair)
Patricia Robinson
Lesley Strong

## Patrons

Anne Billson
The Viscount Brentford
Sir Edward Cazalet
Katie Derham
Edward Fox OBE
Piers Morgan
Lisa Welton
Emma Cleary
Toby Wittome
Karol Matthews

## Executive Team

| | |
|---|---|
| **Chief Executive:** | Dr Martin Powell |
| **Care Director:** | Eirian Levell (appointed 1 November 2022) |
| **Finance Director:** | Cathy Heard (via SLA, from 1 June 2022) |
| **Director of Income Generation & Operations:** | Giles Witcomb (resigned 21 April 2023) |
| **Head of People Services:** | Melissa Le Palud |
| **Head of Finance:** | Andrew Collins (resigned 17 June 2022) |

## Risk Management

The Trustees, together with the Senior Leadership Team, regularly review and monitor risks the charity is exposed to and ensure that appropriate controls are put in place to mitigate risks.

Risks are monitored in four key areas linked to our committee structure: Finance and Resources, Quality and Safety, Income Generation and People.

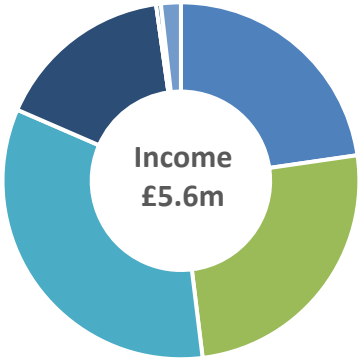
Risks are reviewed regularly by the risk owners in the Senior Leadership Team and changes reviewed and discussed in Committee meetings and by the full Board.

The top risks currently identified by the organisation are:

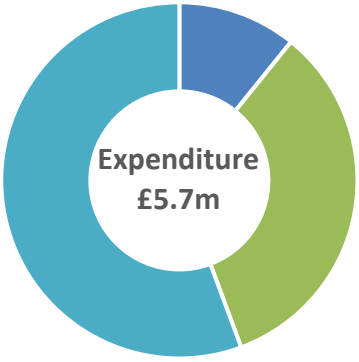
- Recruitment challenges
- Staffing vulnerability (lean structure) and succession planning
- Decreased net income
- Cybersecurity - unauthorised/inappropriate access to our network
- Challenges in mandatory training completion for volunteers
- Sustained decrease in legacy income
- Facilities statutory compliance (e.g., asbestos/fire/water/waste)
- Medication Error
- Procedural and systems compliance
- Building maintenance, Increasing/inflationary costs (e.g., energy prices)

# Our Financial Performance 2022/23

## Income and Expenditure

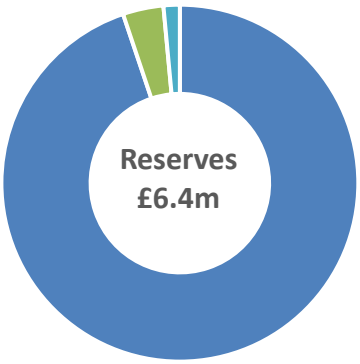



| | |
|---|---|
| Donations | 1.3 |
| Legacies | 1.4 |
| Trading Activities | 1.9 |
| Charitable Activities | 0.9 |
| Investment Income | 0.0 |
| Other Income | 0.1 |

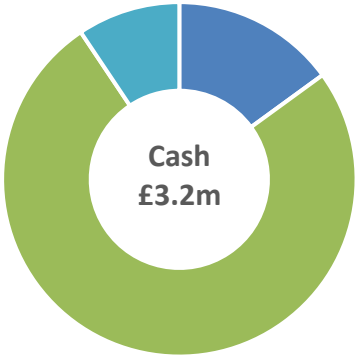



| | |
|---|---|
| Donations | 0.6 |
| Trading Activities | 1.9 |
| Charitable Activities | 3.2 |

## Reserves and Cash




| | |
|---|---|
| Unrestricted Reserves | 6.1 |
| Designated Reserves | 0.2 |
| Restricted Reserves | 0.1 |




| | |
|---|---|
| Investments | 0.5 |
| Current Asset Investments | 2.4 |
| Cash & Equivalents | 0.3 |

The impact of the pandemic on our operational delivery over the past couple of years is further heightened by the cost-of-living crisis. In this financial year our income was supported with increased legacies, including a further interim release from a Will Trust of £500k, as we re-establish and develop our voluntary income streams. We supported our statutory partners with additional beds as part of the winter pressures scheme which increased our income in the year.

We ended the year with net expenditure of £0.1m, leaving reserves at £6.4m, free general reserves (unrestricted reserves less fixed assets) of £4.1m and a cash position of £3.2m.

## Financial Outlook 2023/24

**Operational Performance**

Given the continued economic uncertainties, our budget for 2023/24 expects a net loss, moving our free general reserves position to approximately £3.0m. However, we are actively working to increase our voluntary income with a fresh focus on our fundraising activities and continued delivery of our retail strategy, whilst carefully managing our expenditure.

**Reserves**

The Trustees' reserves policy is to maintain free reserves at a level that is sufficient to protect services from the potential financial impact of known significant risks over the short to medium term. The focus of this policy is aligned to Free General Reserves as these reserves support operational activities.

The Trustees' objectives are:

- that free reserves should be held at a sum sufficient to avoid an unacceptable level of disruption to services in the event of an unexpected downturn in income; and
- to recognise the need for continuing investment to maintain the quality of the Charity's assets to an adequate standard.

The reserves position is monitored by the Finance and Resources Committee, which reports to the Board.

The policy sets the minimum level of free general reserves at £1m, and ideally representing a minimum of six months' full running costs, given the ongoing increase in the scale of Charity's activities and cost base. In recognition of the ongoing need for capital investment to replace and, where appropriate, enhance the Charity's assets, Trustees have created a Capital Replacement Fund.

The Group's free reserves of £4,079,000 as at 31 March 2023 (2022: £3,448,000) is equivalent to 8 months' running costs.

The Group's designated capital replacement fund as at 31st March 2023 was £199,000 (2022: £81,000).

The net movement in reserves in the year is set out in Notes 19 to 22 to the accounts.

**Market Value of Land and Buildings**

All freehold land and buildings shown as Fixed Assets in the Balance Sheet are included in the financial statements at cost or open market value if lower. In the opinion of the Directors, the open market value of the freehold land and buildings is not less than the amounts shown in the financial statements.

**Investments**

The overall objective of the charity for its investments is to provide financial security and stability, recognising that the charity is exposed to a degree of financial risk due to the variable and uncertain nature of its income streams.

The Trustees have agreed that the charity's assets can be invested widely and should be diversified by asset class, by manager and by security. Asset classes could include cash, bonds, equities, property, hedge funds, structured products, private equity, commodities, and any other asset that is deemed suitable.

The charity seeks the best financial return within an acceptable level of risk. The charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims or can lead to reputational damage. For example, the Board does not support investment in funds that are contentious (e.g., tobacco, due to the evidence of harm from its use). The investment objective for the long-term fund over a rolling 5 year period is to achieve 2% over the Consumer Price Index.

The Finance and Resources Committee has responsibility for agreeing the investment strategy, setting benchmarks and monitoring the investment assets on a quarterly basis.

A formal evaluation of each fund managers' performance and consideration of the need to undertake full market testing is undertaken every 3-5 years.

A significant element of the charity's funds is held with Rathbone Investment Management.

Note 14 gives further information on the Investment position as at 31 March 2023.

**Current Asset Investments**

The Charity also holds funds in short-term, interest-bearing deposit accounts. Deposits in any one banking group are subject to a maximum investment of £450,000. Term deposits can be placed if cash flow projections show that the funds are temporarily surplus to operational requirements.

**Going Concern**

Having reviewed and formally agreed the forecasts and cashflows prepared in June 2023, together with the Executive's business plan, the Trustees believe, to the best of their knowledge, that the charity remains a going concern for the 12 month period from the date of approval of the financial statements.

# Independent Auditors Report to the Members and Trustees of St Peter & St James Charitable Trust

## Opinion

We have audited the financial statements of The St Peter & St James Charitable Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the balance sheets, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 groups 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 annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the 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 directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, (who are also the directors of the parent charitable company for the purpose of company law), are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 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.

In identifying and assessing the risk of material misstatement in respect of irregularities, including fraud, we:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operates in and how the group and parent charitable company complies with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud; and
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements, including the annual report, and remaining alert to new or unusual transactions which may not be in accordance with the governing document.

The most significant laws and regulations that have an indirect impact on the financial statements are employment law, health and safety regulations and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group and parent charitable company are in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

We identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included, but were not limited to, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for

A further description of our responsibilities is available on the Financial Reporting Council'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 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.

**Mark Filsell FCA (Senior Statutory Auditor)**
**for and on behalf of Knill James LLP**

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

One Bell Lane
Lewes
East Sussex
BN7 1JU

# Statement of Consolidated Financial Activities (incorporating an income and expenditure account) for the year ended 31 March 2023

| | Note | Restricted £'000's | Designated £'000's | Unrestricted £'000's | Total Funds 2023 £'000's | Total Funds 2022 £'000's |
|---|---|---|---|---|---|---|
| **Income** | | | | | | |
| Donations & Legacies | 2 | 154 | 0 | 2,540 | 2,694 | 2,400 |
| Trading Activities | 4 | 0 | 0 | 1,904 | 1,904 | 1,857 |
| Charitable Activities | 5 | 141 | 0 | 785 | 926 | 893 |
| Investments | 3 | 0 | 0 | 29 | 29 | 12 |
| Other Income | | 0 | 0 | 60 | 60 | 0 |
| **Total Income** | | **295** | **0** | **5,318** | **5,613** | **5,162** |
| **Expenditure** | | | | | | |
| Fundraising & Investment Activities | | 0 | 0 | 611 | 611 | 514 |
| Trading Activities | | 0 | 5 | 1,910 | 1,915 | 1,265 |
| Charitable Activities | | 245 | 0 | 2,928 | 3,173 | 2,992 |
| **Total Expenditure** | 6 | **245** | **5** | **5,449** | **5,699** | **4,771** |
| **Net Income / (Expenditure) on Operational Activities** | | **50** | **(5)** | **(131)** | **(86)** | **391** |
| Net Gains / (Losses) on Investments | 14,15 | 0 | 0 | (29) | (29) | 7 |
| **Net Income / (Expenditure) for the Year** | 8 | **50** | **(5)** | **(160)** | **(115)** | **398** |
| **Transfer Between Funds** | 20,21 | 0 | (2,800) | 2,800 | 0 | 0 |
| **Net Movement in Funds** | | **50** | **(2,805)** | **2,640** | **(115)** | **398** |
| Funds B/F as at 1st April | | 42 | 3,004 | 3,448 | 6,494 | 6,096 |
| **Funds Carried Forward as at 31st March** | | **92** | **199** | **6,088** | **6,379** | **6,494** |

All gains and losses arising in the current and previous year have been recognised in the Statement of Financial Activities and arise from continuing activities.

The prior year comparators for each fund included above are included in notes 27 to 31.

The notes on pages 26 to 46 form part of these financial statements.

# Balance Sheets as at 31 March 2023

**Company Registration No. 3204919**

| | Notes | Group 31 March 2023 £'000 | Group 31 March 2022 £'000 | Hospice 31 March 2023 £'000 | Hospice 31 March 2022 £'000 |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible Assets | 13 | 2,005 | 2,059 | 2,005 | 2,059 |
| Investments | 14 | 477 | 500 | 567 | 590 |
| | | 2,482 | 2,559 | 2,572 | 2,649 |
| **Current Assets** | | | | | |
| Investments | 15 | 2,395 | 1,875 | 2,395 | 1,875 |
| Stock | 16 | 25 | 0 | 0 | 0 |
| Debtors | 17 | 1,388 | 1,420 | 1,486 | 1,478 |
| Cash at Bank | | 316 | 826 | 140 | 634 |
| | | 4,124 | 4,121 | 4,021 | 3,987 |
| **Current Liabilities** | | | | | |
| Creditors: amounts falling due within one year | 18 | 227 | 186 | 227 | 169 |
| **Net Current Assets** | | 3,897 | 3,935 | 3,794 | 3,818 |
| **Total Assets less Current Liabilities** | | 6,379 | 6,494 | 6,366 | 6,467 |
| Creditors: amounts falling due greater one year | | 0 | 0 | 0 | 0 |
| **Total Net Assets** | | 6,379 | 6,494 | 6,366 | 6,467 |
| **The Funds of the Charity** | | | | | |
| Restricted Funds | 20 | 92 | 42 | 92 | 42 |
| Designated Funds | 21 | 199 | 3,004 | 199 | 3,078 |
| Unrestricted Funds | 21 | 6,088 | 3,448 | 6,075 | 3,347 |
| **Total Funds** | 22 | 6,379 | 6,494 | 6,366 | 6,467 |

The unconsolidated net loss of the Hospice in 2022/23 was £116,000 (2021/22 a net income of £380,000).

The Financial Statements on pages 23 to 46 were approved by the Board of Directors and authorised for issue on 13th September 2023 and are signed on its behalf by:

**Harriett Creamer**
**Trustee / Director**

**Andrew Cook**
**Trustee / Director**

The notes on pages 26 to 46 form part of these financial statements.

# Consolidated Cash Flow Statement as at 31 March 2023

| | Notes | 31 March 2023 £'000 | 31 March 2022 £'000 |
|---|---|---|---|
| **Cashflows from Operating Activities** | | | |
| **Net Cash provided by / (used in) Operating Activities** | 25a | **95** | **(448)** |
| **Cashflows from Investing Activities** | | | |
| Purchase of Property, Plant & Equipment | | (90) | (50) |
| Proceeds from Investments | | 5 | 6 |
| **Net Cash provided by / (used in) Investing Activities** | | **(85)** | **(44)** |
| **Change in Cash & Equivalents in the Reporting Period** | | **10** | **(492)** |
| **Cash & Equivalents at the beginning of the Reporting Period** | | **2,701** | **3,193** |
| **Cash & Equivalents at the end of the Reporting Period** | 25b | **2,711** | **2,701** |

The notes on pages 26 to 46 form part of these financial statements.

# Principal Accounting Policies

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

### Basis of Accounting

The Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with the Trust's Memorandum and Articles of Association, the Charities Act 2011, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "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). The Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest thousand pounds.

### Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

### Going Concern

The financial statements are prepared on a going concern basis. The Trustees believe that there are no material uncertainties about the Charity's ability to continue as a going concern, after taking into account the further risks and reduced income levels from the impact of Covid-19.

Having oversight of the financial forecasts, cashflows and risk register during the year in response to the pandemic and its impact on future aspirations, the Trustees have realigned the hospice’s future strategic direction to meet short to medium term constraints. The Trustees, therefore, consider that there are no material uncertainties about the Charity’s ability to continue as a going concern for the foreseeable future. Free reserves stand within the charity’s reserves policy requirements which has been agreed on a risk-based profile. Medium-term forecast projections indicate that the charity’s free reserves remain within its policy’s acceptable limits.

### Material Areas of Judgement

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from Legacies. The estimated value of each outstanding legacy at 31 March 2023 is calculated in accordance with the principles set out in the Donation, Grants and Other Income section below. Another significant area of assumption is in respect of depreciation of Fixed Assets. The rates of write down are shown in the Tangible Fixed Assets section below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

### Group Financial Statements

The financial statements consolidate the results of the Charity, its wholly owned subsidiary, St Peter & St James Hospice Shops Ltd and the Friends of St Peter & St James on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

### Comparative Data

The allocation of income and expenditure on the statement of financial activities has been changed this year in order to provide greater clarity of source. This has resulted in necessary changes to the presentation of

comparative information to maintain consistency.

### Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations where the donor has specified they should only be used for particular areas of the hospice's work. The aim and use of each designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

### Donated Assets

Tangible assets donated to the hospice are recorded at the original estimate of their value to the company.

### Tangible Fixed Assets

Fixed assets other than donated assets are stated at historical cost. All assets costing more than £1,000 are capitalised.

Depreciation is provided to write off the cost or revalued amount of all fixed assets on a reducing balance basis over their expected economic useful lives as follows:

| | |
|---|---|
| Freehold land | Nil |
| Freehold property | 5% |
| Fixtures, fittings and equipment | 15% or 20% |
| Computer equipment | 33 % |
| Motor vehicles | 25% |
| Equipment (Shops) | 25% |

### Taxation

The company is considered to pass the tests set out in the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation on income or capital gains to the extent that such income or gains are applied exclusively to charitable purposes.

### Operating Leases

Rental costs under operating leases are charged to the general fund operating account in equal annual amounts in accordance with the terms of the lease. Any benefits received or receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period of the lease.

### Pension Contributions

The Charity contributes to the defined benefit scheme (NHS Superannuation) for eligible staff and operates a defined contribution scheme for other staff. Some staff participate in the NHS defined benefit pension scheme. Any resulting liabilities on this scheme would be met by the state. Contributions to the schemes are recognised as an expense in the financial statements as they become payable.

### Donations Grants and Other Income

Income is recognised in the Statement of Financial Activities when the charity is entitled to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

In the event that a donation or grant is subject to fulfilling performance 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. Income from Gift Aid reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted

for in income accrued in debtors.

Income from NHS contracts, government or other grants, whether capital or revenue in nature are recognised when the charity has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

### Legacies

Income from legacies is determined on a case-by-case basis in accordance with the following principles:

Pecuniary legacies are recognised once probate has been granted and notification has been received that payment will be received.

Residuary legacies are recognised once probate has been granted, provided that sufficient information has been received to enable valuation of the hospice's entitlement with sufficient certainty; amounts receivable are included at 90% of their valuation, to reflect the sector's experience of the uncertainty inherent in the administration of estates, subject to further reduction to reflect the impact of other factors such as the valuation of unrealised estate assets or subsequent adverse movements in property and investment markets.

Where legacies have been notified to the charity or the charity is aware of the granting of probate and the criteria for income recognition have not been met then the legacy is treated as a contingent asset and disclosed if material.

### Donated Goods and Services

Donations of goods and services, including seconded NHS doctors, are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from its use is probable and the economic benefit can be reliably measured. These items are included in income at the estimated value of the gift to the charity when received based on the amount the charity would have been prepared to pay had it been required to purchase them.

### Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in note 12.

### Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis once there is a legal obligation to make a payment, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is categorised under the following headings:

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the hospice's charitable activities.

Expenditure on charitable activities includes the costs of providing specialist palliative care and support to patients, their families and the wider community; research and other educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the hospice and include governance costs, finance and office costs. Governance costs are those costs incurred in connection with complying with constitutional and statutory requirements of the charity. Where practicable irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated to each of the activities on a variety of bases, principally headcount, floor area or time spent on activities depending on the nature of the support costs, to best allocate the costs to each attributable heading.

### Financial Instruments

The hospice only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at their transaction value and subsequently measured at their settlement value.

### Investments

Investments are a form of basic financial instrument and 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 Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired during the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Current asset investments are short term liquid investments, which are not required to cover day to day running costs. These comprise cash on deposit and cash equivalents held with other organisations other than our current bankers.

The charity does not acquire put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity and bond markets due to wider economic conditions, the attitudes of investors to investment risk and changes in sentiment concerning equities and other instruments within particular sectors.

### Stock

Stocks of goods for resale are valued at the lower of cost and net realisable value. Stocks donated for resale are not included in the financial statements until they are sold because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place to record these until they are sold and undertaking a stock take would incur undue cost and income loss for the charity which would far outweigh the benefits.

### Debtors

Trade and other debtors are recognised at the settlement amount due after any discounts offered. Expenditure for goods or services which will be consumed in a future period are held on the balance sheet and reclassified as an expense when goods or services are consumed. Accrued income and tax recoverable are included at the best estimate of the amount's receivable at the balance sheet date.

### Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid deposits with a short maturity of 95 days or less from the date of acquisition or opening of the account.

### Creditors

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

# Supporting Notes to Financial Statements

## 1 Income

Income derives from the group's principal activities carried on wholly in the United Kingdom.

## 2 Income from Fundraising Activities

| | Restricted | Unrestricted | 2023 | 2022 |
|---|---|---|---|---|
| | £'000's | £'000's | £'000's | £'000's |
| Donations | 62 | 1,041 | 1,103 | 951 |
| Legacies | 0 | 1,422 | 1,422 | 1,315 |
| Other Grants | 92 | 77 | 169 | 134 |
| | **154** | **2,540** | **2,694** | **2,400** |

## 3 Income from Investments

| | 2023 | 2022 |
|---|---|---|
| | £'000's | £'000's |
| Listed Investment Income | 11 | 8 |
| Interest Received -Investments held as Current Assets | 18 | 3 |
| Rental Income | 0 | 1 |
| | **29** | **12** |

## 4 Income from Trading Activities

| | 2023 | 2022 |
|---|---|---|
| | £'000's | £'000's |
| Retail | 1,669 | 1,578 |
| Lottery | 171 | 155 |
| Fundraising Events | 64 | 124 |
| | **1,904** | **1,857** |

## 5 Income from Charitable Activities

| | Restricted £'000's | Unrestricted £'000's | 2023 £'000's | 2022 £'000's |
|---|---|---|---|---|
| **NHS Block Grants** | | | | |
| NHS Block Grant | 0 | 505 | 505 | 498 |
| NHS Pension Rebate | 0 | 30 | 30 | 30 |
| **Grants** | | | | |
| NHS Consultants Sessions | 57 | 0 | 57 | 56 |
| NHS Specialist Palliative Community Care Weekends / Bank Holidays | 44 | 0 | 44 | 43 |
| County Council Befriending Services | 33 | 0 | 33 | 33 |
| **Commissioned Income** | | | | |
| Inpatient Beds from Continuing Healthcare | 0 | 63 | 63 | 37 |
| Inpatient Beds for Winter Pressures | 0 | 39 | 39 | 0 |
| Urgent Response | 0 | 46 | 46 | 0 |
| Contribution to Drug Costs | 0 | 69 | 69 | 0 |
| Other Commissioned Income | 0 | 13 | 13 | 0 |
| COVID 19 Hospice UK (HUK) Support | 7 | 0 | 7 | 189 |
| **Education Income** | 0 | 20 | 20 | 7 |
| | **141** | **785** | **926** | **893** |

NHS pass through contributions to drugs are recognised from 2022/23, equally as income and expenditure.

## 6 a) Expenditure

| | Direct Costs £000's | Support Costs £000's | Depreciation £000's | Total 2023 £000's | Total 2022 £000's |
|---|---|---|---|---|---|
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 465 | 125 | 17 | 606 | 569 |
| Investment Management | 5 | 0 | 0 | 5 | 4 |
| | 470 | 125 | 17 | 611 | 573 |
| **Trading Activities** | | | | | |
| Retail Shops | 1,522 | 227 | 18 | 1,767 | 1,207 |
| Lottery Costs | 2 | 54 | 2 | 58 | 0 |
| Fundraising Events | 0 | 87 | 3 | 90 | 0 |
| | 1,524 | 368 | 23 | 1,915 | 1,207 |
| **Charitable Activities** | | | | | |
| Inpatient Services | 1,591 | 546 | 38 | 2,175 | 2,028 |
| Community Services | 430 | 265 | 34 | 729 | 736 |
| Wellbeing Services | 0 | 166 | 16 | 182 | 227 |
| Education | 50 | 34 | 3 | 87 | 0 |
| | 2,071 | 1,011 | 92 | 3,173 | 2,991 |
| | **4,065** | **1,503** | **131** | **5,699** | **4,771** |

### b) Analysis of Support Costs in a) above

| | Facilities & Hospitality | Support Services | Governance | Support Costs Total |
|---|---|---|---|---|
| | £000's | £000's | £000's | £000's |
| **Fundraising / Investment Activities** | | | | |
| Donations, Legacies & Grants | 48 | 74 | 3 | 125 |
| | 48 | 74 | 3 | 125 |
| **Trading Activities** | | | | |
| Retail Shops | 77 | 144 | 6 | 227 |
| Lottery Costs | 48 | 5 | 0 | 53 |
| Fundraising Events | 48 | 37 | 2 | 87 |
| | 173 | 186 | 8 | 367 |
| **Charitable Activities** | | | | |
| Inpatient Services | 214 | 318 | 14 | 546 |
| Community Services | 59 | 197 | 9 | 265 |
| Wellbeing Services | 83 | 80 | 3 | 166 |
| Education | 18 | 15 | 1 | 34 |
| | 374 | 610 | 27 | 1,011 |
| | **595** | **870** | **38** | **1,503** |

Allocation Methods:
Facilities and Hospitality Costs are allocated on an estimated usage basis.
Support Services include the Senior Leadership Team, Finance, People and IT and are allocated on an FTE basis.
Governance Costs are allocated on an estimated staff time basis.

## 7 Trading Operations

The wholly owned trading subsidiary, St Peter and St James Hospice Shops Limited, UK company registration number 3146736, pays all its eligible profits to the Charity under Gift Aid. The company manages the sale of purchased goods through the hospice retail shops. The charity owns the entire issued share capital of 90,000 shares of £1 each. A summary of the trading results is shown below.

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Turnover | 107 | 46 |
| Cost of Sales | 38 | 8 |
| **Gross Profit** | **69** | **38** |
| Other Operating Expenses (net) | 68 | 20 |
| **Profit on Ordinary Activities** | **1** | **18** |
| Donations under Gift Aid | 0 | 18 |
| Corporation Tax | 0 | 0 |
| **Profit Retained in the Subsidiary** | **1** | **0** |

## 8 Net Income / Expenditure

| | 2023 | 2022 |
|---|---|---|
| | £'000 | £'000 |
| **Net Income / (Expenditure) is stated after charging:** | | |
| **Tangible Fixed Asset Depreciation and amounts Written Off in the Period** | | |
| Owned Assets | 131 | 143 |
| Operating Lease Rentals - Equipment | 1 | 0 |
| Operating Lease Rentals - Shops & Office | 338 | 278 |
| Auditors Remuneration - Audit | 12 | 6 |
| Auditors Remuneration – Tax Business | 2 | 0 |

## 9 Employees

| | 2023 | 2022 |
|---|---|---|
| | FTE's | FTE's |
| **Average Weekly FTE's** | | |
| Voluntary Income Generation | 43 | 37 |
| Delivery of Charitable Activities | 40 | 45 |
| Support Services | 16 | 17 |
| | **99** | **99** |

The hospice employs a significant number of staff on a part-time basis. The average of number of paid staff in the charity and group in 2022/23 was 129 (2021/22: 137).

| | 2023 | 2022 |
|---|---|---|
| | £'000 | £'000 |
| **Staff Costs** | | |
| Salaries | 3,479 | 3,011 |
| Social Security Costs | 178 | 247 |
| Other Pension Costs | 153 | 187 |
| | **3,810** | **3,445** |

The hospice made ex gratia payments to staff in 2022/23 of £17,000 (2021/22 NIL). No emolument was paid during the year to any of the Directors (2021/22: £Nil) and no Director was reimbursed for expenses (2021/22: £Nil).

The number of employees who received emoluments in the following ranges was:

| | 31 March 2023 £'000 | 31 March 2022 £'000 |
|---|---|---|
| £60,001 - £70,000 | 1 | 2 |
| £70,001 - £80,000 | 1 | 0 |
| £80,001 - £90,000 | 0 | 0 |
| £90,001 - £100,000 | 0 | 2 |
| £100,001 - £110,000 | 1 | 0 |
| £110,001 - £120,000 | 1 | 0 |
| | **4** | **4** |

All of the above higher paid employees are accruing retirement benefits under schemes treated as defined contribution schemes. The company made pension contributions of £38,000 on behalf of these staff in 2022/23 (2021/22 £24,000).

FRS 102 defines 'key management personnel as those persons having authority and responsibility for planning, directing and controlling the activities of the Charity, directly or indirectly, including those members of staff who are the senior management personnel to whom the Trustees have delegated significant authority or responsibility in the day-to-day running of the charity'. We have interpreted this to be the Trustees and the Chief Executive whose employee benefits for both the Charity and the Group were £104,000 in total (2021/22: £65,000).

## 10 Related Party Transactions

During the year no Trustees received any remuneration or benefits in kind (2021/22 £Nil). Moreover, no Trustees received any reimbursement of travel expenses (2021/22 £Nil). Donations from Trustees to the charity amounted to £325 in 2022/23 (2021/22 £640). Trustees will also make small donations in each year to events and gifts in kind to retail.

The charity provided services during the year to its wholly owned trading subsidiary, St Peter and St James Hospice Shops Limited. The charge for those services amounted to £68,000 (2021/22 £19,000). No donation was made under gift aid from the trading subsidiary in the year (2021/22 £19,000).

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

## 11 Pension Contributions

The hospice participates in a defined contribution pension scheme operated by the Aegon, the assets of which are held separately from those of the hospice. Employees contribute 3% of their salary with the charity contributing 5%.

The total pension cost charge of the group represents contributions payable by the charity and amounted to £153,000 (2021/22: £187,000).

At the year-end, contributions outstanding totalled £27, 535 (2021/22: £27, 396) and are included in the creditors. The estimated employer pension contributions payable by the company in 2023/24 is £160,000.

## 12 Volunteers

The Charity is dependent upon a team of part-time voluntary helpers who assist in all areas of the charity's work. In the year the charity was supported by 372 volunteers (2021/22: 435):

Retail Operations - 173 volunteers (2021/22: 200) volunteers supported our retail operations providing sorting and till support to our charity shops, our warehouse and e-commerce work.

Charitable and Administrative Activities - 199 volunteers (2021/22: 235) provided:

- A range of patient services (social support, counselling, patient drivers);
- Community fundraising, through friends' groups, and supporting events;
- Support services activities including administration, hospitality, and gardening activities.

## 13 Tangible Fixed Assets

| Hospice & Group | Freehold Land & Buildings £'000 | Equipment £'000 | Motor Vehicles £'000 | Total £'000 |
|---|---|---|---|---|
| **Cost / Valuation at 1st April 2022** | **3,486** | **1,099** | **130** | **4,715** |
| Additions | 24 | 34 | 32 | 90 |
| Disposals | (3) | 0 | (44) | (47) |
| **Cost / Valuation at 31st March 2023** | **3,507** | **1,133** | **118** | **4,758** |
| **Depreciation at 31st March 2022** | **1,612** | **938** | **106** | **2,656** |
| Charged in the Year | 85 | 35 | 11 | 131 |
| Disposals | 0 | 0 | (34) | (34) |
| **Depreciation at 31st March 2023** | **1,697** | **973** | **83** | **2,753** |
| **Net Book Value 31st March 2023** | **1,810** | **160** | **35** | **2,005** |
| **Net Book Value 31st March 2022** | **1,874** | **161** | **24** | **2,059** |

All the tangible fixed assets of the group are part of the accounts of the main charity.

Freehold land of £180,000 is included in Freehold Land and Buildings that is not depreciated. The market value of the land has been valued by the directors at £345,000.

All freehold land and buildings are included in the financial statements at lower of cost and open market value. In the opinion of the Directors, the open market value of the freehold land and buildings is not less than the stated value.

## 14 Fixed Asset Investments

| | Listed Investments £'000 |
|---|---|
| **Cost / Market Value 1st April 2022** | **500** |
| Movement of Shares to Investments | |
| Gains / (Losses) on Disposal | (1) |
| Unrealised Gains / (Losses) | (28) |
| Dividends & Interest | 11 |
| Management Fee | (5) |
| **Cost / Market Value 31st March 2023** | **477** |
| **Historical Cost 31st March 2023** | **393** |

Investments held by the charity also include an additional £90,000 (2021/22 - £90,000) investment in the subsidiary company at cost.

**Subsidiary Company**

| Name | Country of Incorporation | Class of Holding | Proportion Held | Aggregate Capital & Reserves £'000 | Result for Year £'000 |
|---|---|---|---|---|---|
| St Peter and St James Hospice Shops Limited | England | Ordinary | 100% | 90 | - |

## 15 Investments held as Current Assets

| | £'000 |
|---|---|
| **Cost / Market Value 1st April 2022** | **1,875** |
| Cash held in deposit accounts | 502 |
| Interest | 18 |
| **Cost / Market Value 31st March 2023** | **2,395** |
| **Historical Cost 31st March 2023** | **2,160** |

## 16 Stock

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| | £'000 | £'000 | £'000 | £'000 |
| **Stock** | | | | |
| Goods for Resale | 25 | 0 | 0 | 0 |
| | **25** | **0** | **0** | **0** |

## 17 Debtors

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| | £'000 | £'000 | £'000 | £'000 |
| **Debtors** | | | | |
| Trade Debtors | 0 | 44 | 0 | 44 |
| Accrued Legacy Income | 1,165 | 848 | 1,165 | 848 |
| Amounts due from Subsidiary Company | 0 | 0 | 95 | 69 |
| Other Prepayments & Accrued Income | 66 | 425 | 66 | 425 |
| Other Debtors | 157 | 103 | 160 | 92 |
| | **1,388** | **1,420** | **1,486** | **1,478** |

## 18 Creditors: Amounts falling due within one year

| | Group | | Hospice | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| | £'000 | £'000 | £'000 | £'000 |
| **Creditors** | | | | |
| Trade and Other Creditors | 115 | 83 | 117 | 67 |
| Taxation and Social Security Costs | 65 | 66 | 65 | 66 |
| Accruals & Deferred Income | 15 | 8 | 15 | 8 |
| Other Creditors | 32 | 29 | 30 | 28 |
| | **227** | **186** | **227** | **169** |

## 19 Reserves – Movements by Fund

This schedule presents the final reserves position by fund.

| | Restricted Funds | Designated Funds | Unrestricted Funds | Total Funds |
|---|---|---|---|---|
| **Balance at 1st April 2022** | **42** | **3,004** | **3,448** | **6,494** |
| Net Operating Income / (Expenditure) | 50 | (5) | (131) | (86) |
| Net Gains / (Losses) on Investments | 0 | 0 | (29) | (29) |
| Net Inc / (Dec) in Reserves | 50 | (5) | (160) | (115) |
| Transfers between Funds | 0 | (2,800) | 2,800 | 0 |
| **Net Inc / (Dec) in Reserves** | **50** | **(2,805)** | **2,640** | **(115)** |
| **Balance at 31st March 2023** | **92** | **199** | **6,088** | **6,379** |
| Less: | | | | |
| Fixed Assets | 0 | | 2,005 | 2,005 |
| **Available Reserves** | **92** | **199** | **4,083** | **4,374** |

Notes 20 and 21 provide further detail on fund movements in the year.

## 20 Restricted Funds: Group & Charity

| | Balance 1st April 2022 | Income in Year | Expenditure in Year | Transfers In / (Out) | Balance 31st March 2023 |
|---|---|---|---|---|---|
| Restricted Revenue Fund | 37 | 1 | 5 | 0 | 33 |
| Inpatient Services | 0 | 92 | 92 | 0 | 0 |
| Community Services | 0 | 72 | 72 | 0 | 0 |
| Wellbeing Services | 0 | 88 | 76 | 0 | 12 |
| Capital & Equipment | 5 | 42 | 0 | 0 | 47 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Funds | 42 | 295 | 245 | 0 | 92 |
| Donations in Kind | 0 | 0 | 0 | 0 | 0 |
| **Total Funds** | **42** | **295** | **245** | **0** | **92** |

The hospice may receive grants or donations whose use is restricted by the donor. In these circumstances, the funds are shown as restricted.

### Restricted Revenue Fund
Donations received to support to support the cost of small items and the cost of inpatient nursing.

### Inpatient Services and Consultant Support
Funds raised towards the cost of our specialist inpatient nursing team.
Grants from NHS High Weald to provide palliative medicine consultant sessions at Princess Royal Hospital.

### Community Services
Funds raised towards the cost of our specialist community nursing team.
Grants from NHS Horsham and NHS High Weald to support Specialist Palliative Nursing Support across weekends and bank holidays.

### Wellbeing Services
Funds raised to support to support Complementary Therapies, Spiritual Care and Counselling.
Grants from East Sussex and West Sussex County Councils to support befriending services for carers and families.

### Capital & Equipment
Funds raised in support of specific capital projects and equipment.

### Other
Funds raised for items not included above.

## 21 Unrestricted Funds

| | Balance 1st April 2022 | Income in Year | Expenditure in Year | Gain / (Loss) on Investments in Year | Transfers In / (Out) | Balance 31st March 2023 |
|---|---|---|---|---|---|---|
| **Designated Funds** | | | | | | |
| Tangible Fixed Assets | 2,059 | 0 | 0 | 0 | (2,059) | 0 |
| Legacy Accrual | 848 | 0 | 0 | 0 | (848) | 0 |
| Capital Replacement | 81 | 0 | 5 | 0 | 123 | 199 |
| Friends of St Peter and St James | 16 | 0 | 0 | 0 | (16) | 0 |
| **Total Designated Funds** | **3,004** | **0** | **5** | **0** | **(2,800)** | **199** |
| **General Funds** | **3,448** | 5,318 | 5,449 | (29) | 2,800 | 6,088 |
| **Total Unrestricted Funds** | **6,452** | **5,318** | **5,454** | **(29)** | **0** | **6,287** |

Unrestricted reserves are available to be used for:
- The day to day running of the hospice.
- The costs of any capital projects in whole or in part where the cost is not met from any other fund; and
- For any other purpose as the Directors see fit to fulfil the objectives of the hospice.

Designated funds have been agreed by the Trustees to support costs in the delivery of its strategic goals.
In the year, the Trustees agreed to transfer Tangible Fixed Assets, Legacy Accruals and the Friends of St Peter and

St James back to the Unrestricted Fund following the introduction of their new finance system which allows the monitoring of spend more appropriately.

At the end of the year £199,000 remains in the designated fund to support programmed capital expenditure to 31st March 2025.

## 22 Analysis of Group Net Assets between Funds

| | Unrestricted | Restricted | Total Funds 2023 | Unrestricted | Restricted | Total Funds 2022 |
|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Tangible Fixed Assets | 2,000 | 5 | 2,005 | 2,059 | 0 | 2,059 |
| Fixed Asset Investments | 477 | 0 | 477 | 500 | 0 | 500 |
| Current Asset Investments | 2,395 | 0 | 2,395 | 1,875 | 0 | 1,875 |
| Other Current Assets | 1,538 | 87 | 1,625 | 2,204 | 42 | 2,246 |
| Current Liabilities | (123) | 0 | (123) | (185) | 0 | (185) |
| Provisions | 0 | 0 | 0 | 0 | 0 | 0 |
| | **6,287** | **92** | **6,379** | **6,453** | **42** | **6,495** |

## 23 Members of the Hospice

As at 31st March 2023 there were 56 members (2021/22:54) of the company who are required to contribute £10 each in the event of the company being wound up.

## 24 Operating Lease Commitments

At 31st March 2023 the group was committed to make the following payments in respect of operating leases:

| | 2023 | 2022 |
|---|---|---|
| | £'000 | £'000 |
| **Land & Buildings** | | |
| Amounts due within One Year | 337 | 269 |
| Amounts due in Two to Five Years | 1,301 | 610 |
| Amounts due in over Five Years | 928 | 50 |
| **Other** | | |
| Amounts due within One Year | 1 | 0 |
| Amounts due in Two to Five Years | 1 | 0 |
| | **2,568** | **929** |

Payments under operating leases are recognised as expenditure as they fall due. No provision has been made for future commitments.

## 25 Cashflows

| | 2023 | 2022 |
|---|---|---|
| | £'000 | £'000 |
| **a) Net Income / (Expenditure) for the Reporting Period** | **(115)** | **398** |
| | | |
| **Adjust for:** | | |
| Depreciation | 131 | 143 |
| (Gains) / Losses on Sale of Assets | 13 | 0 |
| (Increase) / Decrease in Investments | 18 | (17) |
| (Increase) / Decrease in Stocks | (25) | 0 |
| (Increase) / Decrease in Debtors | 32 | (983) |
| Increase / (Decrease) in Provisions | 0 | 0 |
| Increase / (Decrease) in Creditors | 41 | 11 |
| **Net Cash provided by / (used in) Operating Activities** | **95** | **(448)** |

**b) Analysis of Cash & Cash Equivalents**

| | 2023 | 2022 |
|---|---|---|
| | £'000 | £'000 |
| Cash in Hand | 316 | 826 |
| Notice Deposits (less than 3 Months) | 2,395 | 1,875 |
| **Total Cash & Cash Equivalents** | **2,711** | **2,701** |

## 26 Financial Performance of the Friends of St Peter and St James Charitable Trust.

The Friends of St Peter & St James is a registered charity, number 288522, whose objects are to relieve the patients of the Hospice who are sick, convalescent, disabled, handicapped or infirm and generally to support the charitable work of the Hospice to whom the Friends of St Peter & St James are ultimately responsible. A summary of the financial activities of the Friends of St Peter & St James is given below and these have been consolidated into the group accounts.

| **P&L** | **2023** | **2022** |
|---|---|---|
| | **£** | **£** |
| Income - Donations | 2,115 | 3,721 |
| Expenditure - Charitable Activities | | 0 |
| **Net Income / (Expenditure) for the Year** | **2,115** | **3,721** |
| | | |
| Funds B/F as at 1st April | 15,911 | 12,190 |
| **Funds Carried Forward as at 31st March** | **18,026** | **15,911** |

| **Balance Sheet** | **2023** | **2022** |
|---|---|---|
| **Current Assets** | | |
| Debtors | | 0 |
| Cash at Bank and in Hand | 18,026 | 15,911 |
| **Net Assets** | **18,026** | **15,911** |
| | | |
| **The Funds of the Charity** | | |
| **Unrestricted Funds** | **18,026** | **15,911** |

## 27 Capital Commitments

There are no capital commitments.

## 28 SOFA prior Year Comparatives

| | Note | Restricted £'000's | Designated £'000's | Unrestricted £'000's | Total Funds 2022 £'000's | Total Funds 2021 £'000's |
|---|---|---|---|---|---|---|
| **Income** | | | | | | |
| Donations & Legacies | 2 | 313 | 3 | 2,083 | 2,399 | 2,170 |
| Trading Activities | 4 | 0 | 0 | 1,857 | 1,857 | 900 |
| Charitable Activities | 5 | 199 | 0 | 694 | 893 | 2,096 |
| Investments | 3 | 0 | 0 | 12 | 12 | 19 |
| Other Income | | 0 | 0 | 0 | 0 | 0 |
| **Total Income** | | **512** | **3** | **4,646** | **5,161** | **5,185** |
| **Expenditure** | | | | | | |
| Fundraising & Investment Activities | | 0 | 0 | 514 | 514 | 287 |
| Trading Activities | | 0 | 0 | 1,265 | 1,265 | 869 |
| Charitable Activities | | 615 | 0 | 2,376 | 2,991 | 3,506 |
| **Total Expenditure** | 6 | **615** | **0** | **4,155** | **4,770** | **4,662** |
| **Net Income / (Expenditure) on Operational Activities** | 7 | **(103)** | **3** | **491** | **391** | **523** |
| Net Gains / (Losses) on Investments | 14,15 | 0 | 0 | 7 | 7 | 54 |
| **Net Income / (Expenditure) for the Year** | 8 | **(103)** | **4** | **498** | **398** | **577** |
| **Transfer Between Funds** | 20,21 | 0 | 446 | (446) | 0 | 0 |
| **Net Movement In Funds** | | **(103)** | **449** | **52** | **398** | **577** |
| Funds B/F as at 1st April | | 145 | 2,555 | 3,396 | 6,096 | 5,519 |
| **Funds Carried Forward as at 31st March** | | **42** | **3,004** | **3,448** | **6,494** | **6,096** |

## 29 Note 6 Expenditure – prior year

### a. Expenditure

| | Direct Costs £000's | Support Costs £000's | Depreciation £000's | Total 2022 £000's | Total 2021 £000's |
|---|---|---|---|---|---|
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 391 | 119 | 0 | 510 | 285 |
| Investment Management | 4 | 0 | 0 | 4 | 3 |
| | 395 | 119 | 0 | 514 | 288 |
| **Trading Activities** | | | | | |
| Retail Shops | 1,168 | 97 | 0 | 1,265 | 869 |
| Lottery Costs | 0 | 0 | 0 | 0 | 0 |
| Fundraising Events | 0 | 0 | 0 | 0 | 0 |
| | 1,168 | 97 | 0 | 1,265 | 869 |
| **Charitable Activities** | | | | | |
| Inpatient Services | 1,650 | 379 | 0 | 2,029 | 2,514 |
| Community Services | 574 | 162 | 0 | 736 | 653 |
| Wellbeing Services | 212 | 15 | 0 | 227 | 338 |
| Education | 0 | 0 | 0 | 0 | 1 |
| | 2,436 | 556 | 0 | 2,992 | 3,506 |
| | 3,999 | 772 | 0 | 4,771 | 4,663 |

### b. Analysis of Support Costs

| | Facilities & Hospitality £000's | Support Services £000's | Corporate Comms £000's | Governance £000's | Support Costs Total £000's |
|---|---|---|---|---|---|
| **Fundraising / Investment Activities** | | | | | |
| Donations, Legacies & Grants | 0 | 79 | 0 | 40 | 119 |
| | 0 | 79 | 0 | 40 | 119 |
| **Trading Activities** | | | | | |
| Retail Shops | 0 | 88 | 0 | 9 | 97 |
| Lottery Costs | 0 | 0 | 0 | 0 | 0 |
| Fundraising Events | 0 | 0 | 0 | 0 | 0 |
| | 0 | 88 | 0 | 9 | 97 |
| **Charitable Activities** | | | | | |
| Inpatient Services | 0 | 294 | 0 | 85 | 379 |
| Community Services | 0 | 126 | 0 | 36 | 162 |
| Wellbeing Services | 0 | 12 | 0 | 3 | 15 |
| Education | 0 | 0 | 0 | 0 | 0 |
| | 0 | 432 | 0 | 124 | 556 |
| | 0 | 599 | 0 | 173 | 772 |

## 30 Note 20 Restricted Funds - prior year

| | Balance 1 April 2021 | Income in Year | Expenditure in Year | Transfers In / (Out) | Balance 31 March 2022 |
|---|---|---|---|---|---|
| Restricted Revenue Fund | 132 | 396 | 476 | (15) | 37 |
| Inpatient services | 0 | 0 | 0 | 0 | 0 |
| Community Services | 0 | 108 | 123 | 15 | 0 |
| Wellbeing Services | 0 | 0 | 0 | 0 | 0 |
| Education | 0 | 0 | 0 | 0 | 0 |
| Capital & Equipment | 13 | 9 | 17 | 0 | 5 |
| Other | 0 | 0 | 0 | 0 | 0 |
| **Total Funds** | **145** | **513** | **616** | **0** | **42** |

## 31 Note 21 Unrestricted Funds – prior year.

| | Balance 1 April 2021 | Income in Year | Expenditure in Year | Gain / (Loss) on Investments in Year | Transfers In / (Out) | Balance 31 March 2022 |
|---|---|---|---|---|---|---|
| **Designated Funds** | | | | | | |
| Tangible Fixed Assets | **2,152** | 0 | 0 | 0 | (93) | **2,059** |
| Legacy Accrual | **112** | 0 | 0 | 0 | 736 | **848** |
| Capital Replacement | **279** | 0 | 0 | 0 | (197) | **82** |
| Friends of St Peter and St James | **12** | 4 | 0 | 0 | 0 | **16** |
| **Total Designated Funds** | **2,555** | **4** | **0** | **0** | **446** | **3,005** |
| **General Funds** | **3,396** | 4,645 | 4,148 | 0 | (446) | **3,447** |
| **Total Unrestricted Funds** | **5,951** | **4,649** | **4,148** | **0** | **0** | **6,452** |

## Note 22 Analysis of Group Net Assets between Funds – prior year

| | Unrestricted | Restricted | Total Funds 2022 | Unrestricted | Restricted | Total Funds 2021 |
|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Tangible Fixed Assets | 2,059 | 0 | 2,059 | 2,152 | 0 | **2,152** |
| Fixed Asset Investments | 500 | 0 | 500 | 489 | 0 | **489** |
| Current Asset Investments | 1,875 | 0 | 1,875 | 2,147 | 0 | **2,147** |
| Other Current Assets | 2,204 | 43 | 2,246 | 1,338 | 145 | **1,483** |
| Current Liabilities | (186) | 0 | (186) | (175) | 0 | **(175)** |
| Provisions | 0 | 0 | 0 | 0 | 0 | **0** |
| | **6,452** | **43** | **6,494** | **5,951** | **145** | **6,096** |

# Key Addresses

**Registered Office**

St Peter & St James Charitable Trust
North Common Road, North Chailey, Lewes, East Sussex, BN8 4ED

**Auditors**

Knill James LLP
Chartered Accountants
One Bell Lane, Lewes, East Sussex BN7 1JU

**Bankers**

Barclays Bank Plc
77 South Road, Haywards Heath, West Sussex
RH16 4LB

**Solicitors**

Adams & Remers LLP
Trinity House, School Hill, Lewes, East Sussex, BN7 2NN

Sherrards LLP
4 Albourne Court, Henfield Road, Albourne, West Sussex BN6 9FF

**Investment Managers**

Rathbones
1 Northgate, Chichester, West Sussex, PO19 1AT

**THE ST PETER AND ST JAMES CHARITABLE TRUST**

England & Wales - Charity number 1056114

# Accounts



St Peter & St James Hospice

Hospice care in the heart of Sussex

# St Peter & St James Charitable Trust

## Annual Report and Consolidated Financial Statements

## Year ended 31 March 2022

**Charity number 1056114**

**Company number 3204919**

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# About Us

## From the Chair and Chief Executive

This report is the first from us in our new roles as, respectively, CEO and Chair. During 2021-22 we said goodbye to our previous Chief Executive, Barbara Williams, and our previous Chair of the Board of Trustees, Keith Banbury. We owe both a considerable debt of gratitude for their time, commitment and dedication to the charity, particularly during the challenges of the last two years.

It's fair to say that, along with other hospices and, indeed, the healthcare sector generally, St Peter & St James Charitable Trust has undoubtedly been tested in recent times: not least, due to the impact of Covid which created innumerable challenges to running an efficient, safe and effective charity. Our teams showed great commitment in rising to these challenges and we are proud to highlight some of their achievements in this report.

Looking to the future, we have clear strategic and operational objectives in place which we believe will enable us to care for more people; improve the quality of our services; develop our workforce; enhance our reputation as the leading Specialist Palliative Care provider for our community; reduce our carbon footprint; and increase our financial viability.

Our strategic intentions will stretch us and we are fully committed to striving for excellence in all we do as we continue adapting to a world impacted by the international pandemic. We are concerned about the increasing demand for palliative and end of life care in a population that is living longer with significant levels of disease. This greater demand is in the context of a real-term decrease in the funding we receive from the NHS, placing ever increasing pressure on our Income Generation teams to address the shortfall. Furthermore, the national shortage of nurses will continue to influence the way we design services and shape the care we provide to people who need us.

Nonetheless, we are excited about our future as we embrace the challenges associated with the delivery of such essential care for our population. We are lucky to have a loyal, committed community and workforce and our thanks go to each and every one of our supporters, staff and volunteers who make St Peter & St James Hospice the truly special place it is.



**Harriet Creamer**
Chair



**Martin Powell**
Chief Executive

## Who we are and how we help

We provide expert and compassionate care to adults living with a life-limiting illness, at the hospice and wherever they call home. The majority of our work is helping people to live as well as they can throughout their illness and supporting families through the challenges of illness, bereavement and grief.

Our care extends long after someone's death, with a full range of bereavement support. From individual counselling, to support groups and specialised workshops, we're here for our community when it matters most.

## Hospice care is full of life

Many people think a hospice is all about the building. Now more than ever we need to challenge that perception. Most of our care takes place in people's homes, in our local community. We help people to live well by relieving their symptoms, explaining what is happening to them and supporting them to spend their time in ways that matter most.

## Our history

We've been here for our community for many years. Our founders, Jim and Susan Dinnage, originally ran a donkey sanctuary and after their son Peter died of cancer in 1954, St Peter's was created as a house where sick or disabled children could stay with their families. Following Jim Dinnage's death in 1963, Susan returned to our current hospice site and started St Peter & St James Holiday Home for the Disabled. It was registered as a nursing home in 1977 and in 1980 the first-ever hospice patients were admitted.

The objects of our Charity as set out in the Articles of Association are:

- To maintain St Peter & St James Hospice as a centre for the provision of nursing and palliative care for people with a progressive life-limiting illness, on a non-profit making basis, both in the Hospice and in the community;
- To advance research and education into palliative and end of life care;
- To relieve the suffering of people facing or experiencing bereavement through the provision of counselling and support;
- In recognition of its origin as a Donkey Club, to contribute to the aid and succour of needy donkeys on its premises or elsewhere.

Our donkeys (Dylan and Dudley) provide a great source of comfort (and entertainment!) to families and their loved ones.

## Our strategy

As we emerge from the pandemic, we have refreshed our vision, mission, values and strategy, to ensure that everything we do is centred on delivering our core charitable objectives (including the principal activity and public benefit of the provision of hospice care and services) and delivering high quality, safe care now and in years to come.

**Our vision:**

A community where people live and die well according to what matters most to them. Everyone affected by life-limiting illness has access to our expertise.

**Our mission:**

Providing the right care, in the right place, at the right time, to everyone who needs us.

**Our values:**

| | |
|---|---|
| **Compassion** | We show everyone empathy, kindness and respect |
| **Integrity** | We do the right thing, no matter how challenging. |
| **Accountability** | We take responsibility for our actions and outcomes. |
| **Excellence** | We strive to be outstanding and aim to exceed expectations |
| **Inclusivity** | We welcome and respect everyone |

We revisited and refreshed our strategic objectives to ensure these are appropriately focused and, post pandemic, continue to be fit for purpose in order to support us in:

- delivering excellent care;
- managing our resources effectively; and
- ensuring robust governance and legal and regulatory compliance.

## Our services in 2021/22

Overall this year, we have supported **903** individuals, many of whom use more than one of our services

Our community nursing team has supported **700** people and their families.

The inpatient unit has supported **149** patients and their families.

Our family support service has supported **398** people and their families.

### Feedback about our services and activities:

Regarding Inpatient Unit:

"To all the lovely staff,

Please accept our sincere thanks for all the wonderful care and love given to our mum during her last days.

We were so relieved when mum was able to leave hospital and transfer to St P & St J. Within five minutes of arriving, we felt truly welcomed and an overwhelming sense of the kind of attention and consideration that we would go on to experience during mum's stay. Nothing was too much trouble. Having never previously known of St P & St J, or had first hand experience of hospice care, we did not know what to expect. It was so lovely to be able to spend so much time with mum in such beautiful surroundings, and we felt cocooned in the warmth of the love, care, attention and consideration of you all.

With heartfelt thanks and very best wishes."

"...words can not truly express just how grateful I am for all the care and support you gave to mum at STP+STJ. Thank you so much for giving my mum as calm and peaceful end of her life as possible. We will be eternally indebted as a family for the care, compassion, calming nature and immense kindness and gentleness everyone showed mum and us as a family. We always felt comfortable asking questions and respected in all our wishes.

"You are a fantastic team of doctors, nurses and support staff, everyone was wonderful.

"As a family we will continue to support all that the hospice does and will be champions of all your worth."

Regarding Community team:

"daughter rang to thank everyone involved in her mother's care. She said it was exceptional. Everyone went the extra mile and she is very grateful for the outstanding care her mother received."

Regarding Family Support Services:

"I would like to thank you for the service provided by your organisation.

I can't even begin to say how valuable it was to me, especially during those winter months at the beginning. It would be true to describe it as a lifeline.

A has been a joy to talk to and has helped to prompt interest and fun during the low times. She has done wonders in supporting me through a difficult journey.

Sincere thanks for all you have done. I will always value the service you have provided."

## Care Quality Commission (CQC)

Trina Perry, our Head of Quality, is St Peter & St James' Registered Manager and will liaise regularly with the Care Quality Commission (CQC). She has had a first meeting with the newly assigned inspector who has confirmed that there are no concerns and the CQC has received positive feedback about our hospice.

## Covid Response

In 2021-22, the Covid working group continued to review Government guidelines, along with guidance from our Infection Prevention Consultant. The hospice has maintained a high standard of adherence to infection prevention measures, including the use of PPE and testing for staff, patients and visitors. We have not had any reportable outbreaks of Covid this year within the hospice.

## Sussex Hospice Collaboration

The seven Sussex hospices have been collaborating since 2018. Although the Covid-19 pandemic brought a pause in the collaborative work streams that had been agreed at the end of 2019, the hospices continued to support one another through mutual aid and knowledge sharing.

The workstream programme has now recommenced and is seeing growing momentum under the guidance of a Programme Manager who has been appointed to coordinate activity:-

- A Sussex-wide Project ECHO telementoring hub has been set up to deliver education in care Homes;
- Four Sussex hospices (including St Peter & St James) are sharing an online platform for mandatory training;
- A management education programme has been developed;
- There are joint posts between individual hospices;
- Work has started to create a common data set for stakeholder reporting;
- The hospices are benchmarking their costs and activity for core services;
- There is collective representation at key planning forums in the Sussex healthcare system.

We will continue these initiatives and more opportunities will be developed in the year ahead. While each hospice holds fast to its local autonomy and identity, we recognise the importance of working together to make the most of our knowledge and resources in benefitting patients and families and enhancing our sustainability.

## Key activities in 2021/22

### Agree a clinical strategy to shape the future of our hospice

**In 2021/22 our plans were to:**

- Develop our clinical model:
    - Re-design, implement and support new systems, ways of working and reporting required to introduce our new service model.
- Integrate services:
    - Use the new flexibility within our paid and volunteer workforce to ensure our services are resilient and flexible in order to meet the needs of individuals and their families.
- Develop our Family Support Services by:
    - Amalgamating 'Wellbeing' and 'Beacon View' services into one overall service, rebranded as 'Family Support Service';
    - Reviewing the range of roles and skills required to support the wider integration of services, including the introduction of a Social Work role to the service;
    - Providing a focus on rehabilitation and maintenance of skills for people living with terminal illness;
    - Creating a new activity based programme for the Living Well Centre including new volunteer roles;
    - Extending our bereavement services to reach beyond our hospice community.

**2021/22 Performance:**

Work on an integrated model of care has been ongoing, and has resulted in greater flexibility with two new staff nurse roles based in the community team operating across community and inpatient settings.

We have restarted Multidisciplinary Team meetings which were halted during the pandemic, with a new structure for dedicated community & inpatient meetings. We have also established new weekly meetings with the Community End of Life Care Lead for the Sussex community NHS Trust and community nursing teams working in primary care in Sussex. A ward manager was successfully appointed and started in post in January 2022. We also recruited a locum consultant to the vacant position. A community team leader role was developed and this has now been filled.

One overall Family Support Service was created and the new role of Palliative Care Social Worker introduced. This role has benefitted patients and families across all three clinical settings enhancing multidisciplinary team working. The pandemic continued to affect what face to face sessions could be offered and developed in the Living Well Centre, but online sessions continued to be well supported.

### Establish an income generation plan to secure sustainable funding for the future

**In 2021/22 our plans were to:**

Achieve sustainable funding for the future.

**2021/22 Performance:**

To meet this activity we:

- Produced a hospice five year income generation strategy;
- Continued to negotiate on behalf of the Hospice for greater NHS funding for our activities;

- Developed plans to increase income from major donors and charitable trusts;
- Opened one further retail shop with more shop openings planned across the coming years;
- Employed a new online retail team to sell donated and new items through multiple online marketplace channels.

## Ensure individual experience and feedback informs our service development and improvement

**In 2021/22 our plans were to:**

- Introduce VOICES - both online and paper based versions;
- Create a cross organisational group to meet regularly to review positive and negative feedback, create case studies, develop an organisation wide understanding of customer care and promote learning.

**2021/22 Performance:**

We introduced the VOICES questionnaire in January 2022 and in Quarter 4 achieved a 39% response rate which was higher than the national average of 25%.

In addition to VOICES we have also developed a Patient Experience of Care questionnaire and this was launched in Quarter 1 of the new financial year.

A new post of Head of Quality was created (starting just after the end of the financial year, in April 2022) to focus on standards of care and learning from feedback across the organisation.

## Improving our communications

**In 2021/22 our plans were to:**

Embed our digital transformation by:

- Consolidating our overall vision for how we will use our IT resources and ensure staff and volunteers have appropriate training and input to maximise the value of IT in their roles;
- Creating increased resilience in our use and storage of personal data and our governance reporting by creating a Data and Administration Team. The team is made up of staff from different teams who have a role in managing data and reporting from our key systems.

Increase our brand awareness by:

- Creating a communications strategy designed to ensure our services are promoted and understood by key stakeholders in NHS and Social Care services as well as individuals in our community;
- Build on our baseline assessment of brand awareness in our key catchment area, by developing strong local campaigns targeting our key service user demographic;
- Develop a new website which emphasises our community focused services and allows users a stronger level of interaction with the hospice;
- Produce a portfolio of promotional literature to reinforce our brand in the local community.

**2021/22 Performance:**

- Developing plans to migrate our systems onto one Microsoft platform to allow greater functionality and alignment across all hospice teams;

- Implementing high quality processes when handling patient data and streamlining practice to produce meaningful statistics;
- Strengthened further our commitment to outstanding information governance by improving key governance practice through:
    - streamlining key processes to develop improved outcomes;
    - providing governance and systems training to information asset owners and staff involved in information processing;
    - improving reporting,evaluation and investigation practices.

Increased our brand awareness by:

- Employing two full time marketing and communications professionals to form a new Marketing team;
- Creating a marketing plan which engages key stakeholders and builds the reputation of St Peter & St James Hospice in the local community;
- Developing a new website allowing users to have a greater level of interaction with the hospice service;
- Planning and developing a portfolio of key stakeholder literature to promote our services and increase brand awareness.

## Operate a well-governed, sustainable business

**In 2021/22 our plans were to:**

- Review our Governance framework to consider whether any adjustments are required;
- Re-introduce Trustee Visits and consider new ways for Trustees to have direct access to staff and volunteers as a route to providing assurance.

**2021/22 Performance:**

- A full review of the Charity Code of Governance was carried out in February 2022 which identified a number of actions required to ensure full compliance with the Code. The Action Plan will be monitored by the Board and its committees during 2022/23;
- It has not been possible to arrange Trustee assurance visits due to continued pandemic restrictions during the year 2021/22. However, Trustees have been represented at, and in some cases led, on-line "Open Talk" sessions to which all employees and volunteers are invited and have attended team meetings in small groups to discuss achievements and challenges.

## Our future strategy 2022 - 2025

Following the appointment of a new Chair and CEO, and reviewing the current economic and political climate within which we operate, we developed a new 3-year strategy with the following aims:

1. Financial sustainability;
2. Provide excellent care and support to all who need it;
3. Attract, retain and develop a highly-skilled and engaged workforce;
4. Community recognition;
5. Net zero by 2030.

We look forward to reporting our progress in future reports.

## Our Income Generation Activities

The financial year was heavily impacted by the effects of the Coronavirus pandemic and the three resulting lockdowns, which curtailed many of our public fundraising plans. However, the financial support we received from individuals, families, community groups and local businesses was vital to help us continue to provide our hospice services throughout the pandemic. We are extremely grateful to everyone in the local community who supports us to care for people at the end of their lives.

Despite a difficult trading environment our Retail operations achieved a record turnover of £1,393,673. Our strategy focuses on the further development of our retail business over the next five years by increasing the number of shops and developing our online retail channels.

We are registered with the Fundraising Regulator and comply with their code of conduct and we are committed to the highest standards in fundraising practice. We are also committed to the highest standards of data management whilst handling sensitive, personal data relating to our patients, supporters and staff. The hospice has a dedicated information governance group, which develops policy based on compliance with GDPR and other data regulation

We solicit donations through:

- Proactively promoting the benefits and importance of leaving the hospice a legacy;
- Undertaking targeted fundraising campaigns, including postal and digital communication;
- Using stories and information to promote the hospice and raise awareness of the services we offer and the care we deliver. We use our own literature, the local press and social media to promote such stories;
- Promoting an annual calendar of events and community activities, encouraging supporters to participate and raise funds for the hospice;
- Our lottery, which is outsourced to the Local Hospice Lottery, a professional fundraising organisation;
- Employing CF Fundraising to be our regular giving representatives in locations throughout our local community;
- Companies, charitable trusts & foundations, and other statutory grant giving organisations.

## Our Volunteers

Volunteering continued to be affected by the pandemic throughout most of 2021/2022. During the various lockdowns, we were unable to offer face to face volunteer roles in the Living Well Centre, counselling and befriending and only had a limited number of volunteers returning to retail and the distribution centre. Garden and donkey care continued safely outside, counsellors and befrienders offered telephone support and the Living Well Centre ran online therapy sessions remotely. Since the lockdown was lifted in January 2022, the majority of volunteers have returned to their roles. All volunteers that returned in face to face roles completed re-orientation sessions to receive updates on departmental changes, COVID-19 guidelines, and mandatory training and DBS renewals where applicable. With the opening of the Distribution Centre in July 2021, the number of volunteers based there has increased for sorting donations, packing for online sales and assisting with house clearances. New shops opening in Brighton and Hove will generate an increase in volunteer numbers once they become established. We currently have 435 volunteers, with a small number awaiting the re-opening of the Living Well Centre, to provide face to face therapy sessions and complementary therapy.

In January 2022, the Fundraising team won the bid for "The Big Give Campaign". The aims of the project are to offer skills and volunteering opportunities to people in our local rural community that have been affected by unemployment or lack of access to further education. This relates well to the development of new roles on the ward; Volunteer Ward Support and Administration and Customer care in retail. The objective is for individuals to gain experience in the care sector, to support university applications and attract volunteers that come from a clinical background who already have experience and skills or those wanting experience in customer service. The grant has enabled the recruitment of a Community Volunteer Development Coordinator for 18.5 hours a week on a 1 year contract to reach out to the wider community, expand Equality, Diversity and Inclusion volunteering opportunities and forge relationships with local colleges, job centres and volunteer centres.

Volunteer engagement has increased with the bi-monthly Volunteer Cheer newsletter highlighting volunteer achievements. The Volunteer Forum has continued to meet remotely to improve the volunteer experience and contribute towards a volunteer engagement survey released in May 2022. The results of this will be addressed in 2022/23. We held our annual Volunteer Awards Evening at Pangdean Barn for volunteers celebrating long service and special volunteer awards to recognise contributions as voted by employees and volunteers. It was well attended and enjoyed by all.

In September 2021, an additional member of staff (Volunteer Coordinator) was recruited for 15 hours a week to assist with the recruitment of volunteers and provide additional support for shop managers and the retail team in the volunteer onboarding process. We implemented a volunteer management system called Better Impact, in order to store volunteer personnel records, improve administrative processes and enable us to produce statistical reports and support volunteer managers to better manage their volunteer teams. The installation and data transfer will continue through 2022/23. Volunteers will be able to apply for roles electronically, amend their personal records themselves, log volunteering times and select available shifts.

## Structure, Governance and Management

St Peter & St James Charitable Trust (the "Charity") is a Company limited by guarantee, not having a share capital. It is governed by a Board of Trustees following the Articles of Association adopted on 3 October 2018 in place of its previous constitutional documents..

The Hospice operates a number of shops selling principally donated goods. St Peter & St James Hospice Shops Ltd ("Shops") is a wholly-owned subsidiary of the charity whose main purpose is to sell a small range of new goods through the Hospice's shops.

The Friends of St Peter & St James ("Friends") is a 'linked' charity to St Peter & St James Charitable Trust.

The total of the three entities above is referred to in this report as the "Group".

The Group is administered by a Board of Trustees that meets regularly throughout the year. The Chief Executive is appointed by the Trustees to manage the executive operation of the Charity with the support of the Executive Team and has delegated authority for the day-to-day management of the Charity.

The following Committees each continued to support and report to the full Board throughout the financial year.

- Quality and Safety Committee;
- Finance and Resources Committee;
- Income Generation Committee;
- People Committee;
- Board Development Committee.

Membership of all Committees includes both Trustees and members of the Senior Leadership Team.

The Board Development Committee is responsible for overseeing Hospice governance and for the recruitment, induction and training of Trustees. It uses a skills and experience audit to determine the skills requirements for new Trustees when a vacancy arises, ensuring the Board and its Committees have the requisite skills and experience to function effectively.

Trustee vacancies are advertised on the Hospice website and prospective Trustees are shortlisted for interview. Following a successful interview, a recommendation is made to the Board which then decides whether to appoint. Prospective Trustees are invited to a Board meeting as observers before the appointment decision.

Following the appointment, Trustees are provided with governance documentation and current operational reports and are offered a structured induction programme.

The term of office for individual Trustees is four years, with a maximum of one renewal. New Trustees appointed by the Board are subject to formal appointment at the next AGM. The position of Chair of Trustees is held for a maximum period of 5 years.

During 2021/22, the Executive Team comprised the Chief Executive, Clinical Director, Director of Income and Operations, Head of Finance and Head of People Services, working with the Trustees to provide leadership and direction to the organisation.

The Senior Leadership Team is made up of Heads of Service and managers responsible for the delivery of services and activities.

The Chief Executive salary is determined using an independent salary survey, developed in association with Hospice UK. Senior Leadership Team salaries are part of a pay structure that was created in 2021

following a systematic job evaluation of all roles within the hospice, using an independent job evaluation and benchmarking tool.

Collaboration and coordination are key in enabling the Charity to provide excellent personalised care. As well as the collaboration with other Sussex Hospices already referred to, the Hospice strives to maintain good working relationships with local GPs, Clinical Commissioning Groups/Integrated Care System, local authorities, other healthcare providers, and charities, including other Hospices.

## Patrons

Anne Billson
The Viscount Brentford
Sir Edward Cazalet
Katie Derham
Edward Fox OBE
Piers Morgan
Lisa Welton

## Trustees

Keith Banbury OBE (Resigned 6 October 2021)
Dr Nick Barrie
Caroline Cauvin
Andrew Cook
Harriet Creamer (Chair, appointed 6 October 2021)
John Hills
Ian Johnstone (Resigned 21 January 2022)
Robin Knight
Isabelle Otway
Deirdre Prower
Patricia Robinson
Lesley Strong

## Executive Team

### Chief Executive

Martin Powell (Appointed 1 December 2021)
Barbara Williams (Resigned 8 December 2021)

### Clinical Director
Dr Charles Skinner

### Director of Income & Operations
Giles Witcomb

### Head of Finance
Andrew Collins (Resigned 17 June 2022)

### Head of People Services
Melissa Le Palud

## Risk Management

The Trustees, together with the Senior Leadership Team, regularly review and monitor risks the Charity is exposed to and ensure that appropriate controls are put in place to mitigate risks.

Risks are monitored in four key areas linked to our committee structure: Finance and Resources, Quality and Safety, Income Generation and People.

Risks are reviewed regularly by the risk owners in the Senior Leadership Team and changes reviewed and discussed in Committee meetings and by the full Board.

The top risks currently identified by the organisation are:

1. Recruitment;
2. Availability of retail stock;
3. Decrease in legacy income;
4. Cybersecurity;
5. Staffing vulnerability (single points of failure);
6. Lack of development of key projects;
7. Decreased income from Private Site Fundraising;
8. Decreased net income;
9. Failure to comply with statutory compliance (e.g. Asbestosis/fire, water and waste management);
10. Medication Error.

## Financial Review

### 2021-22

The total income of the Group in 2021-22 was £5,162,149, (2021: £5,184,860)

Expenditure increased by 2.3% to £4,771,262 (2021: £4,662,289)

Income from donations and fundraising decreased by 20% to £1,230,186 (2021: £1,535,987) as public facing fundraising (events & community) continued to feel the effects of the pandemic.

£1,314,624 of legacies were recognised in the year (2021: £499,972). Of this, £848,869 were accrued with probate having been granted and funds expected to be received in 2022-23, which includes the exceptional early release of £500,000 funds from a Will Trust.

£189,357 of NHS England grant income was received in the year, secured through Hospice UK in response to the pandemic (2021: £999,350).

Income from trading activities increased by 75% to £1,577,790 (2021: £900,077), not only reaching pre-pandemic levels but also the highest level turnover achieved of £1,393,673 which excludes retail government grants and a Business Interruption insurance claim totalling £184,117.

Income from Charitable activities saw a decrease of 77% to £77,234 (2021: £330,222), due to the significant reduction of Government funded beds (provided through the Clinical Commissioning Groups (CCG's).

Trading expenditure increased by 39% to £1,206,800 (2021: £871,239) due to an increase in the number of shops providing increased income of £226,254 for the Trust.

Charitable expenditure decreased by 15% to £2,992,421 (2021: £3,505,742), and comprised 63% of total expenditure (2021: 75%).

Fundraising costs doubled (99%) to £568,495 (2021: £284,687) as the team has begun to rebuild income during the year.

Investment income decreased by 37% to £12,065 (2021: £19,178), however the market value of investments increased by £7,238 (2021: £54,050).

At 31 March 2022 the total surplus of the group for the year was £398,125 (2021: £576,621), with total funds increasing to £6,494,159 (2021: £6,096,034).

### Investment Performance

Between 1 April 2021 and 31 March 2022 the capital value of the FTSE 100 increased by 12% (from 6737 to 7538 points). In the same period The St Peter & St James Charitable Trust portfolio increased by 2% in capital terms to £499,898 (2021: £489,007).

The portfolio is managed in line with the Trustees' conservative approach to risk (2 on a scale of 1 to 6).

### Investment Policy

The Charity's key objective with its investment portfolio is the protection of its investments in real terms. The Charity has a full discretionary management agreement with investment advisers Rathbones, based on achieving a balance of capital growth and income within a low-risk environment.

Given the nature of the service provided by the Charity and the evidence-based links between some serious health conditions and tobacco, no direct investment is made in any company that produces tobacco products.

In addition, the Charity does not directly invest in companies involved in mining, trading arms, or fossil fuels.

## Cash Deposit Policy

Other funds are held in short-term, interest-bearing cash accounts with major UK banks. Deposits in any one banking group are subject to a maximum of £450,000 and are placed for no longer than twelve months. Term deposits are placed if cash flow projections show that the funds are temporarily surplus to operational requirements.

## Reserves

The Group's free reserves increased to £3,447,997 as at 31 March 2022 (2021: £3,396,437) after designating a Capital Replacement Fund of £81,000 (2021: £278,462), and a Legacy Accrual Fund of £848,689 (2021: £111,921). This is equivalent to 7 months' running costs (based on the 2022-23 organisational budget).

The Trustees' policy in respect of free reserves ('General Funds') is that, because of the ongoing increase in the scale of Charity's activities and cost base, the minimum level of free reserves should be £1m, and ideally representing a minimum of six months' full running costs. Also, in recognition of the ongoing need for capital investment to replace and, where appropriate, enhance the Charity's assets, Trustees have created a Capital Replacement Fund for this purpose.

The Trustees' objectives are:

- that free reserves should be held at a sum sufficient to avoid an unacceptable level of disruption to services in the event of an unexpected downturn in income; and
- to recognise the need for continuing investment to maintain the quality of the Charity's assets to an adequate standard.

The reserves position is monitored by the Finance and Resources Committee, which reports to the Board.

## Total Funds

The total funds held at the end of the reporting period (31 March 2022) were £6,494,159 for the Group of which £6,466,588 was held by the Charity. It should be noted that, of these funds, £2,058,665 represents the value of land and buildings used for the provision of the Charity's hospice services and is therefore not available to spend for operational purposes. The split between general, restricted and designated funds held by the Group at the end of the reporting period is below:

**Total Funds of the Group on 31 March 2022:**

| | |
|---|---|
| Tangible Fixed Assets | £2,058,665 |
| Legacy Accrual Fund | £848,689 |
| Other Designated Funds | £96,911 |
| Group General Funds | £3,447,997 |
| Restricted Funds | £41,897 |
| **Total Funds** | **£6,494,159** |

Tangible Fixed Assets are Designated Funds that can only be realised through the disposal of those assets.

## Trustees' Responsibilities

The Trustees (who are Directors of St Peter & St James Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the Trustees are aware:

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

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

## Auditors

A resolution re-appointing Knill James LLP as auditors to the Charity was proposed and passed at the Annual General Meeting.

## Acknowledgements

The Trustees extend their thanks to:-

- All members of staff and volunteers for their hard work and dedication to the Charity;
- All Support Groups who raised funds for the charity during the year;
- All the individuals, corporate bodies, Trusts, and media organisations too numerous to mention who have so generously helped and supported the Charity during the year.

This report, and the Strategic Report included in it, was approved by the Board on 7th September 2022.



**Harriet Creamer**
Chair

## Independent Auditor's Report to the Members and Trustees of St Peter & St James Charitable Trust

### Opinion

We have audited the financial statements of St Peter & St James Charitable Trust (the 'parent charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 2022 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the 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 directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the 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 Act 2011 requires us to report to you if, in our opinion:

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

**Responsibilities of Trustees**

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

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

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

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, is detailed below:

Based on our understanding of the group and parent charitable company and industry, we identified that the principal risks of non-compliance with laws and regulations related to ensuring compliance with all CQC requirements, employment regulation and health and safety legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and the Charities Act 2011. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in accounting estimates. Audit procedures performed included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings;
- Performing audit procedures on the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of any significant transactions outside the normal course of business and reviewing accounting estimates for bias.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https:// www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Use of report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state 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 companies trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and 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.

Mark Filsell FCA (Senior Statutory Auditor) ..... Knill James LLP .....

For and on behalf of Knill James LLP, Statutory Auditor Date ... 9 September 2022

## Consolidated statement of financial activities

**(incorporating a consolidated income and expenditure account) for the year ended 31st March 2022**

| Income: | Note | 2022 Unrestricted £ | 2022 Designated £ | 2022 Restricted £ | 2022 Total Funds £ | 2021 Total Funds £ |
|---|---|---|---|---|---|---|
| ***Donations and legacies:*** | | | | | | |
| Donations | 2 | 1,122,417 | 3,721 | 104,048 | 1,230,186 | 1,535,987 |
| Legacies | 3 | 1,314,624 | - | - | 1,314,624 | 499,972 |
| Grants | 4 | 574,068 | - | 376,182 | 950,250 | 1,899,424 |
| ***Total donations and legacies*** | | **3,011,109** | **3,721** | **480,230** | **3,495,060** | **3,935,383** |
| ***Trading activities*** | 5 | 1,577,790 | - | - | 1,577,790 | 900,077 |
| ***Income from charitable activities*** | 6 | 44,268 | - | 32,966 | 77,234 | 330,222 |
| ***Investment income*** | 7 | 12,065 | - | - | 12,065 | 19,178 |
| **Total income** | | **4,645,232** | **3,721** | **513,196** | **5,162,149** | **5,184,860** |
| **Expenditure:** | | | | | | |
| Shop costs | 8 | 1,206,800 | - | - | 1,206,800 | 868,643 |
| Fundraising Costs | 8 | 568,495 | - | - | 568,495 | 284,687 |
| Investment management costs | 8 | 3,546 | - | - | 3,546 | 3,217 |
| **Costs of raising funds** | | **1,778,841** | **-** | **-** | **1,778,841** | **1,156,547** |
| **Expenditure on charitable activities** | 8 | 2,376,246 | - | 616,175 | **2,992,421** | **3,505,742** |
| **Total expenditure** | 8 | **4,155,087** | **-** | **616,175** | **4,771,262** | **4,662,289** |
| **Net income/(expenditure) for the year before gains and losses on investments** | | **490,145** | **3,721** | **(102,979)** | **390,887** | **522,571** |
| Net gains on investments | | 7,238 | - | - | 7,238 | 54,050 |
| **Net income/(expenditure) for the year** | | **497,383** | **3,721** | **(102,979)** | **398,125** | **576,621** |
| Transfers between funds | | (445,823) | 445,823 | - | - | - |
| **Net movement in funds** | | **51,560** | **449,544** | **(102,979)** | **398,125** | **576,621** |
| ***Reconciliation of funds:*** | | | | | | |
| Total funds brought forward | | 3,396,437 | 2,554,721 | 144,876 | 6,096,034 | 5,519,413 |
| **Total funds carried forward** | | **3,447,997** | **3,004,265** | **41,897** | **6,494,159** | **6,096,034** |

**All amounts relate to continuing activities of the group.**

The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes to the accounts are shown on pages 28 to 46.

## Balance sheets as at 31 March 2022

| | Notes | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 15 | 2,058,665 | 2,152,148 | 2,058,665 | 2,152,148 |
| Investments | 16 | 499,898 | 489,007 | 589,898 | 579,007 |
| | | **2,558,563** | **2,641,155** | **2,648,563** | **2,731,155** |
| **Current assets** | | | | | |
| Debtors | 17 | 1,420,124 | 437,421 | 1,477,957 | 454,233 |
| Current asset investments | | 1,874,872 | 2,147,024 | 1,874,872 | 2,147,024 |
| Cash at bank and in hand | | 825,871 | 1,045,193 | 634,222 | 909,807 |
| | | **4,120,867** | **3,629,638** | **3,987,051** | **3,511,064** |
| **Liabilities** | | | | | |
| *Creditors: amounts falling due within one year* | 18 | (185,271) | (174,759) | (169,026) | (167,855) |
| **Net current assets** | | **3,935,596** | **3,454,879** | **3,818,025** | **3,343,209** |
| **Total assets less current liabilities** | | **6,494,159** | **6,096,034** | **6,466,588** | **6,074,364** |
| **Total net assets** | | **6,494,159** | **6,096,034** | **6,466,588** | **6,074,364** |
| ***The funds of the charity:*** | | | | | |
| **Restricted income funds** | 20 | 41,897 | 144,876 | 41,897 | 144,876 |
| ***Unrestricted funds*** | | | | | |
| Designated funds | 21 | 3,004,265 | 2,554,721 | 3,078,354 | 2,637,423 |
| General funds | 21 | 3,447,997 | 3,396,437 | 3,346,337 | 3,292,065 |
| **Total unrestricted** | | **6,452,262** | **5,951,158** | **6,424,691** | **5,929,488** |
| **Total funds** | 22 | **6,494,159** | **6,096,034** | **6,466,588** | **6,074,364** |

Approved by the trustees on 7th September 2022 and signed and authorised for issue on their behalf by:

H Creamer

A Cook

The notes to the accounts are shown on pages 28 to 46.

## Statements of cash flows for the year ended 31 March 2022

| | Notes | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities:** | | | | | |
| **Net cash provided by/(used in) operating activities** | **27** | (447,925) | 594,089 | (504,188) | 542,857 |
| **Cash flows from investing activities:** | | | | | |
| Dividends, interest and rents from investments | | 12,065 | 19,178 | 12,065 | 19,178 |
| Proceeds from the sale of property and equipment | | - | 1,250 | - | 1,250 |
| Purchase of property, plant and equipment | | (49,989) | (62,623) | (49,989) | (62,623) |
| Proceeds from sale of investments | | 207,995 | 108,070 | 207,995 | 108,070 |
| Purchase of investments | | (213,620) | (112,973) | (213,620) | (112,973) |
| **Net cash provided by/(used in) investing activities** | | **(43,549)** | **(47,098)** | **(43,549)** | **(47,098)** |
| **Change in cash and cash equivalents in the reporting period** | | **(491,474)** | **546,991** | **(547,737)** | **495,759** |
| Cash and cash equivalents at the beginning of the reporting period | | 3,192,217 | 2,645,226 | 3,056,831 | 2,561,072 |
| **Cash and cash equivalents at the end of the reporting period** | **28** | **2,700,743** | **3,192,217** | **2,509,094** | **3,056,831** |

The notes to the accounts are shown on pages 28 to 46.

## Notes to the accounts

### 1 Accounting policies

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

### a) Basis of preparation

The Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with the Trust's Memorandum and Articles of Association, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the Charity.

### b) Going concern

The financial statements are prepared on a going concern basis. The Trustees believe that there are no material uncertainties about the Charity's ability to continue as a going concern, after taking into account the further risks and reduced income levels from the impact of Covid-19.

### c) Legal status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

### d) Group financial statements

The financial statements consolidate the results of the Charity, its wholly owned subsidiary, St Peter & St James Hospice Shops Ltd and the Friends of St Peter & St James on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

### e) Fund accounting

Unrestricted funds

Unrestricted funds, which have not been designated for other purposes, are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds

Designated funds are unrestricted funds of the Charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restriction imposed by donors or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Where possible, the cost of administering such funds is charged against the specific fund.

Fixed Assets

Fixed assets purchased without further restrictions are transferred to unrestricted funds in the year of purchase.

## f) Income recognition

All incoming resources are included in the financial statements when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Legacies receivable are included in the accounts when they satisfy the following three criteria:

**Entitlement** - control over the rights or other access to the economic benefit has passed to the Charity

**Probable** - it is more likely than not that the economic benefits associated with the transaction or gift will flow to the Charity

**Measurement** - the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can also be measured reliably.

When donors impose conditions, which require a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Residuary legacies

In relation to residuary gifts, as at the year end, the income recognition criteria above will be treated as satisfied if:

1. Notification or copy of the Will received;
2. Confirmation of the Grant of Probate;
3. Accounts received showing sufficient funds in the estate (either schedule of assets & liabilities or preferably estate accounts); and
4. Value of final gift confirmed.

Pecuniary legacies

The criteria for pecuniary legacies over £5,000 are the same as gifts of the same or greater value. Gifts below this level will be recorded by date of receipt.

Gifts in Kind

Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost.

Donated services and facilities

Material donated professional services and donated facilities are recognised as income when the three criteria of Entitlement, Probability and Measurement above have been met. In accordance with the Charities SORP (FRS 102), non-professional volunteer time is not recognised in the accounts.

## g) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of Raising Funds

**Costs of raising funds** comprises **fundraising costs** incurred in seeking donations, grants and legacies, and costs of fundraising activities; **shop costs** comprise costs of goods sold, commercial trading costs, and their associated support costs; and **investment management fees**. Fundraising costs do not include the costs of generating and reporting management information in respect of the charitable activities.

### Expenditure on charitable activities

Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the Charity and their associated support costs.

### Support Costs

Support costs are those that assist the work of the Charity but do not directly represent charitable activities - i.e. incurred directly in support of expenditure on the objects of the Charity. They include:

*Administration costs* - Includes the clinical database, clinical administration, general administration, IT, information governance, management and HR (includes employee and volunteer support and administration, staff and volunteer mandatory training costs plus clinical staff CPD);

*Finance costs* - Includes payroll and accounts; and

*Governance costs* - Those costs incurred in connection with compliance with constitutional and statutory requirements and strategic planning of the Charity.

### Allocation

Support costs are allocated to each of the activities on one of the following bases: HR and volunteers' costs based on headcount and all other costs based on estimate of resource used.

### Irrecoverable VAT

Irrecoverable VAT is not charged as a cost against the activity for which the expenditure was incurred, but is charged as a separate overhead.

## h) Volunteers

In accordance with FRS 102 and the Charities SORP (FRS), the economic contribution of non-professional volunteers is not recognised in the accounts. Further detail of their contribution is provided in the notes to these financial statements and in the Strategic Report.

## i) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased. Costs include expenditure directly attributable to making the asset capable of operating as intended.

Depreciation is provided to write off the cost or revalued amount of all fixed assets on a reducing balance basis over their expected economic useful lives as follows:

| | |
|---|---|
| Freehold land | Nil |
| Freehold property | 5% |
| Fixtures, fittings and equipment | 15% or 20% |
| Computer equipment | 33 % |
| Motor vehicles | 25% |
| Equipment (Shops) | 25% |

## j) Investments

### Fixed Asset Investments

Fixed Asset Investments are a form of basic financial instrument and 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 Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Current Asset Investments

Current asset investments are short term liquid investments, which are not required to cover day to day running costs. These comprise cash on deposit and cash equivalents held with other organisations other than our current bankers.

The Charity does not acquire derivatives or other complex financial instruments.

The main form of financial risk faced by the Charity in relation to investments is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

## k) Stock

Stock of retail purchased goods is included at the lower of cost or net realisable value. Donated items of stock for resale are not included in the financial statements until they are sold because the Trustees consider it impractical. Stock is donated through a range of different outlets. To assess the amount of donated stock and undertake a coordinated stock take would incur undue cost for the Charity which would far outweigh the benefit.

## 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 cash in hand comprises cash required for the daily running costs of the Charity.

## 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) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## p) Pensions

The Charity contributes to the defined benefit scheme (NHS Superannuation) for eligible staff and operates a defined contribution scheme for other staff. The contributions to the schemes are recognised as an expense in the financial statements as they become payable.

The NHS scheme may be defined as a defined benefit multi-employer plan; however, the Charity does not have any share of the underlying assets or liabilities. The contributions are determined by the Government actuary, and there is no further obligation from the Charity other than the initial contributions due.

## q) Operating leases

Operating leases are recognised over the period in which the cost is incurred.

# Notes to the accounts

## 2 Donations

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| General Donations and Fundraising Events | 1,097,709 | 1,342,776 |
| Gift Aid | 110,415 | 177,386 |
| Other | 22,062 | 15,825 |
| | **1,230,186** | 1,535,987 |

The income from donations was £1,230,186 (2021: £1,536,987) of which £1,126,138 was unrestricted (2021: £1,457,053) and £104,048 was restricted (2021: £79,934).

## 3 Legacies

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Legacy income | 1,314,624 | 499,972 |
| | **1,314,624** | 499,972 |

The income from legacies was £1,314,624 (2021: £499,972) all of which was unrestricted.

Legacy income includes an exceptional early release of £500,000 funds from a Will Trust.

## 4 Grants received

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| NHS Clinical Commissioning Group Grants | 626,457 | 623,342 |
| Covid-19 Grants | 189,357 | 999,350 |
| Other Statutory Grants | - | 67,980 |
| Trust and Other Fundraising Grants | 134,436 | 208,752 |
| | **950,250** | 1,899,424 |

### Government Grants

Government grants received from NHS Clinical Commissioning Groups ("CCGs") were £626,457 (2021: £623,342), of which £526,618 was unrestricted (2021: £523,999) and £99,839 was restricted (2021: £99,343). Restricted grants were for Specialist Palliative Care cover for weekends and Bank Holidays and for the provision of palliative care consultant sessions at Princess Royal Hospital, Haywards Heath.

The 2022 NHS CCG Grants figure includes £56,388 funding from NHS Horsham & Mid-Sussex CCG restricted for the provision of palliative care consultant sessions at Princess Royal Hospital, Haywards Heath (2021: £56,109).

Covid-19 Grants include response grants of £189,357 received in this financial year from National Health Service England (NHSE).

The NHSE funding awarded allowed the hospice to make available bed capacity and community support to people with complex needs in the context of the COVID-19.

Total income from grants received was £950,250 (2021: £1,899,424) of which £574,068 was unrestricted (2021: £622,529) and £376,182 restricted (2021: £1,276,895).

Included in Trust and Other Fundraising Grants were the following local authority and parish council

grants: £500 from Maresfield Parish Council (2021: nil) £1000 from Uckfield Town Council (2021: nil).

## 5 Trading Activities

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Shop income from sale of donated goods and new goods | 1,366,773 | 526,926 |
| Covid-19 Business Grants & Insurance Claims | 184,117 | 366,051 |
| Income from Shops donated Goods Gift Aid Scheme: | | |
| - Gift aid income from sale of goods on an agency basis | 26,900 | 7,100 |
| Total income from Trading Activities: Shops | 1,577,790 | 900,077 |
| Shops and trading activity costs net of Charity administration fee | 1,168,190 | 852,039 |
| Trust support costs allocated to Shops | 38,610 | 19,200 |
| Total expenditure from Trading Activities | 1,206,800 | 871,239 |
| **Net Profit arising from Trading Activities** | **370,990** | 28,838 |

All shop income in both the current and previous year relates to unrestricted funds.

Covid-19 Business Grants were awarded by HM Government under the Retail, Hospitality and Leisure scheme (RHL) to support businesses that needed to shut for periods of time during the pandemic. A Business Interruption insurance claim for £144,000 was accrued with receipt in 2022/23.

## 6 Income from charitable activities

| | Government Funding | Other funding | 2022 | 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Funded Beds | 34,586 | 2,216 | 36,802 | 289,581 |
| Befriending | 32,966 | - | 32,966 | 34,966 |
| Wellbeing Funded Therapy | - | - | - | (4,440) |
| Education and Training | - | 7,466 | 7,466 | 10,115 |
| **Total** | **67,552** | **9,682** | **77,234** | **330,222** |

The income from charitable activities was £77,234 (2021: £330,222) of which £44,268 was unrestricted (2021: £299,696) and £32,966 restricted (2021: £30,526).

### Government funding

Funded Beds includes government funding from CCGs of £34,586 (2021: £234,688) to cover residential inpatient care for patients, with individual funding agreed for each patient.

Befriending; West Sussex County Council ("WSCC") and East Sussex County Council ("ESCC") both provide funding to support carers of patients of the Charity and improve their wellbeing.

## 7 Investment income

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Rental Income | 1,270 | 1,020 |
| Dividends - equities | 7,909 | 8,387 |
| Bank Interest | 2,886 | 9,771 |
| | 12,065 | 19,178 |

Investment income received was £12,065 (2021: £19,178). All investment income was unrestricted.

## 8 Analysis of Expenditure

| | Direct Costs | Support costs (note 10) | 2022 | 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Costs of Raising Funds** | | | | |
| Shop costs | 1,168,190 | 38,610 | 1,206,800 | 868,643 |
| Fundraising Costs | 390,889 | 177,606 | 568,495 | 284,687 |
| Investment Management Costs | 3,546 | - | 3,546 | 3,217 |
| ***Total Cost of Raising funds*** | **1,562,625** | **216,216** | **1,778,841** | **1,156,547** |
| **Charitable Activities** | | | | |
| Hospice | 1,650,177 | 378,380 | 2,028,557 | 1,397,322 |
| Community Care | 573,970 | 162,163 | 736,133 | 652,911 |
| Wellbeing | 211,993 | 15,444 | 227,437 | 337,711 |
| Funded Beds | - | - | - | 1,116,906 |
| External Clinical Services & Training | 294 | - | 294 | 892 |
| ***Total Charitable Activities*** | **2,436,434** | **555,987** | **2,992,421** | **3,505,742** |
| **Total** | **3,999,059** | **772,203** | **4,771,262** | **4,662,289** |

Of the total expenditure of £4,771,262 (2021: £4,662,289), all expenditure for raising funds of £1,778,841 (2021: £1,156,547) was unrestricted. Of charitable activities expenditure of £2,992,421 (2021: £3,505,742); £616,175 (2021: £1,310,365) was restricted and £2,376,246 (2021: £2,195,377) was unrestricted.

## 9 Comparative Funds - Statement of Financial Activities for the year ending 31 March 2021

| Income: | 2021 Unrestricted £ | 2021 Designated £ | 2021 Restricted £ | 2021 Total Funds £ |
|---|---|---|---|---|
| ***Donations and legacies:*** | | | | |
| Donations | 1,451,161 | 4,892 | 79,934 | 1,535,987 |
| Legacies | 499,972 | - | - | 499,972 |
| Grants | 622,529 | - | 1,276,895 | 1,899,424 |
| ***Total donations and legacies*** | **2,573,662** | **4,892** | **1,356,829** | **3,935,383** |
| ***Trading activities*** | 900,077 | - | - | 900,077 |
| ***Income from charitable activities*** | 299,696 | - | 30,526 | 330,222 |
| ***Investment income*** | 19,178 | - | - | 19,178 |
| ***Other income*** | - | - | - | - |
| **Total income** | **3,792,613** | **4,892** | **1,387,355** | **5,184,860** |
| **Expenditure:** | | | | |
| Shop costs | 868,643 | - | - | 868,643 |
| Fundraising Costs | 284,687 | - | - | 284,687 |
| Investment management costs | 3,217 | - | - | 3,217 |
| **Costs of raising funds** | **1,156,547** | **-** | **-** | **1,156,547** |
| **Expenditure on charitable activities** | 2,195,377 | | 1,310,365 | **3,505,742** |
| **Total expenditure** | **3,351,924** | **-** | **1,310,365** | **4,662,289** |
| **Net income for the year before gains on investments** | **440,689** | **4,892** | **76,990** | **522,571** |
| Net gains on investments | 54,050 | - | - | 54,050 |
| ***Net income/(expenditure) for the year*** | **494,739** | **4,892** | **76,990** | **576,621** |
| Transfers between funds | 256,839 | (256,839) | - | - |

| | | | | |
|---|---|---|---|---|
| **Net movement in funds** | **751,578** | **(251,947)** | **76,990** | **576,621** |
| ***Reconciliation of funds:*** | | | | |
| Total funds brought forward | 2,644,859 | 2,806,668 | 67,886 | 5,519,413 |
| **Total funds carried forward** | **3,396,437** | **2,554,721** | **144,876** | **6,096,034** |

## 10 Analysis of support costs

| | Administration | Finance | Governance costs | 2022 | 2021 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Shop costs | 25,460 | 4,474 | 8,676 | 38,610 | 54,873 |
| Fundraising costs | 117,117 | 20,580 | 39,909 | 177,606 | 36,035 |
| ***Cost of generating funds*** | **142,577** | **25,054** | **48,585** | **216,216** | 90,908 |
| Hospice | 249,511 | 43,845 | 85,024 | 378,380 | 229,778 |
| Community Care | 106,933 | 18,791 | 36,439 | 162,163 | 58,822 |
| Wellbeing | 10,184 | 1,790 | 3,470 | 15,444 | 90,019 |
| Continuing Care | - | - | - | - | 192,516 |
| ***Charitable services*** | **366,628** | **64,426** | **124,933** | **555,987** | 571,135 |
| **Total** | **509,205** | **89,480** | **173,518** | **772,203** | 662,043 |
| Prior year totals | 434,470 | 105,873 | 121,700 | | 662,043 |

## 11 Governance costs

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Management | 146,868 | 112,575 |
| Audit and Accountancy Fees | 6,000 | 9,125 |
| Other Professional Fees | 20,650 | - |
| | **173,518** | 121,700 |

## 12 Analysis of staff costs and key management personnel

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 3,010,575 | 3,170,761 |
| Social security costs | 247,274 | 265,029 |
| Pension costs | 186,954 | 207,528 |
| | **3,444,803** | 3,643,318 |

The Trustees were not paid and did not receive any other benefits from employment with the Hospice or its subsidiary in the year (2021: £nil). No trustees were reimbursed expenses for travel and training during the year (2021: £nil). No Trustee received payment for professional or other services supplied to the Charity (2021: £nil).

The average monthly head count was 137 (2021: 141) and analysis of the employees in the year were:

| | 2022 | | 2021 | |
|---|---|---|---|---|
| | *Actual Number* | Full time equivalent | *Actual Number* | Full time equivalent |
| Direct charitable services | 66 | 45 | 77 | 51 |
| Fundraising & Trading | 50 | 37 | 45 | 36 |
| Support services | 21 | 17 | 19 | 15 |
| **Total** | **137** | **99** | **141** | **102** |

Throughout the year we also had 17 bank staff available (2021:10) to provide support in the event of short notice absences.

The number of employees whose total employee benefits, excluding pension contributions were over £60,000, (classified within bands of £10,000) are as follows:

| | 2022 | 2021 |
|---|---|---|
| £60,000-£69,999 | 2 | 2 |
| £70,000-£79,999 | - | 1 |
| £80,000-£89,999 | - | - |
| £90,000-£99,999 | 2 | 1 |

Pension contributions relating to those staff earning over £60,000 totalled £24,222 in the current year (2021: £35,247).

### Pension Contributions

The Charity contributes to the NHS Superannuation scheme for eligible staff and operates a defined contribution scheme for other staff. The pension charge for the year represents contributions payable by the Charity to the schemes and amounted to £195,340 (2021: £222,971). At 31 March 2022 £27,396 was outstanding in respect of pension contributions (2021: £26,741).

### Key Management Personnel

FRS 102 defines 'key management personnel as those persons having authority and responsibility for planning, directing and controlling the activities of the Charity, directly or indirectly, including those members of staff who are the senior management personnel to whom the Trustees have delegated

significant authority or responsibility in the day-to-day running of the charity'. We have interpreted this to be the Trustees and the Chief Executive whose employee benefits for both the Charity and the Group were £65,420 in total (2021: £79,171).

Volunteers

The Group had 435 volunteers during the year (Prior year: 438), of which 200 (Prior year: 180) worked in our retail operations and 235 (Prior year: 258) supported the charitable and administrative work of the Charity.

## 13 Net incoming resources

| Net incoming resources is stated after charging: | 2022 £ | 2021 £ |
|---|---|---|
| Depreciation | 143,472 | 126,368 |
| Auditors remuneration: | | |
| - *for audit services* | 6,000 | 9,125 |
| - *for accountancy services* | - | - |
| Operating lease rentals | 278,275 | 165,940 |

## 14 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling with section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

## 15 Tangible fixed assets

| Group and Charity | Buildings £ | Fixtures and fittings £ | IT Equipment £ | Motor Vehicles £ | Total £ |
|---|---|---|---|---|---|
| **Cost** | | | | | |
| At start of year | 3,463,947 | 911,383 | 159,488 | 129,644 | **4,664,462** |
| Additions | 21,918 | 28,071 | - | - | **49,989** |
| **At end of year** | **3,485,865** | **939,454** | **159,488** | **129,644** | **4,714,451** |
| **Depreciation** | | | | | |
| At start of year | 1,516,902 | 757,964 | 139,947 | 97,501 | **2,512,314** |
| Charge for the year | 94,944 | 32,881 | 7,507 | 8,140 | **143,472** |
| **At end of year** | **1,611,846** | **790,845** | **147,454** | **105,641** | **2,655,786** |
| ***Net book value at the end of the year*** | **1,874,019** | **148,609** | **12,034** | **24,003** | **2,058,665** |
| *Net book value at the start of the year* | 1,947,045 | 153,419 | 19,540 | 32,144 | **2,152,148** |

Freehold property includes freehold land of £180,000 that is not depreciated. The market value of the land has been valued by the directors at £345,000.

## 16 Investments

### a) Investments - Group and Charity

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| At start of the year | 489,007 | 430,130 |
| Additions | 182,016 | 148,937 |
| Disposals | (207,995) | (108,070) |
| Movement in cash | 31,604 | (35,964) |
| Unrealised Gains/(loss) on Revaluation | 5,266 | 53,974 |
| At end of the year | **499,898** | **489,007** |

### b) Analysis of investments

| | | |
|---|---|---|
| Listed investments | 451,274 | 471,987 |
| Other investments | 300 | 300 |
| Cash held as part of the investment portfolio | 48,324 | 16,720 |
| **Total group** | **499,898** | **489,007** |
| Equity investment in subsidiary | 90,000 | 90,000 |
| **Total charity** | **589,898** | **579,007** |

All investments are held in the UK

The historical cost of the listed and other investments is £392,745 (prior year: £387,207)

## c) Trading subsidiary

The Charity owns a subsidiary, St Peter & St James Hospice Shops Limited (company number 3146736), whose main purpose is to sell new trading goods to raise funds for the Charity and which pays all of its profits to the Charity under the gift aid scheme. The Charity holds 90,000 ordinary shares of £1 each in its wholly owned trading subsidiary company, St Peter & St James Hospice Shops Limited, which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company are summarised as follows:

| Income statement | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| **Turnover** | 45,508 | 29,016 |
| Cost of sales | (7,913) | (8,635) |
| Gross profit | 37,595 | 20,381 |
| Operating expenses | (19,200) | (19,200) |
| **Profit on ordinary activities** | 18,395 | 1,181 |
| Donation to hospice | (18,395) | (1,181) |
| **Increase/(decrease) in the Retained profit for the year** | - | - |
| **Balance sheet** | | |
| Current Assets | 186,918 | 224,760 |
| Liabilities | (85,189) | (52,273) |
| **Net assets** | **101,729** | **172,487** |
| ***Represented by:*** | | |
| *Capital* | 90,000 | 90,000 |
| *Reserves* | 11,729 | 82,487 |
| | **101,729** | **172,487** |

Operating Expenses include an administration charge of £19,200 (2021: £19,200) from the Charity in support of Trading Activities.

## 17 Debtors

| | Group 2022 | Group 2021 | Charity 2022 | Charity 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Trade debtors | 43,700 | 43,775 | 43,700 | 41,641 |
| VAT recoverable | 65,129 | 48,097 | 65,129 | 9,924 |
| Amount due from subsidiary | - | - | 68,935 | 59,326 |
| Other debtors and prepayments | 1,311,295 | 345,549 | 1,300,193 | 343,342 |
| | **1,420,124** | **437,421** | **1,477,957** | **454,233** |

Other Debtors and Prepayments includes £848,869 accrued legacy income meeting the three criteria in the Legacy recognition policy (Entitlement, Certainty and Measurement) at 31 March 2022 (2021: £111,921)

## 18 Creditors: amounts falling due within one year

| | Group 2022 | Group 2021 | Charity 2022 | Charity 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Trade creditors | 83,827 | 52,040 | 67,582 | 33,123 |
| Taxation and social security | 65,537 | 60,704 | 65,537 | 60,704 |
| Other creditors | 27,617 | 31,987 | 27,617 | 31,987 |
| Accruals and deferred income | 8,290 | 30,028 | 8,290 | 42,041 |
| | **185,271** | **174,759** | **169,026** | **167,855** |

## 19 Operating Leases

| The Trust has total commitments under operating leases as follows: | 2022 £ | 2021 £ |
|---|---|---|
| Not later than one year | 268,511 | 179,065 |
| Later than one and not later than five years | 609,934 | 617,943 |
| Later than five years | 50,158 | 448,461 |
| | **928,603** | 1,245,469 |

## 20 Restricted funds

| Charity | Balance at 31 March 2021 £ | Income £ | Expenditure £ | Transfers £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|---|
| Restricted Revenue Fund | 132,304 | 395,834 | (475,888) | (15,550) | **36,700** |
| Community Nursing Fund | - | 108,362 | (123,912) | 15,550 | **-** |
| Restricted Capital Fund | 12,572 | 9,000 | (16,375) | - | **5,197** |
| Total Group Restricted | **144,876** | **513,196** | **(616,175)** | **-** | **41,897** |

Restricted Revenue Fund

The Restricted Revenue Fund represents monies given to the Charity for specific purposes for the purchase of small items and revenue expenditure.

The Restricted Revenue Fund includes grants relating to Befriending, which represents monies received from East Sussex and West Sussex County Councils to support and improve the wellbeing of those caring for someone with a life limiting illness.

The Restricted Revenue Fund also includes funds for External Clinical Services from our contract with NHS Horsham & Mid Sussex CCG to provide palliative care consultant sessions at our local hospital and services to train students in palliative care.

In the financial year funding from NHS England was received in support of charitable expenditure which was fully utilised in the year.

Community Nursing Fund

The Community Nursing Fund represents one off restricted donations and ongoing grants to support our specialist Community Nurse team.

Restricted Capital Fund

The Restricted Capital Fund represents monies given for specific capital appeals.

## 21 Unrestricted funds

| | Balance at 31 March 2021 | Income | Expenditure and gains | Transfers | Balance at 31 March 2022 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| ***Designated funds*** | | | | | |
| Friends of St Peter & St James | 12,190 | 3,721 | - | - | **15,911** |
| Tangible Fixed Assets | 2,152,148 | - | - | (93,483) | **2,058,665** |
| Legacy Accrual Fund | 111,921 | - | - | 736,768 | **848,689** |
| Capital Replacement Fund | 278,462 | - | - | (197,462) | **81,000** |
| **Total Designated funds** | 2,554,721 | 3,721 | - | 445,823 | **3,004,265** |
| General fund Trust | 3,296,957 | 4,599,724 | (4,102,341) | (448,072) | **3,342,617** |
| General fund Shops | 99,480 | 45,508 | (45,508) | 2,249 | **101,729** |
| **Total General fund** | 3,396,437 | 4,645,232 | (4,147,849) | (445,823) | **3,447,997** |
| **Total Unrestricted funds** | 5,951,158 | 4,648,953 | (4,147,849) | - | **6,452,262** |

Designated funds:

Unrestricted funds in the Friends of St Peter & St James have been set aside as designated funds in the Group accounts to meet the future needs for medical equipment and associated costs of the Charity.

The Tangible Fixed Asset Fund represents the net book value of the tangible fixed assets held by the Charity, which includes any building work-in-progress. Fixed assets are integral to the provision of charitable activities and therefore not readily available to spend (e.g. hospice buildings).

The Legacy Accrual Fund represents legacy income received after the year end that has been accrued into the accounts.

The Trustees established the Capital Replacement Fund in recognition of the ongoing need for capital investment to replace and, where appropriate, enhance the Charity's assets. A Stock Condition Survey was undertaken in 2017 by a third party, and was reviewed during 2021-22. The fund balance represents the expected capital expenditure required to 31 March 2025.

| **Unrestricted funds (Prior Year)** | Balance at 31 March 2020 | Income | Expenditure and gains | Transfers | Balance at 31 March 2021 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| ***Designated funds*** | | | | | |
| Friends of St Peter & St James | 7,298 | 4,892 | | - | **12,190** |
| Tangible Fixed Assets | 2,216,315 | | | (64,167) | **2,152,148** |
| Legacy Accrual Fund | 283,055 | | | (171,134) | **111,921** |
| Capital Replacement Fund | 300,000 | | | (21,538) | **278,462** |
| **Total Designated funds** | 2,806,668 | 4,892 | - | (256,839) | **2,554,721** |
| General fund Trust | 2,539,479 | 3,763,597 | (3,268,858) | 256,839 | **3,291,057** |
| General fund Shops | 105,380 | 29,016 | (29,016) | - | **105,380** |
| **Total General fund** | 2,644,859 | 3,792,613 | (3,297,874) | 256,839 | **3,396,437** |
| **Total Unrestricted funds** | 5,451,527 | 3,797,505 | (3,297,874) | - | **5,951,158** |

## 22 Net assets by funds (Current Year)

| | Year Ended 31st March 2022 | | | |
|---|---|---|---|---|
| | General funds | Designated funds | Restricted funds | Total funds |
| | £ | £ | £ | £ |
| Investments | 499,898 | - | - | **499,898** |
| Tangible fixed assets | - | 2,058,665 | - | **2,058,665** |
| Current assets | 3,133,370 | 945,600 | 41,897 | **4,120,867** |
| Creditors falling due in less than one year | (185,271) | - | - | **(185,271)** |
| | **3,447,997** | **3,004,265** | **41,897** | **6,494,159** |

### Net assets by funds (Prior Year)

| | Year Ended 31st March 2021 | | | |
|---|---|---|---|---|
| | General funds | Designated funds | Restricted funds | Total funds |
| | £ | £ | £ | £ |
| Investments | 489,007 | - | - | **489,007** |
| Tangible fixed assets | - | 2,152,148 | - | **2,152,148** |
| Current assets | 3,082,189 | 402,573 | 144,876 | **3,629,638** |
| Creditors falling due in less than one year | (174,759) | - | - | **(174,759)** |
| | **3,396,437** | **2,554,721** | **144,876** | **6,096,034** |

## 23 Related party transactions

Donations received from related parties (defined as Trustees and key management personnel) totalled £640 (2021: £1,410)

The following transactions took place between the Charity and its wholly owned subsidiary, Shops:

- The transfer under gift aid of the trading profits of the Shops to the Charity of £18,395 (2021: £1,181)
- The transfer of an administration charge from Shops to the Charity of £19,200 (2021: £19,200)

Balances outstanding from the Shops to the Charity as at 31 March 2022 were £nil (2021: £nil)

## 24 Contingent assets – legacy income

Other than the amount recognised in the financial statements (including amounts accrued), the Charity was not notified prior to the year-end of any additional legacies (2021: nil)

## 25 Financial performance of the Charity

The consolidated statement of financial activities includes the results of the hospice's wholly owned trading subsidiary St Peter & St James Hospice Shops Limited and the Friends of St Peter & St James. The summary performance of the Charity alone is as follows:

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Income | **5,156,250** | 5,184,017 |
| Total expenditure | **4,764,026** | 4,608,237 |
| Net surplus /(deficit) | **392,224** | 575,780 |
| Total funds brought forward | **6,074,364** | 5,498,584 |
| Total funds carried forward | **6,466,588** | 6,074,364 |
| | | |
| **Represented by:** | | |
| Restricted funds | **41,897** | 144,876 |
| Unrestricted funds | **6,424,691** | 5,929,488 |
| | **6,466,588** | 6,074,364 |

## 26 Financial performance of the Friends of St Peter & St James

The Friends of St Peter & St James is a registered charity, number 288522, whose objects are to relieve the patients of the Hospice who are sick, convalescent, disabled, handicapped or infirm and generally to support the charitable work of the Hospice to whom the Friends of St Peter & St James are ultimately responsible. A summary of the financial activities of the Friends of St Peter & St James is given below and these have been consolidated into the group accounts.

| | Unrestricted | Restricted | 2022 | 2021 |
|---|---|---|---|---|
| **Income** | £ | £ | £ | £ |
| Donations and subscriptions | 3,721 | - | 3,721 | 4,892 |
| Gift Aid | - | - | - | - |
| Investment income | - | - | - | - |
| **Total income** | 3,721 | - | 3,721 | 4,892 |
| | | | | |
| **Resources expended - charitable activities** | - | - | - | - |
| Net movement in funds | 3,721 | - | 3,721 | 4,892 |
| Funds brought forward | 12,190 | - | 12,190 | 7,298 |
| **Funds carried forward** | **15,911** | **-** | **15,911** | **12,190** |
| | | | | |
| **Current Assets** | | | | |
| Debtors | - | - | - | - |
| Cash at bank | 15,842 | - | 15,842 | 12,190 |
| **Total net assets** | 15,842 | - | 15,842 | 12,190 |
| | | | | |
| **Funds of the Charity** | | | | |
| Unrestricted Funds | 15,842 | - | 15,842 | 12,190 |
| Restricted Funds | - | - | - | - |
| **Total Funds** | **15,842** | **-** | **15,842** | **12,190** |

## 27 Reconciliation of net income to net cash flow from operating activities

| | Group 2022 | Group 2021 | Charity 2022 | Charity 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Net income for the reporting period** | 398,125 | 576,621 | 392,224 | 575,780 |
| ***Adjustments for:*** | | | | |
| Depreciation charges | 143,472 | 126,368 | 143,472 | 126,368 |
| (Increase)/decrease in debtors | (982,703) | 84,437 | (1,023,724) | 55,693 |
| Increase/(decrease) in creditors | 10,512 | (119,357) | 1,171 | (141,004) |
| Loss/(profit) on the sale of fixed assets | - | (828) | - | (828) |
| (Gains)/losses on investments | (5,266) | (53,974) | (5,266) | (53,974) |
| Dividends, interest and rents from investments | (12,065) | (19,178) | (12,065) | (19,178) |
| **Net cash provided by/(used in) operating activities** | **(447,925)** | **594,089** | **(504,188)** | **542,857** |

## 28 Analysis of cash and cash equivalents

| | Group 2022 | Group 2021 | Charity 2022 | Charity 2021 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Cash at bank and in hand | 825,871 | 1,045,193 | 634,222 | 909,807 |
| Short term deposits | 1,874,872 | 2,147,024 | 1,874,872 | 2,147,024 |
| **Total cash and cash equivalents** | **2,700,743** | **3,192,217** | **2,509,094** | **3,056,831** |

## Key Addresses

### Registered Office

St Peter & St James Charitable Trust
North Common Road, North Chailey, Lewes, East Sussex, BN8 4ED

### Auditors

Knill James LLP
Chartered Accountants
One Bell Lane, Lewes, East Sussex BN7 1JU

### Bankers

Barclays Bank Plc
77 South Road, Haywards Heath, West Sussex
RH16 4LB

### Solicitors

Adams & Remers LLP
Trinity House, School Hill, Lewes,
East Sussex, BN7 2NN

Sherrards LLP
4 Albourne Court, Henfield Road, Albourne
West Sussex BN6 9FF

### Investment Managers

Rathbones
1 Northgate, Chichester, West Sussex, PO19 1AT

**THE ST PETER AND ST JAMES CHARITABLE TRUST**

England & Wales - Charity number 1056114

# Accounts



St Peter & St James Hospice

Hospice care in the heart of Sussex

# St Peter and St James Charitable Trust

## Annual Report and Consolidated Financial Statements

## Year ended 31 March 2021

**Charity number 1056114**

**Company number 3204919**

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# About Us

## From the Chair and Chief Executive

We would like to start by saying a huge thank you to our staff, volunteers and supporters who have worked so hard, made such significant contributions and helped keep us on track through the most difficult of years. In an unprecedented time of financial and service challenges, St Peter & St James has been able to adapt and adjust to maintain support for people in our local community and to continue to raise vital funds.

Covid-19 has posed extraordinary challenges for us all but particular thanks must go to everyone who works or volunteers at the Hospice or supports us in other ways. We have ended the year in a positive financial position and with plans for the future to offer a wider range of services to more people in our local community. Like so many charities we face a difficult future, financially. At the start of this year we expected to see significant losses as a result of the pandemic but substantial Government support negotiated by Hospice UK and a record breaking emergency appeal meant we ended the year with a respectable surplus. But the next few years look very much more challenging and we will be relying more than ever on the support of our generous friends and donors.

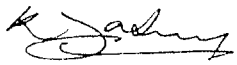
The experience of your support is brought into even sharper focus in the hospice setting where so many of the little things we take for granted have been removed from us for the last year. Trying to offer comfort without an arm around a shoulder or a hug; providing support through a screen rather than face to face; being unable to see a smile through a mask and feeling encumbered by layers of PPE have all been hugely challenging. We provide a human response to the needs of people facing death, dying and bereavement. Retaining our compassion and humanity through this time has required commitment and focus.

Of course another impact of the pandemic has been that our shops were closed for three quarters of the year with our only trading being online and sales 'from the shop windows'! Our talented retail team members have spent much of the last year on furlough rather than doing the job they love and being our 'window on the world' in our local high streets.

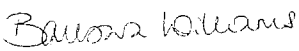
Throughout the pandemic, Hospice UK has been a strong advocate for local hospices and thanks to their efforts all hospices including ours have benefited from funding from the NHS in recognition of our role in providing local capacity for beds, particularly when the NHS has been under such pressure.

Thank you too to our loyal fundraisers and supporters for their unprecedented giving to our emergency appeal and throughout the year, beating all our previous fundraising records! With events cancelled and traditional fundraising avenues closed to us, creativity has been key and a huge success. Our virtual Lights of Love reached almost 700 people enabling them to reflect and remember at home and be part of a mutual celebration of their loved ones' lives either on the day itself or by watching on Youtube.

With a clear strategy for the next three years St Peter & St James is poised to move forward positively in the future. As Chair and Chief Executive we will both be standing down in the autumn - Keith having reached the end of his five year term as Chair and Barbara retiring after almost five years in post. With a skilled and experienced Board of Trustees and an equally skilled and dedicated leadership team in place, the organisation is in good hands. Harriet Creamer,currently Vice Chair, will be taking over as Chair at the AGM and at that meeting we hope to be able to introduce you to the new Chief Executive following a recruitment process over the summer.



**Keith Banbury**
Chair



**Barbara Williams**
Chief Executive

## Who we are and how we help

We provide expert and compassionate care to adults living with a terminal illness, providing care at the hospice and supporting people at home. The core of our work is caring for people throughout the last year of life and supporting families and loved ones through the challenges of illness, bereavement and grief.

Our continuum of care extends long after someone's death, with a full range of bereavement support. From individual counselling, to support groups and specialised workshops, we're here for our community when it matters most.

## Hospice care is full of life

Many people think a hospice is all about the building. Now more than ever we need to challenge that perception. Most of our work takes place in people's homes, in our local community. Our work is about helping people to live well by creating a sense of wellbeing and security for them and their loved ones, relieving their symptoms, improving their understanding of what is happening to them and enabling them to spend time with those most important to them.

## Our history

We've been here for our community for many years. Our founders, Jim and Susan Dinnage originally ran a donkey sanctuary and after their son Peter died of cancer in 1954, St Peter's was created as a house where sick or disabled children could stay with their families. Following Jim Dinnage's death in 1963, Susan returned to our current hospice site and started St Peter & St James Holiday Home for the Disabled. It was registered as a nursing home in 1977 and in 1980 the first-ever hospice patients were admitted.

The objects of our Charity as set out in the Articles of Association are:

- To maintain St Peter and St James Hospice as a centre for the provision of nursing and palliative care for people with a progressive life-limiting illness, on a non-profit making basis, both in the Hospice and in the community;
- To advance research and education into palliative and end of life care;
- To relieve the suffering of people facing or experiencing bereavement through the provision of counselling and support;
- In recognition of its origin as a Donkey Club, to contribute to the aid and succour of needy donkeys on its premises or elsewhere.

To this day, we have donkeys on site. Our 'boys', Dylan and Dudley, provide a great source of comfort (and entertainment!) to families and their loved ones.

## Our strategy

To ensure high quality, safe care now and in years to come, we maintain a healthy balance between providing assurance on the quality of our clinical services and ensuring sound financial management and strong governance around accountability and decision making.

Our strategy sets out how we will achieve our charitable objectives including the principal activity and public benefit of the provision of hospice care and services.

At the core of our strategy are our three strategic aims:

- **Provide high-quality, effective clinical services and support towards, at and after the end of life**
- **Generate sustainable funding and maximise resources to provide our services for as long as we are needed**
- **Operate a well-governed, efficient business and support and develop the staff and volunteers who work for us**

## Our services in 2020/21

It has not been a typical year for our clinical services, operating during the covid pandemic.

Overall this year, we have supported **915 individual service users**.

**Our community team has supported 648 people and their families** - we have worked hard to maintain visiting and face to face assessments where possible, but we have also developed our processes to allow more video consultations where appropriate. While the numbers of people on our caseloads have been consistent with previous years, we have seen more people electing to remain at home for their end of life care, requiring more intensive input from the community service. This year 283 people died in their usual place of residence (i.e. own home or care home) with our support, compared to 171 the previous year.

**The inpatient unit has supported 117 service users and their families**. This has been a reduction on previous years, in part because we have focussed on our core business of specialist hospice beds and have stopped offering funded long term care. Other than a brief period in January 2021 when we were advised to close to admissions following a number of covid cases among staff, we have been able to keep beds open and offer a responsive service and could admit those who met our referral criteria promptly when needed.

**Our family support services** faced considerable disruption as they were unable to provide face to face services for counselling, wellbeing and other support services throughout the year. Nevertheless the team has worked hard to find alternative ways to deliver our services, with our teams and the families we support embracing remote communications to stay in touch. The Family Support Services have supported the following:

- Counselling services 116
- Bereavement support 165
- Welfare advice & support 229
- Befrienders support 69
- Physiotherapy 82
- Beacon View Centre 55
- Community Reach 56

We continue to receive overwhelmingly positive feedback about our services and activities. In the full year we received just 10 complaints across all our areas of activity and recorded 260 compliments or positive feedback.

> *"Just wanted to thank those of you that cared and supported my mum and myself through a very difficult time. I really appreciate all those little things that you did for her, brushing her hair and making her comfortable in her last few days of life. Best wishes to all of you in that beautiful setting".*

> *"I would like you to know how much I appreciate the kindness you have shown towards me during a particularly difficult time when every day was such a struggle for me in every way. Despite how life has affected you and the hospice during lockdown you continued to support me with your phone calls which were so welcomed. I shall always be so grateful to you. You are a truly precious person and very valued. Thank you".*

> *"Thank you so much for organizing the volunteer cheer sessions on Zoom during lockdown. I have personally found it so helpful to listen to what the other volunteers have been doing and feeling. Also it was helpful to hear from you as to what was going on at the hospice. It meant I still felt a part of the hospice organisation. ..."*

*"Excellent eBay experience. Super speedy delivery. Excellent product! Thank you!"*

## Care Quality Commission (CQC)

The hospice was inspected by CQC on 4 March 2020 and was awarded an overall rating of Good in every area when the report was published on 14 May 2020. Through our Quality & Safety task group we continue to regularly review the five KLOE's (Key Lines of Enquiry) to ensure our information is kept up to date and accurate. Following Anne Jackson's resignation as Director of Care in October 2020, Trina Perry was appointed temporary Registered Manager until her formal interview for the role in April 2021. During the Covid pandemic formal CQC inspections were stopped, but CQC inspectors undertook virtual meetings to keep in touch with healthcare providers and Dr Charles Skinner (Clinical Director), Trina Perry (Head of Clinical Services) and Louise McIntyre (Advanced Nurse Practitioner) all participated in these meetings.

## Covid Response

Since the start of the Covid pandemic in March 2020 the hospice has had to cope with numerous challenges and to adapt to ever changing guidance from the government. We have always had to keep in mind the safety of our patients as well as our staff, whilst trying to keep the empathetic ethos of palliative care, especially in relation to visiting on IPU.

Staff who did not physically have to be on site worked from home and all staff (including those who would usually be visiting out in the community) quickly learned how to work virtually. Throughout the pandemic we have prided ourselves on always providing home visits in the community when required. Collaborative working between the local hospices ensured supplies of PPE, as well as taking admissions from out of area when other hospices didn't have capacity.

We have had expert advice from our Infection Prevention Consultant Suzanne Morris to help us with correct protocols and procedures, as well as providing staff support. In January 2021 we had a small outbreak of Covid amongst eight hospice staff resulting in the hospice being closed to new admissions. Support and advice from Public Health England and the local Infection Prevention team at the Clinical Commissioning Group (CCG) enabled us to reopen at the earliest possible date. The hospice now has regular testing regimes in place for all staff as well as visitors, and we were able to access local vaccinations programmes to give staff early access to protection from the virus.

## Sussex Hospice Collaboration

The seven Sussex hospices have been pursuing collaboration since 2018. Although the Covid-19 pandemic brought a pause in the collaborative work streams that had been agreed at the end of 2019, the hospices continued to support one another through mutual aid and knowledge sharing.

The workstream programme has now recommenced and is seeing growing momentum under the guidance of a Programme Manager who has been appointed to coordinate activity:-

- A Sussex-wide Project ECHO telementoring hub has been set up to deliver education in care homes
- Four Sussex hospices (including St Peter & St James) are sharing an online platform for mandatory training
- A shared management education programme is being developed
- There are joint posts between individual hospices
- Work is going on to create a common data set for stakeholder reporting
- The hospices are benchmarking their costs and activity for core services
- There is collective representation at key planning forums in the Sussex healthcare system.

Work will continue to progress these initiatives and more opportunities will be developed in the year ahead. While each hospice holds fast to its local autonomy and identity, we recognise the importance of working together to make the most of our knowledge and resources in benefitting patients and families and enhancing our sustainability.

## Key activities in 2020/21

### Activity 1: Agree a clinical strategy to shape the future of our hospice

**In 2020/21 our plans were to:**

- Review and refresh our services and activities in the light of Covid-19
- Implement our integrated approach set out in the clinical strategy whereby ward, community and wellbeing services flex as one team to 'wrap around' individuals, families, friends and carers providing seamless support and care
- Start to deliver hospice care at home from September 2020
- Start to deliver virtual classes and activities in the face of the currently limited opportunities for bringing people together in groups
- Extend our reach to more people through community-based approaches

Inevitably the pandemic has had an impact on our services and our plans. It quickly became clear that our ambition to start delivering care at home by September 2020 was no longer viable, given the circumstances. After the initial period of lockdown in 2020, we began to plan for the future in the context of uncertainty about the path ahead and the potential impact on income and financial sustainability.

Under the heading 'Side by Side' in the summer of 2020, we began to develop our plans for integrated and flexible services. With a clear focus on increasing our ability to provide care at home we knew we would have to wait until COVID restrictions were eased to be able to make real progress in this area.

To achieve the flexibility required in our workforce to deliver this approach, we planned and implemented a programme of organisational change introducing new terms and conditions of employment and restructuring teams and ways of working for the future. This work has been undertaken during the subsequent lock downs culminating in formal consultation with staff in the spring of 2021

We continue to deliver, and will gradually enhance, the advice, support and practical care we are able to provide to people in their own homes with a view to introducing care at home services towards the end of 2021-22

We have successfully provided virtual services through the year for people who previously attended activities and classes in the Beacon View Centre and for people in need of counselling and support in dealing with bereavement, grief and loss.

The pandemic has presented us with some opportunities to test and learn with new services and specifically with a National Lottery funded programme called **Community Reach** which was designed to reach out to people affected by Covid 19 with the following intended outcomes:

- People feel less isolated
- People have an increased level of wellbeing
- People have a greater level of confidence
- People feel less anxious about the COVID-19 crisis
- Reduction in people being referred to healthcare services

The programme was required to be up and running with the briefest of set up times, and it took a while to develop referral pathways. A new volunteer role of Caller Companions was developed to offer a listening ear and dedicated time on a weekly basis to those in need of support. Much was learned from the project which reached 111 individuals in the period of time funded by the National Lottery. To make the service sustainable

it has now been brought within our range of befriending services and Caller Companions have been able to continue offering telephone support and/or become volunteer befrienders visiting people in their own homes.

**In 2021/22 our plans are to:**

- Develop our clinical model
    - Re-design, implement and support new systems, ways of working and reporting required to introduce our new service model
- Integrate services
    - Use the new flexibility within our paid and volunteer workforce to ensure our services are resilient and flexible in order to meet the needs of individuals and their families
- Develop our Family Support Services by:
    - Amalgamating 'Wellbeing' and 'Beacon View' services into one overall service, rebranded as 'Family Support Service'.
    - Reviewing the range of roles and skills required to support the wider integration of services, including the introduction of a Social Work role to the service
    - Providing a focus on rehabilitation and maintenance of skills for people living with terminal illness
    - Creating a new activity based programme for the Family Support Centre including new volunteer roles
    - Extending our bereavement services to reach beyond our hospice community

## Activity 2: Establish an income generation plan to secure sustainable funding for the future

**In 2020/21 our plans were to:**

Increase our fundraising income by aiming to:

- Launch a new major donor giving programme
- Start a private site fundraising campaign to increase our direct debit donors
- Develop a strong culture of individual giving programmes using a variety of digital platforms

Increase our retail income by aiming to:

- Look at the potential to increase our shop portfolio
- Expand sales across different online marketplaces
- Expand our product range including selling more new goods
- Expand the supply of goods through house clearances and siting a new clothing bank estate
- Provide a new central distribution centre for the retail business

Our new income generation strategy was written prior to the Covid-19 pandemic, which had a considerable impact on our income generation plans in 2020/21. At the start of 2020/21 our supporters contributed £210,000 to our emergency appeal, the highest amount received from a single appeal in our history. The disruption to our public fundraising and especially our retail business was significant, with our shops being closed for nearly eight months the funding we received from our supporters was vital.

**In 2021/22 our plans are to:**

Return to the key objectives above to achieve sustainable funding for the future.

## Activity 3: Ensure individual experience and feedback informs our service development and improvement

**In 2020/21 our plans were to:**

- Launch VOICES as a way for people to provide feedback on our services using either paper-based or on-line surveys. VOICES is a national survey of bereaved people. Contact is made six weeks after bereavement along with information about support and services on offer from the hospice. The survey provides a way for people to reflect and comment on their experience. The feedback can help us to refine and improve our services and to benchmark our services against other hospices.

We are disappointed that we have not yet achieved the implementation of a paper based and electronic version of the VOICES questionnaire as planned. This has now been rescheduled for implementation in 2021/22.

Whilst most of our feedback is positive we have introduced ways to extract greater depth of insight from the experience of people who have commented negatively or who have had difficult experiences of our services. On two occasions, with more to follow, we have invited families in to meet with us to talk through their experience and to identify what we can change for the future and/or help individuals have a better understanding of what happened and why. This can be cathartic and 'healing' for families and for us it provides insight we can then use with our staff to support reflection and learning for the future.

**In 2021/22 our plans are to:**

- Introduce VOICES - both online and paper based versions
- Create an cross organisational group to meet regularly to review positive and negative feedback, create case studies, develop an organisation wide understanding of customer care and promote learning

## Activity 4: Improve our communications

**In 2020/21 our plans were to:**

Embed our digital transformation by:

- Completing the move to G-Suite and consolidating our learning and effective use of the new systems
- Developing the intranet and volunteers site, so there is transparency of information across the organisation and information will be easier for everyone to find
- Move our website to a more secure and managed platform to increase our ability to create targeted information and marketing for different audiences
- Implement an inbound marketing strategy so we can tailor our messages to our audience needs, increasing our reach and establishing a platform that will better support our Income Generation needs

Increase our brand awareness by:

- Establishing a baseline for our existing brand awareness by conducting surveys, with the help of our volunteers, in locations where we have a retail presence. This will give us a gauge we can use to measure our brand awareness going forward

**In June 2020** and despite the pandemic, we took the plunge into digital transformation and moved to the Google Workspace platform. The pandemic meant that many of our staff had to work from home: a significant challenge for our external IT providers and our Communications team, which they rose to very effectively. Despite these challenges, we were able to implement the move to Google Workspace and very quickly felt the benefits of the system. Google has enabled us to have greater flexibility for staff and volunteers giving them secure access to email and documents. The Google platform is a great enabler of collaboration and team working on projects and documentation. Many of our work processes have been transformed, speeded up and made more efficient. There were downsides of implementing such a change with staff working remotely and we have some catching up to do to ensure consistency in the way we are working with the systems.

We have also undertaken a wide range of IT and Communications projects over the year, ranging from finding more effective ways to support off-site working, through the development of dedicated sites supporting staff welfare and recruitment, to creating materials and providing practical support for a major programme of fundraising. We were, though, unable to progress our aim to create a baseline assessment of brand awareness - due to the pandemic we could not ask our volunteers to do the survey for us as planned.

**In 2021/22 our plans are to:**

Embed our digital transformation by:

- Consolidating our overall vision for how we will use our IT resources and ensure staff and volunteers have appropriate training and input to maximise the value of IT in their roles
- Creating increased resilience in our use and storage of personal data and our governance reporting by creating a Data and Administration Team. The team is made up of staff from different teams who have a role in managing data and reporting from our key systems.

Increase our brand awareness by:

- Creating a communications strategy linked to our Side by Side developments to ensure our changed services are promoted and understood by key stakeholders in NHS and Social Care services as well as individuals in our community.
- Build on our baseline assessment of brand awareness in our key catchment area, by developing strong local campaigns targeting our key service user demographic.
- Develop a new website which emphasises our community focused services and allows users a stronger level of interaction with the hospice.
- Produce a portfolio of promotional literature to reinforce our brand in the local community.

## Activity 5: Operate a well-governed, sustainable business

**In 2020/21 our plans were to:**

- commission a further governance review to take place in 2021/22

The Board Development Committee continues to have oversight of governance arrangements within the Trust. In light of the pandemic, we did not progress with the planned external governance review. Instead, we reviewed the committee structure to ensure that operational and governance structures were appropriately aligned with our new organisational structure, following our process of organisational change. Following feedback from trustees and staff, a People Committee was agreed for introduction in 2021-22 and some of the responsibilities of the Finance & Resources Committee were re-allocated to that Committee as a result.

When the Executive Assistant to the Chief Executive and Board of Trustees retired in December 2020, a Governance Manager was appointed. This enabled us to have a stronger focus on governance arrangements and more support to the Board of Trustees.

Trustees have particularly focused on ensuring that Safeguarding arrangements within the hospice and their own training are up to date. Trustees have completed the Charity Commission Safeguarding Framework as a way of reviewing arrangements and also collaborated with a number of other Sussex hospices in establishing safeguarding best practice.

Trustees have a direct link into the Freedom to Speak Up Guardian and a trustee email address is provided to staff and volunteers who may want to contact trustees directly.

The initial months of the pandemic were particularly challenging but Trustees agreed governance arrangements whilst face to face meetings were suspended. A core reporting framework was agreed to maintain oversight but it was also recognised that our main focus had to be on maintaining services and the safety of staff and people in our care. Our Google environment has facilitated easy sharing of documents and reporting and video conferencing has become a norm and an effective way of maintaining connections. Trustee visits were one of the casualties of Covid and these will be reintroduced as soon as practicable.

**In 2021 / 22 our plans are to:**

- Review our current arrangements alongside the previous Governance Review framework to consider whether any adjustments are required
- Re-introduce Trustee Visits and consider new ways for Trustees to have direct access to staff and volunteers as a route to providing assurance.

## Our Supporters

The financial support we receive from individuals, families, community groups and local businesses is vital to enable us to provide our hospice services. We are, therefore, extremely grateful to everyone in the local community who supports us to care for people at the end of their lives.

The Trust is reviewing its Patrons structure and expects to recruit a new group of proactive Patrons to support and promote the vital need for hospice care in our local community.

### Our Fundraising Activities

We are registered with the Fundraising Regulator and comply with their code of conduct and are committed to the highest standards in fundraising practice. We are also committed to the highest standards of data management whilst handling sensitive, personal data of our patients, supporters and staff. The hospice has a dedicated information governance group, who develop policy based on compliance with GDPR and other data regulation

We solicit donations through:

- Proactively promoting the benefits and importance of leaving the hospice a legacy.
- Undertaking targeted fundraising campaigns, including postal and digital communications
- Occasionally running cold marketing campaigns, where allowed by law and regulation, using mailings and social media
- Using stories and information to promote the hospice and raise awareness of the services we offer and the care we deliver. We use our own literature, the local press and social media to promote such stories.
- Promoting an annual calendar of events and community activities, encouraging supporters to participate and raise funds for the hospice.
- Our lottery, which is outsourced to the Local Hospice Lottery, a professional fundraising organisation
- Companies, charitable trusts & foundations, and other statutory grant giving organisations.

## Our Volunteers

Throughout 2020/21 our volunteer workforce was directly affected by the COVID pandemic. Many volunteers found their roles were put on hold due to our shops and warehouse being closed and many of our counsellors and befrienders had to conduct their sessions via video or telephone.

Presently we have 435 volunteers in various roles . During the pandemic new roles were created such as Caller Companions in the Community Reach Programme; Lateral Flow Testers supporting visitors and staff to use the testing kits provided; Visiting Officers welcoming family members on pre-arranged visits, ensuring their and our safety and Care Support Workers helping on the IPU supplementing our existing staffing so that in the absence of family members, there was support, a listening ear and practical help available. These were roles that had or have a limited duration, although Caller Companions have now had the opportunity to develop their role and become volunteer Befrienders since the project has come to completion. We are also planning to continue to develop the Care Support Worker role on the ward and in the community as part of the Side by Side project.

Digital transformation has enabled improvements in the recruitment process, making it quicker, easier and more effective whilst ensuring we follow correct security checks and robust references. Positive outcomes have been volunteers recruited for short periods of time during furlough periods and recruiting for specific projects such as Caller Companions.

Volunteers had the opportunity to join weekly Zoom calls with the opportunity to chat, discuss fears and anxieties and have regular updates regarding the hospice. Many phone calls were also made to connect with our volunteers, as well as regular email updates.

From October 2019 we hosted two Full-Time live-in volunteers from Columbia and Korea working closely with national charity Volunteering Matters who organised their administration and visas for their stay. The opportunity enabled them to learn and experience all forms of volunteering in every department of the hospice and retail shops. Benefits to us have been their help particularly during lockdown where they single handedly watered gardens, kept the grounds from becoming overgrown, helped to sort donations and assisted on the ward. As well as introducing diversity and alternative culture we have made long standing friendships. We will be continuing this opportunity for new volunteers in the future working closely with Volunteering Matters or alternative organisations.

Unfortunately we were unable to hold our annual Volunteer Award Ceremony in 2020. We are planning the 2021 event at Pangdean Barn celebrating long service for our 2020 and 2021 volunteers as well as Volunteer of the Year and Volunteers who have fundraised for us.

## Structure, Governance and Management

St Peter and St James Charitable Trust (the "Charity") is a Company limited by guarantee, not having a share capital. It is governed by a Board of Trustees following the Articles of Association adopted on 3 October 2018 in place of its previous constitutional documents..

The Hospice operates a number of shops selling principally donated goods. St Peter and St James Hospice Shops Ltd ("Shops") is a wholly-owned subsidiary of the charity whose main purpose is to sell a small range of new goods through the Hospice's shops.

The Friends of St Peter and St James ("Friends") is a 'linked' charity to St Peter and St James Charitable Trust.

The total of the three entities above is referred to in this report as the "Group".

The Group is administered by a Board of Trustees that meets regularly throughout the year. The Chief Executive is appointed by the Trustees to manage the executive operation of the Charity with the support of the Executive Team and has delegated authority for the day-to-day management of the Charity.

The following four Committees each continued to support and report to the full Board throughout the financial year.

- Quality and Safety Committee
- Finance and Resources Committee
- Income Generation Committee
- Board Development Committee

In March 2021, the Board of Trustees agreed to create a new Committee to specifically oversee the work of People Services.

Membership of all Committees includes both Trustees and members of the Senior Leadership Team.

The Board Development Committee is responsible for overseeing Hospice governance and for the recruitment, induction and training of Trustees. It uses a skills and experience audit to determine the skills requirements for new Trustees when a vacancy arises, ensuring the Board and its Committees have the requisite skills and experience to function effectively.

Trustee vacancies are advertised on the Hospice website and prospective Trustees are shortlisted for interview. Following a successful interview, a recommendation is made to the Board which then decides whether to appoint. Prospective Trustees are invited to a Board meeting as observers before the appointment decision.

Following the appointment, Trustees are provided with governance documentation and current operational reports and are offered a structured induction programme.

The term of office for individual Trustees is four years, with a maximum of one renewal. New Trustees appointed by the Board are subject to formal appointment at the next AGM. The position of Chair of Trustees is held for a maximum period of 5 years.

The Executive Team comprises the Clinical Director, Director of Care, Director of Income and Operations and the Head of Finance working with the chief executive and trustees to provide leadership and direction to the organisation.

The Senior Leadership Team is made up of Heads of Service and managers responsible for the delivery of services and activities.

The Chief Executive's salary is set by the Board of Trustees and determined using an independent salary survey, developed in association with Hospice UK. Senior Leadership Team salaries are delegated to the Chief Executive to determine within budgetary constraints. All salaries are determined by a robust job evaluation process using Croner Reward software.

Collaboration and coordination are key in enabling the Charity to provide excellent personalised care. As well as the collaboration with other Sussex Hospices already referred to, the Hospice strives to maintain good working relationships with local GPs, Clinical Commissioning Groups, local authorities, other healthcare providers, and charities, including other Hospices.

**Honorary President**

Dame Vera Lynn CH, DBE (Died 18th June 2020)

**Patrons**

Anne Billson

The Viscount Brentford

Sir Edward Cazalet

Katie Derham

Edward Fox OBE

Piers Morgan

Edna Sugarman (Died 23rd June 2020)

**Trustees**

Keith Banbury OBE (Chair)

Harriet Creamer (Vice-Chair)

Dr Nick Barrie

Julie Burgess (Resigned 28 October 2020)

Caroline Cauvin (Appointed 3 March 2021)

Andrew Cook

David Crudge (Resigned 7 October 2020)

Christine Gibbons (Resigned 19 October 2020)

John Hills

Ian Johnstone (Appointed 3 March 2021)

Robin Knight

Isabelle Otway (Appointed 3 March 2021)

Deirdre Prower

Patricia Robinson

Lesley Strong (Appointed 3 March 2021)

**Executive Team**

Chief Executive: Barbara Williams

Director of Care: Anne Jackson (Resigned October 2020)

Clinical Director: Dr Charles Skinner

Director of Income and Operations: Giles Witcomb

Head of Finance: Andrew Collins

## Risk Management

The Trustees, together with the Senior Leadership Team, regularly review and monitor risks the Charity is exposed to and ensure that appropriate controls are put in place to mitigate risks.

Risks are monitored in three key areas linked to our committee structure: Finance and Resources, Quality and Safety and Income Generation.

Risks are reviewed regularly by the risk owners in the Senior Leadership Team and changes reviewed and discussed in Operational Task Groups, Committee meetings and by the full Board.

The top risks currently identified by the organisation are:

- **Management of Clinical Resources** - We need to ensure we are deploying our clinical resources effectively across IPU, Community and Family Support Services in order to avoid peaks and troughs of activity and availability of staff. This has been a particular challenge during a year of pandemic with staff at times having to isolate or being affected by Covid themselves. The process of organisational change, including changes to terms and conditions of employment for staff will enable us to have greater flexibility in deploying staff where they are most needed to maintain the quality and consistency of services and improve our resilience.
- **Data management** - We are compliant with the NHS Data Security Protection Toolkit, particularly regarding our duty to protect the personal data shared with us by staff, volunteers and all people who use our services. Whilst our move to Google Workspace has made a significant improvement to our data storage and security, we still have work to do to reduce a reliance on paper-based records.
- **Business Continuity -** Covid 19 has added a layer of complexity in managing this risk. The organisation has focused on following government guidance, such as in the use of personal protective equipment and restricting access to the hospice for non-essential staff, volunteers and visitors, and on supporting staff and volunteers. Protecting the mental health and wellbeing of our staff and volunteers has been an important factor in maintaining business continuity.

## Financial Review

Covid-19 had a profound financial impact on the charity and retail businesses and, as with the rest of the Hospice and Charity sector, the Hospice needed to rely on the generosity of our supporters and financial assistance from the Government.

The total income of the Group in 2021 fell to £5,184,860, a reduction of 16.82% on the £6,233,355 received in 2020. It should be noted that £1m of the 2020 income was an exceptional donation from the Verity Waterlow Endowment.

Expenditure was controlled tightly due to the challenging circumstances, and we were able to reduce this by 8.4% to £4,662,289 (2020: £5,090,697) whilst ensuring that the Hospice was still able to deliver a high quality service.

Covid-19 grant income to the group amounted to £1,365,401 (Charity grant income of £999,350 plus £366,051 allocated to Trading income).

This led to grant income increasing by 155% to £1,899,424 (2020: £743,356), £767,827 of which was awarded by NHS England to allow the hospice to make available bed capacity and community support, and support to people with complex needs in the context of the COVID-19 situation.

£224,856 was claimed through the Furlough scheme (Coronavirus Job Retention Scheme) in respect of non-critical staff, particularly in areas of the organisation that were not able to operate during the national lockdowns (£135,976 related to Retail staff). This funding is included as Grant income, and therefore neither showing as Trading income nor a reduction to salary expenditure.

Income from donations and fundraising decreased by 33.37% to £1,535,987 (2020: £2,305,175 - including £1m donation by the Verity Waterlow Endowment). The losses in public facing fundraising (events & community) were partially offset by increased individual giving including gift aid, particularly due to exceptionally successful fundraising campaigns.

£499,972 of legacies were recognised in the accounts during the year, less than a third of the £1,681,085 received in 2020. This includes £111,921 of legacies accrued that are due to be received in 2021/22. It should be stated that during the year there were Covid-19 related delays to the HM Courts & Tribunals probate process.

Trading income fell to £900,077 (2020: £1,162,734) and included government grants amounting to £366,051. The shops were shut for most of the year across the three national lockdowns, and when they were open for trading, both footfall and spending were very low compared with pre-pandemic levels.

Income from Charitable activities saw a slight increase to £330,222 (2020: £321,691), and saw a significant increase of funding of Government funded beds (provided through the Clinical Commissioning Groups (CCG's).

Total expenditure on our shops was carefully controlled, and despite recognising staff salaries in full (furlough payments being allocated to Trust grant income), expenditure fell by 12.6% to £871,239 (2020: £996,492), creating a surplus of £28,838 for the Trust.

Charitable expenditure decreased by 2.63% to £3,505,742 (2020: £3,600,249), and comprised 75% of total expenditure (2020: 71%). This was achieved through budgets being reduced significantly and robust cost control processes.

Fundraising costs fell by 42% to £284,687 (2020: £490,699) due to events being largely held virtually and therefore having much lower supplier costs.

Investment income fell slightly to £19,178 (2020: £19,314), however the market value of investments increased by £54,050 (2020: £24,740 loss).

At 31 March 2021 the total surplus of the group for the year was £576,621 (2020: £1,117,918), with total funds increasing to £6,096,034 (2020: £5,519,413).

## Investment Performance

Between 1 April 2020 and 31 March 2021 the capital value of the FTSE 100 increased by 13.78% (from 5901 to 6714 points). In the same period The St Peter and St James Charitable Trust portfolio performed slightly below the FTSE index as a whole, increasing by 13.69 % in capital terms to £489,007 ( 2020: £430,130).

The portfolio is managed in line with the Trustees' conservative approach to risk (2 on a scale of 1 to 6).

## Investment Policy

The Charity's key objective with its investment portfolio is the protection of its investments in real terms. The Charity has a full discretionary management agreement with investment advisers Rathbones, based on achieving a balance of capital growth and income within a low-risk environment.

Given the nature of the service provided by the Charity and the evidence-based links between some serious health conditions and tobacco, no direct investment is made in any company that produces tobacco products.

## Cash Deposit Policy

Other funds are held in short-term, interest-bearing cash accounts with major UK banks. Deposits in any one banking group are subject to a maximum of £450,000 and are placed for no longer than twelve months. Term deposits are placed if cash flow projections show that the funds are temporarily surplus to operational requirements.

## Reserves

The Group's free reserves increased to £3,396,437 as at 31 March 2021 (2020: £2,644,859) after designating a Capital Replacement Fund of £278,462 (2020 £300,000), and a Legacy Accrual Fund of £111,921 (2020 £283,055). This is equivalent to 8 months' running costs (based on the operating budget for the following year).

The Trustees' policy in respect of free reserves ('General Funds') is that, because of the ongoing increase in the scale of Charity's activities and cost base, the minimum level of free reserves should be £1m, and ideally representing a minimum of six months' full running costs. Also, in recognition of the ongoing need for capital investment to replace and, where appropriate, enhance the Charity's assets, Trustees have created a Capital Replacement Fund for this purpose.

The Trustees' objectives are:

- that free reserves should be held at a sum sufficient to avoid an unacceptable level of disruption to services in the event of an unexpected downturn in income; and
- to recognise the need for continuing investment to maintain the quality of the Charity's assets to an adequate standard

The reserves position is monitored by the Finance and Resources Committee, which reports to the Board.

## Total Funds

The total funds held at the end of the reporting period (31 March 2021) were £6,096,034 for the Group and £6,074,364 for the Charity. It should be noted that, of these funds, £2,152,148 represents the value of land and buildings used for the provision of the Charity's hospice services and is therefore not available to spend for operational purposes. The split between general, restricted and designated funds held by the Group at the end of the reporting period is below:

**Total Funds of the Group on 31 March 2021:**

| | |
|---|---|
| Tangible Fixed Assets | £2,152,148 |
| Legacy Accrual Fund | £111,921 |
| Other Designated Funds | £290,652 |
| Group General Funds | £3,396,437 |
| Restricted Funds | £144,876 |
| **Total Funds** | **£6,096,034** |

Tangible Fixed Assets are Designated Funds that can only be realised through the disposal of those assets.

## Trustees' Responsibilities

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

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

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

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

In so far as the trustees are aware:

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

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

## Auditors

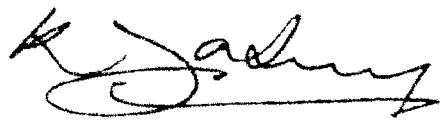
A resolution re-appointing Knill James LLP as auditors to the Charity will be proposed at the Annual General Meeting.

## Acknowledgements

The Trustees extend their thanks to:-

- All members of staff and volunteers for their hard work and dedication to the Charity
- All Support Groups and the Friends of St Peter and St James who raised funds for the charity during the year
- All the individuals, corporate bodies, Trusts, and media organisations too numerous to mention who have so generously helped and supported the Charity during the year

This report, and the Strategic Report included in it, was approved by the Board on 14 September 2021.



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**K Banbury**

Chair

## Independent Auditor's Report to the Members and Trustees of St Peter and St James Charitable Trust

### Opinion

We have audited the financial statements of St Peter and St James Charitable Trust (the 'parent charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the 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 directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the 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 Act 2011 requires us to report to you if, in our opinion:

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

## Responsibilities of Trustees

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

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

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

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, is detailed below:

Based on our understanding of the group and parent charitable company and industry, we identified that the principal risks of non-compliance with laws and regulations related to employment regulation and health and safety legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and the Charities Act 2011. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in accounting estimates. Audit procedures performed included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;

- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings;
- Performing audit procedures on the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of any significant transactions outside the normal course of business and reviewing accounting estimates for bias.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https:// www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Use of report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state 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 companies trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and 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.

**Mark Filsell FCA (Senior Statutory Auditor)** Knill James LLP

**For and on behalf of Knill James LLP, Statutory Auditor** **Date** 16 September 2021

## Consolidated statement of financial activities (incorporating a consolidated income and expenditure account) for the year ended 31 March 2021

| Income: | Note | 2021 Unrestricted £ | 2021 Designated £ | 2021 Restricted £ | 2021 Total Funds £ | 2020 Total Funds £ |
|---|---|---|---|---|---|---|
| **Donations and legacies:** | | | | | | |
| Donations | 2 | 1,451,161 | 4,892 | 79,934 | 1,535,987 | 2,305,175 |
| Legacies | 3 | 499,972 | - | - | 499,972 | 1,681,085 |
| Grants | 4 | 622,529 | - | 1,276,895 | 1,899,424 | 743,356 |
| **Total donations and legacies** | | **2,573,662** | **4,892** | **1,356,829** | **3,935,383** | **4,729,616** |
| **Trading activities** | 5 | 900,077 | - | - | 900,077 | 1,162,734 |
| **Income from charitable activities** | 6 | 299,696 | - | 30,526 | 330,222 | 321,691 |
| **Investment income** | 7 | 19,178 | - | - | 19,178 | 19,314 |
| **Total income** | | **3,792,613** | **4,892** | **1,387,355** | **5,184,860** | **6,233,355** |
| **Expenditure:** | | | | | | |
| Shop costs | 8 | 868,643 | - | - | 868,643 | 996,492 |
| Fundraising Costs | 8 | 284,687 | - | - | 284,687 | 490,699 |
| Investment management costs | 8 | 3,217 | - | - | 3,217 | 3,257 |
| **Costs of raising funds** | | **1,156,547** | **-** | **-** | **1,156,547** | **1,490,448** |
| **Expenditure on charitable activities** | 8 | 2,195,377 | - | 1,310,365 | **3,505,742** | **3,600,249** |
| **Total expenditure** | 8 | **3,351,924** | **-** | **1,310,365** | **4,662,289** | **5,090,697** |
| Net income for the year before gains and losses on investments | | **440,689** | **4,892** | **76,990** | **522,571** | **1,142,658** |
| Net gains/(losses) on investments | | 54,050 | - | - | 54,050 | (24,740) |
| **Net income for the year** | | **494,739** | **4,892** | **76,990** | **576,621** | **1,117,918** |
| Transfers between funds | | 256,839 | (256,839) | - | - | - |
| **Net movement in funds** | | **751,578** | **(251,947)** | **76,990** | **576,621** | **1,117,918** |
| ***Reconciliation of funds:*** | | | | | | |
| Total funds brought forward | | 2,644,859 | 2,806,668 | 67,886 | 5,519,413 | 4,401,495 |
| **Total funds carried forward** | | **3,396,437** | **2,554,721** | **144,876** | **6,096,034** | **5,519,413** |

**All amounts relate to continuing activities of the group.**

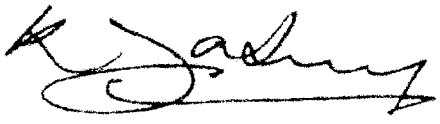
The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes to the accounts are shown on pages 31 to 49.

## Balance sheets as at 31 March 2021

| | Note | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 15 | 2,152,148 | 2,216,315 | 2,152,148 | 2,216,315 |
| Investments | 16 | 489,007 | 430,130 | 579,007 | 520,130 |
| | | **2,641,155** | **2,646,445** | **2,731,155** | **2,736,445** |
| **Current assets** | | | | | |
| Debtors | 17 | 437,421 | 521,858 | 454,233 | 509,926 |
| Current asset investments | | 2,147,024 | 2,137,827 | 2,147,024 | 2,137,827 |
| Cash at bank and in hand | | 1,045,193 | 507,399 | 909,807 | 423,245 |
| | | **3,629,638** | **3,167,084** | **3,511,064** | **3,070,998** |
| **Liabilities** | | | | | |
| Creditors: amounts falling due within one year | 18 | (174,759) | (294,116) | (167,855) | (308,859) |
| Net current assets | | **3,454,879** | **2,872,968** | **3,343,209** | **2,762,139** |
| Total assets less current liabilities | | **6,096,034** | **5,519,413** | **6,074,364** | **5,498,584** |
| **Total net assets** | | **6,096,034** | **5,519,413** | **6,074,364** | **5,498,584** |
| The funds of the charity: | | | | | |
| **Restricted income funds** | 20 | 144,876 | 67,886 | 144,876 | 67,886 |
| ***Unrestricted funds*** | | | | | |
| Designated funds | 21 | 2,554,721 | 2,806,668 | 2,637,423 | 2,891,219 |
| General funds | 21 | 3,396,437 | 2,644,859 | 3,292,065 | 2,539,479 |
| Total unrestricted | | **5,951,158** | **5,451,527** | **5,929,488** | **5,430,698** |
| **Total funds** | 22 | **6,096,034** | **5,519,413** | **6,074,364** | **5,498,584** |

Approved by the trustees on 14 September 2021 and signed and authorised for issue on their behalf by:



**K Banbury**
Chair



**A Cook**
Trustee (Chair of Finance & Resources Committee)

The notes to these accounts are shown on pages 31 to 49.

## Statements of cash flows for the year ended 31 March 2021

| | Note | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|---|
| **Cash flows from operating activities:** | | | | | |
| Net cash provided by/(used in) operating activities | 27 | 594,089 | 1,488,625 | 542,857 | 1,480,347 |
| **Cash flows from investing activities:** | | | | | |
| Dividends, interest and rents from investments | | 19,178 | 19,314 | 19,178 | 19,314 |
| Proceeds from the sale of property and equipment | | 1,250 | - | 1,250 | - |
| Purchase of property, plant and equipment | | (62,623) | (166,108) | (62,623) | (166,108) |
| Proceeds from sale of investments | | 108,070 | 49,834 | 108,070 | 49,834 |
| Purchase of investments | | (112,973) | (56,458) | (112,973) | (56,458) |
| Net cash provided by/(used in) investing activities | | **(47,098)** | **(153,418)** | **(47,098)** | **(153,418)** |
| Change in cash and cash equivalents in the reporting period | | **546,991** | **1,335,207** | **495,759** | **1,326,929** |
| Cash and cash equivalents at the beginning of the reporting period | | 2,645,226 | 1,310,019 | 2,561,072 | 1,234,143 |
| Cash and cash equivalents at the end of the reporting period | 28 | **3,192,217** | **2,645,226** | **3,056,831** | **2,561,072** |

The notes to these accounts are shown on pages 31 to 49.

## Notes to the accounts

### 1 Accounting policies

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

#### a) Basis of preparation

These accounts have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The charitable company is a Public Benefit Entity as defined by FRS 102.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

#### b) Going concern

The financial statements are prepared on a going concern basis. The Trustees believe that there are no material uncertainties about the Charity's ability to continue as a going concern, after taking into account the further risks and reduced income levels from the impact of Covid-19.

#### c) Legal status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

#### d) Group financial statements

The financial statements consolidate the results of the Charity, its wholly owned subsidiary, St Peter and St James Hospice Shops Ltd and the Friends of St Peter and St James on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

#### e) Fund accounting

Unrestricted funds

Unrestricted funds, which have not been designated for other purposes, are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds

Designated funds are unrestricted funds of the Charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Where possible, the cost of administering such funds is charged against the specific fund.

Fixed Assets

Fixed assets purchased without further restrictions are transferred to unrestricted funds in the year of purchase.

## f) Income recognition

All incoming resources are included in the financial statements when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Legacies receivable are included in the accounts when they satisfy the following three criteria:

- **Entitlement** - control over the rights or other access to the economic benefit has passed to the Charity
- **Probable** - it is more likely than not that the economic benefits associated with the transaction or gift will flow to the Charity
- **Measurement** - the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can also be measured reliably.

When donors impose conditions, which require a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Residuary legacies

In relation to residuary gifts, as at the year end, the income recognition criteria above will be treated as satisfied if:

1. Notification or copy of the Will received;
2. Confirmation of the Grant of Probate;
3. Accounts received showing sufficient funds in the estate (either schedule of assets & liabilities or preferably estate accounts); and
4. Value of the final gift is confirmed.

Pecuniary legacies

The criteria for pecuniary legacies over £5,000 are the same as gifts of the same or greater value. Gifts below this level will be recorded by date of receipt.

Gifts in Kind

Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost.

Donated services and facilities

Material donated professional services and donated facilities are recognised as income when the three criteria of Entitlement, Probability and Measurement above have been met. In accordance with the Charities SORP (FRS 102), non-professional volunteer time is not recognised in the accounts.

## g) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to

third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of Raising Funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies, and costs of fundraising activities; shop costs comprise costs of goods sold, commercial trading costs, and their associated support costs; and investment management fees. Fundraising costs do not include the costs of generating and reporting management information in respect of the charitable activities.

Expenditure on charitable activities

Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the Charity and their associated support costs.

Support Costs

Support costs are those that assist the work of the Charity but do not directly represent charitable activities - i.e. incurred directly in support of expenditure on the objects of the Charity. They include:

Administration costs - Includes the clinical database, clinical administration, general administration, IT, information governance, management and HR (includes employee and volunteer support and administration, staff and volunteer mandatory training costs plus clinical staff CPD).

Finance costs - Includes payroll and accounts

Governance costs - Those costs incurred in connection with compliance with constitutional and statutory requirements and strategic planning of the Charity.

Allocation

Support costs are allocated to each of the activities on one of the following bases: HR and volunteers' costs based on headcount and all other costs based on estimate of resource used.

Irrecoverable VAT

Irrecoverable VAT is not charged as a cost against the activity for which the expenditure was incurred, but is charged as a separate overhead.

## h) Volunteers

In accordance with FRS 102 and the Charities SORP (FRS), the economic contribution of non-professional volunteers is not recognised in the accounts. Further detail of their contribution is provided in the notes to these financial statements and in the Strategic Report.

## i) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased. Costs include expenditure directly attributable to making the asset capable of operating as intended.

Depreciation is provided to write off the cost or revalued amount of all fixed assets on a reducing balance basis over their expected economic useful lives as follows:

| | |
|---|---|
| Freehold land | Nil |
| Freehold property | 5% |
| Fixtures, fittings and equipment | 15% or 20% |
| Computer equipment | 33 % |
| Motor vehicles | 25% |
| Equipment (Shops) | 25% |

## j) Investments

Fixed Asset Investments

Fixed Asset Investments are a form of basic financial instrument and 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 Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Current Asset Investments

Current asset investments are short term liquid investments, which are not required to cover day to day running costs. These comprise cash on deposit and cash equivalents held with other organisations other than our current bankers

The Charity does not acquire derivatives or other complex financial instruments.

The main form of financial risk faced by the Charity in relation to investments is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

## k) Stock

Stock of retail purchased goods is included at the lower of cost or net realisable value. Donated items of stock for resale are not included in the financial statements until they are sold because the Trustees consider it impractical. Stock is donated through a range of different outlets. To assess the amount of donated stock and undertake a coordinated stock take would incur undue cost for the Charity which would far outweigh the benefit.

## 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 cash in hand comprises cash required for the daily running costs of the Charity.

## 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) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## p) Pensions

The Charity contributes to the defined benefit scheme (NHS Superannuation) for eligible staff and operates a defined contribution scheme for other staff. The contributions to the schemes are recognised as an expense in the financial statements as they become payable.

The NHS scheme may be defined as a defined benefit multiemployer plan, however, the Charity does not have any share of the underlying assets or liabilities. The contributions are determined by the Government actuary, and there is no further obligation from the Charity other than the initial contributions due.

## q) Operating leases

Operating leases are recognised over the period in which the cost is incurred.

## 2 Donations

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| General Donations and Fundraising Events | 1,342,776 | 2,180,985 |
| Gift Aid | 177,386 | 93,930 |
| Other | 15,825 | 30,260 |
| | **1,535,987** | 2,305,175 |

The income from donations was £1,535,987 (2020: £2,305,175) of which £1,456,053 was unrestricted (2020: £2,223,699) and £79,934 was restricted (2020: £81,476).

Included within 2020 unrestricted donations is a £1,000,000 exceptional donation from the Verity Waterlow Endowment.

## 3 Legacies

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Legacy income | 499,972 | 1,681,085 |
| | **499,972** | 1,681,085 |

The income from legacies was £499,972 (2020: £1,681,085) all of which was unrestricted.
This includes accruals of £111,921 legacy income (2020: £283,055) meeting the three criteria in the Legacy recognition policy (Entitlement, Certainty and Measurement) at 31 March 2021.

## 4 Grants received

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| NHS Clinical Commissioning Group Grants | 623,342 | 607,552 |
| Covid-19 Grants | 999,350 | |
| Other Statutory Grants | 67,980 | - |
| Trust and Other Fundraising Grants | 208,752 | 135,804 |
| | **1,899,424** | 743,356 |

Government grants received from NHS Clinical Commissioning Groups ("CCGs") were £623,342 (2020: £607,552), of which £523,999 was unrestricted (2020: £510,614) and £99,343 was restricted (2020: £96,938). Restricted grants were for Specialist Palliative Care cover for weekends and Bank Holidays and for the provision of palliative care consultant sessions at Princess Royal Hospital, Haywards Heath.

The 2021 NHS CCG Grants figure includes £56,109 funding from NHS Horsham & Mid-Sussex CCG restricted for the provision of palliative care consultant sessions at Princess Royal Hospital, Haywards Heath (2020: £54,794).

Grants of £767,827 were received from NHSE in this financial year from the National Health Service England.

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the

COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

Total income from grants received was £1,899,424 (2020: £743,356) of which £622,529 was unrestricted (2020: £590,954) and £1,276,895 restricted (2020: £152,402).

Included in Trust and Other Fundraising Grants were two gifts totalling £30,000 from the Laurence Misener Charitable Trust (2020: £15,000).

We also received £5,000 from the Kytes Trust (2020: nil), £2,000 from Mid Sussex District Council (2020: £2,569), £2,500 from the Masonic Charitable Foundation (2020: £1,765), £2,000 from the Sussex Masonic Centre (2020: £2,450) and £100 from Bolney Parish Council (2020: £200), £1,000 from Lewes Town Council (2020: £500), £400 from Hurstpierpoint Parish Council (2020: nil), £250 from Lindfield Parish Council (2020: nil), £1,000 from Ockenden Lodge (2020: nil), £600 from Maresfield Parish Council (2020: £600) and £500 from Haywards Heath Town Council (2020: £1,250).

## 5 Trading Activities

| | 2021 £ | 2020 £ |
|---|---|---|
| Shop income from sale of donated goods and new goods | **526,926** | 911,340 |
| Covid-19 Business Grants | **366,051** | - |
| Income from Shops donated Goods Gift Aid Scheme: | | |
| - Sale of goods from Shops Donated Gift Aid Scheme | **-** | 202,894 |
| - Gift aid income from sale of goods on an agency basis | **7,100** | 48,500 |
| **Total income from Trading Activities** | **900,077** | 1,162,734 |
| Shops and trading activity costs net of Charity administration fee | **852,039** | 945,875 |
| Trust support costs allocated to Trading Activities | **19,200** | 50,617 |
| **Total expenditure from Trading Activities** | **871,239** | 996,492 |
| **Net Profit arising from Trading Activities** | **28,838** | 166,242 |

Income in both the current and previous year are unrestricted funds.

Covid-19 Business Grants were awarded by HM Government under the Retail, Hospitality and Leisure scheme (RHL) to support businesses that needed to shut for periods of time during the pandemic.

## 6 Income from charitable activities

| | Govern-ment funding £ | Other funding £ | 2021 £ | 2020 £ |
|---|---|---|---|---|
| Funded Beds | 234,688 | 54,893 | 289,581 | 267,885 |
| Befriending | 34,966 | - | 34,966 | 34,197 |
| Wellbeing Funded Therapy | - | (4,440) | (4,440) | 13,650 |
| Education and Training | - | 10,115 | 10,115 | 5,959 |
| **Total** | **269,654** | **60,568** | **330,222** | **321,691** |

The income from charitable activities was £330,222 (2020: £321,691) of which £299,696 was unrestricted (2020: £273,844) and £30,526 restricted (2020: £47,847).

Funded Beds includes government funding from CCGs of £234,688 (2020: £141,162) to cover residential inpatient care for patients, with individual funding agreed for each patient.

Befriending; West Sussex County Council ("WSCC") and East Sussex County Council ("ESCC") both provide funding to support carers of patients of the Charity and improve their wellbeing.

## 7 Investment income

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Rental Income | 1,020 | 1,020 |
| Dividends - equities | 8,387 | 10,584 |
| Bank Interest | 9,771 | 7,710 |
| | 19,178 | 19,314 |

Investment income received was £19,178 (2020: £19,314) of which £19,178 was unrestricted (2020: £19,314) and £nil restricted (2019: nil)

## 8 Analysis of Expenditure

| | Direct Costs | Support costs (note 11) | 2021 | 2020 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Costs of Raising Funds** | | | | |
| Shop costs | 813,770 | 54,873 | 868,643 | 996,492 |
| Fundraising Costs | 248,652 | 36,035 | 284,687 | 490,699 |
| Investment Management Costs | 3,217 | - | 3,217 | 3,257 |
| ***Total Cost of Raising funds*** | **1,065,639** | **90,908** | **1,156,547** | **1,490,448** |
| **Charitable Activities** | | | | |
| Hospice | 1,167,544 | 229,778 | 1,397,322 | 1,467,741 |
| Community Care | 594,089 | 58,822 | 652,911 | 618,277 |
| Wellbeing | 247,692 | 90,019 | 337,711 | 343,398 |
| Funded Beds | 924,390 | 192,516 | 1,116,906 | 1,164,874 |
| External Clinical Services & Training | 892 | - | 892 | 5,959 |
| ***Total Charitable Activities*** | **2,934,607** | **571,135** | **3,505,742** | **3,600,249** |
| **Total** | **4,000,246** | **662,043** | **4,662,289** | **5,090,697** |

Of the total expenditure of £4,662,289 (2020: £5,090,697), all expenditure for raising funds of £1,156,547 (2020: £1,490,448) was unrestricted. Of charitable activities expenditure of £3,505,742 (2020: £3,600,249); £1,310,365 (2020: £221,157) was restricted and £2,195,377 (2020: £3,379,092) was unrestricted.

In 2021 £1,276,895 of exceptional restricted grants (per note 4) were awarded during the pandemic to support charitable expenditure. As such the proportion of expenditure covered by restricted funding was much greater in 2021 than in 2020, which led to a reduction in the proportion of expenditure being covered through unrestricted funding.

## 9 Comparative Funds - Statement of Financial Activities for the year ending 31 March 2020

| Income: | 2020 Unrestricted £ | 2020 Designated £ | 2020 Restricted £ | 2020 Total Funds £ |
|---|---|---|---|---|
| ***Donations and legacies:*** | | | | |
| Donations | 2,221,851 | 1,849 | 81,475 | 2,305,175 |
| Legacies | 1,681,085 | - | - | 1,681,085 |
| Grants | 590,954 | - | 152,402 | 743,356 |
| ***Total donations and legacies*** | **4,493,890** | **1,849** | **233,877** | **4,729,616** |
| ***Trading activities*** | 1,162,734 | - | - | 1,162,734 |
| ***Income from charitable activities*** | 273,844 | - | 47,847 | 321,691 |
| ***Investment income*** | 19,314 | - | - | 19,314 |
| ***Other income*** | - | - | - | - |
| **Total income** | **5,949,782** | **1,849** | **281,724** | **6,233,355** |
| **Expenditure:** | | | | |
| Shop costs | 996,492 | - | - | 996,492 |
| Fundraising Costs | 490,699 | - | - | 490,699 |
| Investment management costs | 3,257 | - | - | 3,257 |
| **Costs of raising funds** | **1,490,448** | **-** | **-** | **1,490,448** |
| **Expenditure on charitable activities** | 3,365,819 | | 234,430 | 3,600,249 |
| **Total expenditure** | **4,856,267** | **-** | **234,430** | **5,090,697** |
| **Net income for the year before gains and losses on investments** | 1,093,515 | 1,849 | 47,294 | 1,142,658 |
| Net gains/(losses) on investments | (24,740) | - | - | (24,740) |
| ***Net income/(expenditure) for the year*** | **1,068,775** | **1,849** | **47,294** | **1,117,918** |
| Transfers between funds | 130,273 | (130,273) | - | - |
| Other recognised gains and losses | | | | |
| Gains on revaluation of freehold property | | | | |
| **Net movement in funds** | 1,199,048 | (128,424) | 47,294 | 1,117,918 |
| ***Reconciliation of funds:*** | | | | |
| Total funds brought forward | 1,445,811 | 2,935,092 | 20,592 | 4,401,495 |
| **Total funds carried forward** | **2,644,859** | **2,806,668** | **67,886** | **5,519,413** |

## 10 Analysis of support costs

| | Administration | Finance | Governance | 2021 | 2020 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Shop costs | 36,667 | 8,470 | 9,736 | 54,873 | 50,617 |
| Fundraising costs | 18,571 | 5,294 | 12,170 | 36,035 | 39,616 |
| ***Cost of generating funds*** | **55,238** | **13,764** | **21,906** | **90,908** | 90,233 |
| Hospice | 156,955 | 33,879 | 38,944 | 229,778 | 217,152 |
| Community Care | 35,273 | 5,294 | 18,255 | 58,822 | 57,807 |
| Wellbeing | 55,883 | 15,881 | 18,255 | 90,019 | 76,010 |
| Continuing Care | 131,121 | 37,055 | 24,340 | 192,516 | 165,089 |
| External Clinical Services & Training | - | - | - | - | - |
| ***Charitable services*** | **379,232** | **92,109** | **99,794** | **571,135** | 516,058 |
| **Total** | **434,470** | **105,873** | **121,700** | **662,043** | 606,291 |
| Prior year totals | 401,431 | 89,328 | 115,532 | | 606,291 |

## 11 Governance costs

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Management | 112, 575 | 107, 586 |
| Audit and Accountancy Fees | 9,125 | 6,000 |
| Other Professional Fees | - | 1,956 |
| | **121,700** | 115,532 |

## 12 Analysis of staff costs and key management personnel

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 3,170,761 | 3,177,619 |
| Social security costs | 265,029 | 258,095 |
| Pension costs | 207,528 | 208,125 |
| | 3,643,318 | 3,643,839 |

The Trustees were not paid and did not receive any other benefits from employment with the Hospice or its subsidiary in the year (2020: £nil). No trustees were reimbursed expenses for travel and training during the year (2020: £nil). No Trustee received payment for professional or other services supplied to the Charity (2020: £nil).

The average monthly headcount was 141 (2020: 151) and analysis of the staff employees in the year were:

| | 2021 | | 2020 | |
|---|---|---|---|---|
| | *Actual Number* | Full time equivalent | *Actual Number* | Full time equivalent |
| Direct charitable services | 77 | 51 | 97 | 63 |
| Fundraising & Trading | 45 | 36 | 40 | 35 |
| Support services | 19 | 15 | 14 | 11 |
| **Total** | **141** | **102** | **151** | **109** |

Throughout the year we also had 10 (compared to 26 in 2020) bank staff available to provide support in the event of short notice absences.

The number of employees whose total employee benefits, excluding pension contributions were over £60,000, (classified within bands of £10,000) are as follows:

| | 2021 | 2020 |
|---|---|---|
| £60,000 - £69,999 | 2 | - |
| £70,000 - £79,999 | 1 | 1 |
| £80,000 - £89,999 | | 1 |
| £90,000 - £99,999 | 1 | 1 |

Pension contributions relating to those staff earning over £60,000 totalled £35,247 in the current year (2020: £31,870).

Pension Contributions

The Charity contributes to the NHS Superannuation scheme for eligible staff and operates a defined contribution scheme for other staff. The pension charge for the year represents contributions payable by the Charity to the schemes and amounted to £222,971 (2020: £208,125). At 31 March 2021 £26,741 was outstanding in respect of pension contributions (2020: £31,870).

Key Management Personnel

FRS 102 defines 'key management personnel as those persons having authority and responsibility for planning, directing and controlling the activities of the Charity, directly or indirectly, including those members of staff who are the senior management personnel to whom the Trustees have delegated significant authority or responsibility in the day-to-day running of the charity'. We have interpreted this to be the Trustees and the Chief Executive whose employee benefits for both the Charity and the Group were £79,171 in total (2020: £87,968).

Volunteers

The Group had 438 volunteers during the year (Prior year: 450), of which 180 (Prior year: 170) worked in our retail operations and 258 (Prior year: 280) supported the charitable and administrative work of the Charity.

## 13 Net incoming resources

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Net incoming resources is stated after charging: | | |
| Depreciation | 126,368 | 179,436 |
| Auditors remuneration: | | |
| - for audit services | 9,125 | 6,000 |
| - for accountancy services | - | - |
| Operating lease rentals | 165,940 | 164,153 |

## 14 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

## 15 Tangible fixed assets

| Group and Charity | Freehold property | Fixtures and fittings | IT Equipment | Motor Vehicles | Total |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| **Cost** | | | | | |
| At start of year | 3,420,166 | 899,895 | 152,133 | 130,645 | **4,602,839** |
| Additions | 43,781 | 11,488 | 7,354 | - | **62,623** |
| Disposals | - | - | - | (1,000) | **(1,000)** |
| **At end of year** | **3,463,947** | **911,383** | **159,487** | **129,645** | **4,664,462** |
| **Depreciation** | | | | | |
| At start of year | 1,420,994 | 724,562 | 153,743 | 87,225 | **2,386,524** |
| Charge for the year | 95,908 | 33,402 | (13,796) | 10,854 | **126,368** |
| Disposals | - | - | - | (578) | **(578)** |
| **At end of year** | **1,516,902** | **757,964** | **139,947** | **97,501** | **2,512,314** |
| ***Net book value at the end of the year*** | **1,947,045** | **153,419** | **19,540** | **32,144** | **2,152,148** |
| *Net book value at the start of the year* | 1,999,172 | 175,333 | (1,610) | 43,420 | **2,216,315** |

Freehold property includes freehold land of £180,000 that is not depreciated. The market value of the land has been valued by the directors at £345,000.

## 16 Investments

| a) Investments - Group and Charity | 2021 £ | 2020 £ |
|---|---|---|
| At start of the year | 430,130 | 448,246 |
| Additions | 148,937 | 22,473 |
| Disposals | (108,070) | (49,834) |
| Movement in cash | (35,964) | 33,985 |
| Unrealised Gains/(loss) on Revaluation | 53,974 | (24,740) |
| At end of the year | **489,007** | **430,130** |

| b) Analysis of investments | | |
|---|---|---|
| Listed investments | 471,987 | 377,146 |
| Other investments | 300 | 300 |
| Cash held as part of the investment portfolio | 16,720 | 52,684 |
| **Total group** | **489,007** | **430,130** |
| | | |
| Equity investment in subsidiary | 90,000 | 90,000 |
| **Total charity** | **579,007** | **520,130** |

All investments are held in the UK. The historical cost of the listed and other investments is £387,207 (prior year: £331,648)

### c) Trading subsidiary

The Charity owns a subsidiary, St Peter and St James Hospice Shops Limited (company number 3146736), whose main purpose is to sell new trading goods to raise funds for the Charity and which pays all of its profits to the Charity under the gift aid scheme. The Charity holds 90,000 ordinary shares of £1 each in its wholly owned trading subsidiary company, St Peter and St James Hospice Shops Limited, which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company are summarised as follows:

| **Income statement** | 2021 £ | 2020 £ |
|---|---|---|
| **Turnover** | 29,016 | 67,241 |
| Cost of sales | (8,635) | (26,282) |
| Gross profit | 20,381 | 40,959 |
| Operating expenses | (19,200) | (32,000) |
| **Profit on ordinary activities** | 1,181 | 8,959 |
| Donation to hospice | (1,181) | (8,959) |
| **Increase/(decrease) in the Retained profit for the year** | - | - |
| | | |
| **Balance sheet** | | |
| Current Assets | 224,760 | 134,915 |
| Liabilities | (52,273) | (29,535) |
| **Net assets** | **172,487** | **105,379** |
| ***Represented by:*** | | |
| Capital | 90,000 | 90,000 |
| Reserves | 82,487 | 15,379 |
| | **172,487** | **105,379** |

## 17 Debtors

| | Group 2021 | Group 2020 | Charity 2021 | Charity 2020 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Trade debtors | 43,775 | 50,013 | 41,641 | 50,013 |
| VAT recoverable | 48,097 | 51,454 | 9,924 | 37,673 |
| Amount due from subsidiary | - | - | 59,326 | - |
| Other debtors and prepayments | 345,549 | 420,391 | 343,342 | 422,240 |
| | **437,421** | **521,858** | **454,233** | **509,926** |

## 18 Creditors: amounts falling due within one year

| | £ | £ | £ | £ |
|---|---|---|---|---|
| Trade creditors | 52,040 | 137,758 | 33,123 | 108,223 |
| Taxation and social security | 60,704 | 69,237 | 60,704 | 69,237 |
| Amount due to subsidiary | - | - | - | 44,278 |
| Other creditors | 31,987 | 30,239 | 31,987 | 30,239 |
| Accruals and deferred income | 30,028 | 56,882 | 42,041 | 56,882 |
| | **174,759** | **294,116** | **167,855** | **308,859** |

## 19 Operating Leases

| | 2021 | 2020 |
|---|---|---|
| The Trust has total commitments under operating leases as follows: | £ | £ |
| Not later than one year | 179,065 | 196,940 |
| Later than one and not later than five years | 617,943 | 652,712 |
| Later than five years | 448,461 | 593,561 |
| | **1,245,469** | 1,443,213 |

## 20 Restricted funds

| | Balance at 31 March 2020 | Income | Expenditure | Transfers | Balance at 31 March 2021 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Restricted Revenue Fund | 55,314 | 1,339,121 | (1,262,131) | - | **132,304** |
| Community Nursing Fund | - | 43,234 | (43,234) | - | - |
| Restricted Capital Fund | 12,572 | 5,000 | (5,000) | - | **12,572** |
| **Total Group Restricted** | **67,886** | **1,387,355** | **(1,310,365)** | - | **144,876** |

Restricted Revenue Fund

The Restricted Revenue Fund represents monies given to the Charity for specific purposes for the purchase of small items and revenue expenditure.

The Restricted Revenue Fund includes grants relating to Befriending, which represents monies received from East Sussex and West Sussex County Councils to support and improve the wellbeing of those caring for someone with a life limiting illness.

The Restricted Revenue Fund also includes funds for External Clinical Services from our contract with NHS Horsham & Mid Sussex CCG to provide palliative care consultant sessions at our local hospital and services to train students in palliative care.

Community Nursing Fund

The Community Nursing Fund represents one off restricted donations and ongoing grants to support our specialist Community Nurse team.

Restricted Capital Fund

The Restricted Capital Fund represents monies given for specific capital appeals.

## 21 Unrestricted funds

| | Balance at 31 March 2020 | Income | Expenditure and gains | Transfers | Balance at 31 March 2021 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Friends of St Peter and St James | 7,298 | 4,892 | - | - | **12,190** |
| Tangible Fixed Assets | 2,216,315 | - | - | (64,167) | **2,152,148** |
| Forecast Deficit Provision Fund | - | - | - | - | **-** |
| Legacy Accrual Fund | 283,055 | - | - | (171,134) | **111,921** |
| Capital Replacement Fund | 300,000 | - | - | (21,538) | **278,462** |
| **Total Designated funds** | 2,806,668 | 4,892 | - | (256,839) | **2,554,721** |
| General fund Trust | 2,539,479 | 3,763,597 | (3,268,858) | 256,839 | **3,291,057** |
| General fund Shops | 105,380 | 29,016 | (29,016) | - | **105,380** |
| **Total General fund** | 2,644,859 | 3,792,613 | (3,297,874) | 256,839 | **3,396,437** |
| **Total Unrestricted funds** | 5,451,527 | 3,797,505 | (3,297,874) | - | **5,951,158** |

Designated funds:

Unrestricted funds in the Friends of St Peter and St James have been set aside as designated funds in the Group accounts to meet the future needs for medical equipment and associated costs of the Charity.

The Tangible Fixed Asset Fund represents the net book value of the tangible fixed assets held by the Charity, which includes any building work-in-progress. Fixed assets are integral to the provision of charitable activities and therefore not readily available to spend (e.g. hospice buildings).

The Legacy Accrual Fund represents legacy income received after the year end that has been accrued into the accounts.

The Trustees established the Capital Replacement Fund in recognition of the ongoing need for capital investment to replace and, where appropriate, enhance the Charity's assets. A Stock Condition Survey was undertaken in 2017 by a third party, and was reviewed during 2020-21. The fund balance represents the expected capital expenditure required to 31 March 2024.

| Unrestricted funds (Prior Year) | Balance at 31 March 2019 | Income | Expenditure and gains | Transfers | Balance at 31 March 2020 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Friends of St Peter and St James | 5,449 | 1,849 | - | - | **7,298** |
| Tangible Fixed Assets | 2,229,643 | - | - | (13,328) | **2,216,315** |
| Forecast Deficit Provision Fund | - | - | - | - | **-** |
| Legacy Accrual Fund | 390,000 | - | - | (106,945) | **283,055** |
| Capital Replacement Fund | 310,000 | - | - | (10,000) | **300,000** |
| **Total Designated funds** | 2,935,092 | 1,849 | - | (130,273) | **2,806,668** |
| General fund Trust | 1,340,431 | 5,882,541 | (4,813,766) | 130,273 | **2,539,479** |
| General fund Shops | 105,380 | 67,241 | (67,241) | - | **105,380** |
| **Total General fund** | 1,445,811 | 5,949,782 | (4,881,007) | 130,273 | **2,644,859** |
| **Total Unrestricted funds** | 4,380,903 | 5,951,631 | (4,881,007) | - | **5,451,527** |

## 22 Net assets by funds (Current Year)

| | Year Ended 31 March 2021 | | | |
|---|---|---|---|---|
| | General funds | Designated funds | Restricted funds | Total funds |
| | £ | £ | £ | £ |
| Investments | 489,007 | - | - | **489,007** |
| Tangible fixed assets | - | 2,152,148 | - | **2,152,148** |
| Current assets | 3,082,189 | 402,573 | 144,876 | **3,629,638** |
| Creditors falling due in less than one year | (174,759) | - | - | **(174,459)** |
| *Creditors falling due in more than one year* | - | - | - | **-** |
| | **3,396,437** | **2,554,721** | **144,876** | **6,096,034** |

| Net assets by funds (Prior Year) | Year Ended 31 March 2020 | | | |
|---|---|---|---|---|
| | General funds | Designated funds | Restricted funds | Total funds |
| | £ | £ | £ | £ |
| Investments | 430,130 | - | - | **430,130** |
| Tangible fixed assets | - | 2,216,315 | - | **2,216,315** |
| Current assets | 2,533,290 | 590,353 | 43,441 | **3,167,084** |
| Creditors falling due in less than one year | (318,561) | - | 24,445 | **(294,116)** |
| | - | - | - | **-** |
| | **2,644,859** | **2,806,668** | **67,886** | **5,519,413** |

## 23 Related party transactions

Donations received from related parties (defined as Trustees and key management personnel) totalled £1,410 (2020 £8,585)

The following transactions took place between the Charity and its wholly owned subsidiary, Shops:

- The transfer under gift aid of the trading profits of the Shops to the Charity of £1,181 (2020: £8,959)
- The transfer of an administration charge from Shops to the Charity of £19,200 (2020: £32,000)

Balances outstanding from the Shops to the Charity as at 31 March 2021 were £nil (2020: £nil)

## 24 Financial performance of the Charity

The consolidated statement of financial activities includes the results of the Hospice's wholly owned trading subsidiary St Peter and St James Hospice Shops Limited and the Friends of St Peter and St James. The summary performance of the Charity alone is as follows:

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| Income | **5,184,017** | 6,203,265 |
| Total expenditure | **4,608,237** | 5,089,154 |
| Net surplus /(deficit) | **575,780** | 1,114,111 |
| Total funds brought forward | **5,498,584** | 4,384,473 |
| Total funds carried forward | **6,074,364** | 5,498,584 |
| | | |
| **Represented by:** | | |
| Restricted funds | **144,876** | 67,886 |
| Unrestricted funds | **5,929,488** | 5,430,698 |
| | **6,074,364** | 5,498,584 |

## 25 Financial performance of the Friends of St Peter and St James

The Friends of St Peter and St James is a registered charity, number 288522, whose objects are to relieve the patients of the Hospice who are sick, convalescent, disabled, handicapped or infirm and generally to support the charitable work of the Hospice to whom the Friends of St Peter and St James are ultimately responsible. A summary of the financial activities of the Friends of St Peter and St James is given below and these have been consolidated into the group accounts.

| | Unrestricted | Restricted | 2021 | 2020 |
|---|---|---|---|---|
| **Income** | £ | £ | £ | £ |
| Donations and subscriptions | 4,892 | - | 4,892 | 1,849 |
| Gift Aid | - | - | - | - |
| Investment income | - | - | - | - |
| Total income | 4,892 | - | 4,892 | 1,849 |
| | | | | |
| Resources expended - charitable activities | - | - | - | - |
| Net movement in funds | 4,892 | - | 4,892 | 1,849 |
| Funds brought forward | 7,298 | - | 7,298 | 5,449 |
| Funds carried forward | **12,190** | **-** | **12,190** | **7,298** |
| | | | | |
| Current Assets | | | | |
| Debtors | | - | | - |
| Cash at bank | 12,190 | - | 12,190 | 7,298 |
| Total net assets | 12,190 | - | 12,190 | 7,298 |
| | | | | |
| Funds of the Charity | | | | |
| Unrestricted Funds | 12,190 | - | 12,190 | 7,298 |
| Restricted Funds | - | - | - | - |
| Total Funds | **12,190** | **-** | **12,190** | **7,298** |

## 26 Contingent liabilities

In November 2019 the Charity received £16,498 in relation to a complex estate distribution, for which the Charity has been required to give an indemnity to the executor of the estate should there be a counterclaim. The Trustees believe the likelihood of a claim being made to be remote and accordingly no provision has been made in these accounts.

## 27 Reconciliation of net income/(expenditure) to net cash flow from operating activities

| | Group | Group | Charity | Charity |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Net income/(expenditure) for the reporting period** | 576,621 | 1,117,918 | 575,780 | 1,114,111 |
| ***Adjustments for:*** | | | | |
| Depreciation charges | 126,368 | 179,436 | 126,368 | 179,436 |
| (Increase)/decrease in debtors | 84,4379 | 43,113 | 55,693 | 58,399 |
| Increase/(decrease) in creditors | (119,357) | 142,732 | (141,004) | 122,975 |
| Loss/(profit) on the sale of fixed assets | (828) | - | (828) | - |
| (Gains)/losses on investments | (53,974) | 24,740 | (53,974) | 24,740 |
| Dividends, interest and rents from investments | (19,178) | (19,314) | (19,178) | (19,314) |
| **Net cash provided by operating activities** | **594,089** | **1,488,625** | **542,857** | **1,480,347** |

## 28 Analysis of cash and cash equivalents

| | Group | Group | Charity | Charity |
|---|---|---|---|---|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Cash at bank and in hand | 1,045,193 | 507,399 | 909,807 | 423,245 |
| Short term deposits | 2,147,024 | 2,137,827 | 2,147,024 | 2,137,827 |
| **Total cash and cash equivalents** | **3,192,217** | **2,645,226** | **3,056,831** | **2,561,072** |

## Key Addresses

### Registered Office

St Peter and St James Charitable Trust
North Common Road, North Chailey, Lewes, East Sussex, BN8 4ED

### Auditors

Knill James LLP
Chartered Accountants
One Bell Lane, Lewes, East Sussex BN7 1JU

### Bankers

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77 South Road, Haywards Heath, West Sussex
RH16 4LB

### Solicitors

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Trinity House, School Hill, Lewes,
East Sussex, BN7 2NN

Sherrards LLP
4 Albourne Court, Henfield Road, Albourne
West Sussex BN6 9FF

### Investment Managers

Rathbones
1 Northgate, Chichester, West Sussex, PO19 1AT