

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales · Charity number 1063631

Details

Other names	ST CLARE HOSPICE, ST CLARE HOSPICE TRUST, ST CLARE TRUST
Status	Registered
Legal form	Charitable company
Company number	03398955
Registered	1997-07-28
Register	View on the Charity Commission register

Contact

Address	St Clare Hospice Hastingwood Road Hastingwood Essex CM17 9JX
Phone	01279773700
Email	info@stclarehospice.org.uk
Website	www.stclarehospice.org.uk

Activities

Objects: 1. Purposes1.1 The Charity's objects are, for the public benefit, to advance the health of individuals with advanced and progressive life-limiting illnesses and others approaching death ("such individuals") and to relieve the needs (including, without limitation, the physical, psychological, social and spiritual needs) of such individuals, their family, friends and carers and others who have experienced a bereavement or loss, in particular but not exclusively by:1.1.1 the provision of care, advice and services to such individuals, their family, friends and carers and others who have experienced a bereavement or loss;1.1.2 the provision of education, training, advice and support to those providing care, advice or services to such individuals, their family, friends and carers, and those who are in contact with those who have experienced a bereavement or loss;1.1.3 conducting and promoting research into the care and treatment of (or services for) such individuals, their family, friends and carers, and those who have experienced a bereavement or loss, and the dissemination of the results thereof; and1.1.4 promoting awareness of issues faced by such individuals, their family, friends and carers and those who have experienced a bereavement or loss, primarily but not exclusively in the western part of the county of Essex and the eastern part of the county of Hertfordshire.

Activities: St Clare Hospice exists to meet the physical, psychological, social and spiritual needs of those with advanced and progressive life limiting illness and of their carers, through the provision of specialist palliative care services, based on need, as far as its resources allow.

Classification

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

Geography

- **Area of benefit:** ESSEX
- Essex
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,687,514	£9,725,698	£10,589,379	190
2024-03-31	£9,255,183	£8,779,629	£11,651,814	185
2023-03-31	£7,752,429	£7,744,755	£11,132,382	153
2022-03-31	£7,440,318	£6,345,064	£11,124,708	133
2021-03-31	£8,209,154	£5,739,318	£10,029,454	138

Trustees

Name	Role	Appointed
Dr Jeffrey Alan James Phillips	Chair	2021-07-27
ANDREW GORDON BALFOUR		2021-07-27
Dr Monica Bose		2019-11-26
JILL ROWLINSON		2018-06-11
Jason Cater		2025-12-02
Lawrence Charles Slade		2022-06-07
Melanie Wright		2023-02-24
Muntazir Haji		2023-06-06
Nicholas Greenwood		2025-12-02
Philip Thomas Birch		2018-02-27
Sarah Anne Howe		2023-02-24

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales - Charity number 1063631

Accounts

Annual Report & Financial Statements 2024/2025

St Clare West Essex
Hospice Care Trust



Annual Report and Financial Statements 2025

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stclarehospice.org.uk

Company Limited by Guarantee, Registered in England and Wales No. 3398955
Registered Charity No. 1063631

Reference and Administrative Information about the Charity, its Trustees, Management and Advisors

Patrons

Dame Claire Bertschinger DBE DL

Mr Michael Chapman DL

Mr Robert Halfon MP	Resigned	03/07/2024
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Mrs Melissa Jones

Dame Eleanor Laing DBE MP	Resigned	03/07/2024
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Mr Gary Neill MBIE

Lord Petre KCVO

Mr Bob Weston

Trustees (and Directors as defined by the Companies Act 2006)

Mr Nik Wright	(Chair)	Resigned	01/08/2025
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Dr Jeffrey Phillips BSc FRCA FFICM	(Appointed as Chair)		01/08/2025
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Mr Mark Astarita OBE	(Vice Chair)	Resigned, died	26/04/2024
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Dr Monica Bose BSc FRCP	(Vice Chair)		
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Mrs Jill Rowlinson FCIS MBA	(Appointed as Vice Chair)		03/12/2024
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Mr Phil Birch

Mr Andrew Balfour

Mr Lawrence Slade FEI

Ms Sarah Howe

Ms Melanie Wright

Mr Muntazir Haji

Company Secretary

Mrs Jill Rowlinson FCIS MBA

Registered Office & Principal Office

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

Dr Syed Qamar Abbas *MBBS FRCP (UK) CEPC Dip Pall Med Dip Med Ethics PGC Med Ed*

Director of Finance and Resources

Mr Nadarasa Sooryakumaran *FCCA*

Director of Patient Care and Quality

Mrs Sheona Evangeli *MSc, BSc (Hons) Dip HE, DN, RN*

Director of Clinical Integration

Ms Carolanne Brannan *BSc Dip HE RN*

Resigned 19/09/2024

Director of People and Communities

Ms Angela Proctor *BA (Hons) MCIPD*

Mrs Helen Grubb *BA (Hons) MCIPD*

Sabbatical leave 28/02/2025

Interim appointed 03/02/2025

Director of Income Generation & Communications

Mrs Rosie Knowles *BSc (Hons)*

Director of Digital and Transformation

Mrs Louise Hall *BSc (Hons)*

Resigned 31/05/2024

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG

Insurance Brokers

Towergate Insurance, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2024/25.

As an independent hospice with a Care Quality Commission (CQC) rating of 'Outstanding', we aim to work collaboratively with a wide range of partners and stakeholders to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire.

The hospice has spent the year focusing on improving the quality of current services as well as some important refurbishment and building improvements to provide a safer and more welcoming environment for patients and their families. We have also secured funding for new services to extend the reach of our hospice to our community.

During the year the Hospice delivered care for 1,569 patients (1,517 in 23/24, recalculated on similar basis), many of whom received support from different services across the clinical directorate. However, the hospice has supported many more people across the West Essex and East Hertfordshire area with a range of community-based services such as bereavement support, education and teaching, and dementia support, for example.

Additionally, we have been finding ways to cope with the impact of the cost-of-living crisis which has significantly increased our overall expenditure over the past two years.

The overall income generation performance during 2024/25 has been impacted by significant financial and economic uncertainty for all. While we budgeted and planned for a £1.26m deficit by the end of the year, we finished the financial year with a net deficit for the year before net loss on investments of £1.04m because of the generosity of our community, and a testament to our very dedicated staff and volunteers who work so hard.

Our financial reserves are such that we can continue delivering the care and support services in the coming year as part of our ambitious hospice strategy. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community, volunteers, businesses, individuals, community groups, local health organisations and partners and our commissioners from the Integrated Care System.

The Hospice is very proud of its achievements during the year. There is much more that is needed to be done, and the coming year will be a busy one for St Clare Hospice as we deliver an exciting plan for the future and focus on the needs of local people.

Organisation, Governance and Management

Constitution and Registration

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title "St Clare Hospice".

The Company's Articles of Association define the Company as "the Charity", and the Directors of the Company as "the Trustees". To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

Governance of St Clare Hospice

Trustees are appointed by the Board of Trustees following interview by, and a recommendation from, a selection panel appointed by the Chairs Advisory Group (made up of the Chair and Vice Chairs of the Charity). Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a Trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee's interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is able to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance and Risk, Income Generation, Remuneration and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee's area of responsibility. Each committee includes, and is supported by, the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Senior Leadership Team (SLT), led by the Chief Executive Officer, manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the SLT are invited to report on clinical, financial, workforce and general management issues.

Strong internal controls are in place to ensure that income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the SLT for approval by the Trustees, who monitor progress against such approved budgets.

The SLT meets weekly to discuss the day-to-day management of services and regularly review budgetary and clinical performance. They also use this time to explore improvements and new opportunities. The management team of each directorate meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chair every month to update on all activities and any areas of risk.

A pay and performance framework is in place which mirrors affordable aspects of the NHS Agenda for Change pay framework and covers hospice roles not typically found in the NHS. Analytical job evaluation and benchmarking is used to ensure pay is appropriate and competitive for the roles required to be performed by each staff member including the SLT. The hospice is an accredited Living Wage Employer and the whole process and framework are reviewed regularly to ensure the Hospice is paying fairly and tracking market rates to ensure that the talent can be attracted. It is overseen by the Board of Trustees to ensure equity and fairness.

Corporate Structure

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company Limited, which operates multiple charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

Aims, Objectives and Activities

The Charity's objects, as set out in its Articles of Association, are, for the public benefit, to advance the health of individuals with advanced and progressive life limiting illnesses and others approaching death and to relieve the needs (including, without limitation, the physical, psychological, social and spiritual needs) of such individuals, their family, friends and carers and others who have experienced a bereavement or loss, primarily but not necessarily in the western part of the county of Essex, through the provision of a specialist palliative care services based on need as far as resources allow.

It is the Trustees' principal aim that St Clare provides a Hospice that is a centre of excellence in the delivery of specialist palliative care and support by such charitable means as the Trustees see fit. Within this principal aim, the Trustees have specific objectives, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support, they wish to receive.
- Skilled counselling and support to the bereaved.
- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are regularly monitored and reviewed. The implementation of the strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The SLT and wider management team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

St Clare Hospice offers palliative care for people over the age of 18 who are living with a life-limiting illness when a cure is no longer possible. The Hospice also offers support for the families, carers and friends around the patient, including children and young people. All health and social care professionals can make a referral to our hospice services. Patients, families and friends can also seek a referral directly.

Individuals with life-limiting illnesses often have complex and multifaceted needs. To meet this challenge, the Hospice clinical team is a multi-professional specialist palliative care team bringing together staff with the necessary knowledge, skills and experience to ensure high quality diagnosis, treatment and compassionate care considering the patient and their family and friends, as a whole not just about treating the illness. Members of the specialist team include doctors, nurses, healthcare assistants, physiotherapists, occupational therapists, social workers, counsellors, administrative support, and chaplain and supported by a team of highly skilled and committed volunteers to support the delivery of care.

The clinical teams across all service areas undertakes detailed, specialised and holistic assessments of the needs of the patient across physical, psychological, social and spiritual domains.

Our expert clinicians provide advanced management of complex symptoms, ensuring that patients' preferences, values, and individual circumstances are considered wherever possible when offering guidance on the most appropriate care for their condition.

The St Clare Hospice services include the Inpatient Unit, Wellbeing Hub and outpatient services, community nursing service (comprising a Clinical Nurse Specialist Service and a Hospice at Home Service) and First Contact Team Service which offers a triage, assessment and advice service. A hallmark of hospice care is that hospices provide holistic care for both the patient and their family members, which includes physical, medical, emotional, spiritual and practical needs. To this end, St Clare Hospice also provides a range of patient and family support services such as bereavement services, social work advice and spiritual care. This is complemented by non-clinical models of social support and a community engagement programme which aims to identify local population needs and develop new models of care. The activity levels for the year are set out below.

The Hospice also provides clinical sessions and multidisciplinary team meetings input to Princess Alexandra Hospital, Harlow. On a weekly basis, there are four clinical sessions provided to the hospital which offers patient reviews and hospital staff support and education.

Education sessions are also delivered by hospice staff to local healthcare professionals and health and social care students. This year, the Hospice received students from medical, nursing, social work, counselling, allied healthcare professionals and physician associate backgrounds on placement. We also delivered a programme of online master classes and study days aimed at healthcare professionals, many of which needed to be repeated several times due to oversubscription, and which were highly evaluated by attendees. Subjects included themes such as introduction to end of life care, identifying a palliative care patient, symptom management, care of the dying patients, specialist management, advance care planning, ethical decision making and psychological support. We ran two study days, one on spirituality at the end of life and another on neurological diseases and care.

The hospice continued its support to the wider system by providing structured specialty training to trainee doctors. In the last year, this included 6 General Practice trainee doctors, 6 Foundation year training doctors and 1 Specialist Palliative Medicine trainee registrar. In partnership with the ICB, we also received one GP Fellow, who is within 5 years following completion of their training. The aim is to equip them with one day a week training at the hospice with structured Advanced Communication Skills Training and Certificate in Palliative care. For its educational contributions, St Clare Hospice is recognised as an 'Affiliated Healthcare Organisation' by University of Cambridge. It also received a prestigious 'Dedication to a Lifelong Learning Culture award 2024' from national Skills for Health organisation.

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their families and friends with a high level of care and support, always ensuring kindness, dignity and respect. The number of patient admissions during 2024/25 was 226 admissions compared to 197 in 2024/25, and bed occupancy was higher at 78% compared to 75% in 2023/24. Although there was a reduction in length of stay, occupancy at 2,241 bed days is an increase by 241 bed days on prior year.

During 2024/25 referrals to our therapists (e.g. physiotherapists and occupational therapists) was higher at 492 compared to 429 in 2023/24, and the Therapy team cared

for 339 patients, 41 more than prior year. The Wellbeing Hub continued to grow in reach and impact, with the Saffron Walden community hub now fully embedded as a core part of our service delivery.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals.

The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals.

The First Contact Service, our triage, assessment and advice service received both higher total referrals and patients during the year. This service plays a vital role in ensuring that individuals are directed to the most appropriate services, enabling more effective coordination and management of care across the organisation.

While the Clinical Nurse Specialist Service total referrals were lower in 2024/25, total number of patients at 430 is an increase on prior year. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and cared for 410 patients in their own homes (last year 380). We continue to work collaboratively with our external partners to ensure that all suitable patients are referred to our Hospice at Home service which often better meets their needs than other early discharge pathways.

The Compassionate Neighbours volunteer scheme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. During the year the project benefited 26 more people who have come to the end of their life and trained 41 more volunteers.

During the year, the Patient and Family Support Service supported 583 patients, an increase from 571 patients in the prior year. The Hospice also saw a significant increase in attendance at a range of bereavement support services including bereavement cafés held in various venues across West Essex, and through the Grief Line, our telephone bereavement helpline. Additionally, a skilled team of counsellors offer specialist counselling to adults, children and young people affected by loss. The support follows nationally approved guidelines and is tailored to each person's need. The Echo Project provides counselling support for children, young people and families facing loss and bereavement including support and training for schoolteachers and staff where bereavement is experienced.

Service Activity

Service		2023-24	2024-25
IPU	Total Admitted Patients	180 patients 197 admissions	210 patients 226 admissions
	Available Beds Day	2682	2860
	% Bed Occupancy	75%	78%
	Median Length of Stay in IPU (days)	9	7
Clinical Nurse Specialist	Total referrals	565	543
	Patients referred	407	430
Hospice at Home	Total referrals	587	578
	Patients referred	380	410
Therapy Team	Total referrals	429	492
	Patients referred	298	339
Patient and Family Support Service	Total referrals	659	686
	Patients referred	571	583
Café Clare	Attendances	1164	1526
Bereavement Café	Attendances	1834	2083
Compassionate Neighbours	Trained volunteers	26	41
	Matches made during the year	33	26

Public Benefit

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities undertaken continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance on public benefit published by the Charity Commission. It is intended that the Charity should maximise the benefit that it provides to the local community given the constraints of size and funds.

The Charity is an important professional organisation that is proud of its local associations. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning groups). For this reason, the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and East Hertfordshire.

Volunteers

Volunteers have always been at the heart of how we deliver our support to patients, carers, users of our services and the wider community at St Clare Hospice.

The Volunteer Development Team remains committed to recognising and nurturing the unique talents, skills, interests of each volunteer. By doing so, we look to ensure that their contributions are maximised, meaningful, and aligned with the needs of the hospice.

Looking ahead, we're excited about the future of volunteering at St Clare. We will continue to explore new ways to recruit and involve more volunteers.

Over the past year, we successfully launched our first cross-hospice volunteer campaign, which featured a significant digital component. This approach enabled us to reach a broader audience and resulted in an increase in active volunteers across the hospice and in particular, Compassionate Neighbours and Bereavement Support Services.

For the second consecutive year, we hosted our long service award events to celebrate the dedication and commitment of our volunteer workforce. These events were once again a great success. Additionally, we introduced a new recognition award to thank and recognise volunteers who consistently go above and beyond in their roles.

Strategic Report

Achievements and Performance

The hospice vision is that every adult in our local communities with a life limiting condition should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. We aim to provide both specialist clinical services and volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
2. We will work alongside our communities to become more resilient, to support each other and to remain independent for as long as possible.
3. We will equip healthcare colleagues to have the confidence and skills to provide outstanding end of life care.
4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

Focus on **quality** improvements across everything we do

Focus on the **sustainability** of the hospice's resources into the future

How will we achieve this?

Improving Access:

We will:

- Expand our reach
- Offer more services on our hospice site
- Prepare for an increase in care home residents who need our care, and for those who wish to be cared for at home
- Work to reduce hospital admissions so more people can benefit from hospice care
- Ensure everyone has fair access to hospice services, employment and volunteering opportunities
- Help local communities articulate what they need

Quality

We will:

- Demonstrate the impact we have made
- Continue to develop St Clare as an effective, open organisation that values integrity
- Continue to develop frameworks to ensure we are well-led, governed and effective
- We will equip health and social care colleagues to deliver great end of life care to their patients

Sustainability

We will:

- Create an empowered, motivated and skilled workforce (both staff and volunteers)
- Optimise income generation to enable us to remain independent and afford our services
- Invest in IT, digital services and data functions
- Aspire to reach carbon neutral by 2040

Achievements in 2024/25

It has been another busy year for St Clare Hospice, with work focusing on quality improvement and reviewing a number of hospice services in order to seek significant improvement and effectiveness. We have achieved a lot of positive changes that have helped deliver quality care and support for more people.

In particular, we developed an education programme for local home care agency staff to help identify when their clients might be nearing the end of life and building their confidence and skills to seek advice and support from St Clare if they need it. We improved nutrition and non-pharmacological (non-medicine) control of symptoms such as breathlessness and anxiety. We reviewed our Patient and Family Support services and our Community Nursing services to see what we need to develop to ensure local people can receive the care and support they need. During the year we worked in partnership with NHS colleagues to deliver Hospital at Home across West Essex which aims to keep patients at home rather than in hospital, and we achieved Veterans Awareness certification.

We also carried a number of minor improvements to the hospice, such as buying a 'cuddle bed' (which is a wider bed which allows patients to lie next to their partner, or cuddle a child or grandchild), and a refit of the family kitchen on the unit and of Reception to provide a more accessible warm welcome for visitors.

We have also worked hard on building a supportive and open culture with a roll out of Unconscious Bias training to all staff and trustees, hospice-wide work on an agreed behaviours framework. Additionally, we continue to hone our reporting and quality improvement programme, with a specific focus on how we collect, record and report on our activity and impact for patient and the wider local community.

Despite a very challenging external economic environment, our income generation teams continued to work closely with our local community to generate funds across our shops, lottery and fundraising. We continue to receive a huge amount of support in a variety of ways from local people who want to see hospice care available for everyone who needs it.

This year we launched a new event in Saffron Walden to celebrate the lives of loved ones who have died and welcomed almost 100 local people to walk in their memory. The event was very well received by the local community and supported by local businesses.

We were delighted to open a new charity shop in Little Canfield, Takeley, Uttlesford this year. This community store is in the heart of the village, and the support from local people in volunteering and donations has been fantastic.

It has been fantastic to see the progress of St Clare Hospice over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non-clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff, with support from dedicated volunteers and our local communities enables the Hospice to continue to deliver high quality patient care, which is at the heart of all that St Clare Hospice does.

Financial Review

The outcome for the year after net loss on investments was a deficit of £1.06m, which is a substantial decrease on the prior year surplus of £519k.

Decreases in Donations and gifts, Legacies and Other income have resulted in a £568k decrease in overall income compared to prior year.

There were increases in all areas of expenditure due to continued investment and expansion in patient care as well as funding to grow the income generating activities, in part from designated funds. The high level of inflation and staff costs have continued to result in increase in the baseline expenditure.

NHS contract income of £2.1 million remained at the previous year's level. However, at 27% of the Charity's expenditure, it is lower than the 29% received in the prior year. A £144,945 capital expenditure grant received from the Department of Health via Hospice UK was spent on equipment and refurbishment of our main hospice buildings during the year.

St Clare held net assets of £10.59m on 31 March 2025. Of this amount, £3.24m had been invested in land, buildings and equipment, and long-term investments leaving net current assets of £7.35m.

A going concern assessment has been undertaken in accordance with the Charities SORP (FRS102). Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

St Clare Hospice is committed to maintaining high standards of fundraising, retail and lottery activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are committed to fundraising by the standards set out in the Fundraising Code of Practice, and our contracted professional canvassing agencies for new lottery players are also required to maintain the Code of Practice. We are members of the Hospice Income Generation Network and Hospice UK.

A range of public facing fundraising activities are undertaken including events, direct mailings, corporate fundraising and telephone appeals. Fundraising activities are reported to the Income Generation Committee on a quarterly basis.

The Hospice commits to its fundraising policies and practice being legal, open and honest. Staff training and robust procedures are in place to ensure that these standards are maintained, and that no-one who is potentially vulnerable is asked to commit to giving.

From time to time, the Hospice may work with established and reputable service providers which include mailing houses, event management companies and fundraising agencies. Monitoring of activities is done by investigating complaints, seeking supporter feedback, mystery shopping and audits.

St Clare Hospice is GDPR compliant and uses a number of methods to ensure regular review and accurate record keeping. In addition, the Hospice has signed up to receiving marketing suppressions under the Fundraising Preference Service and also will not make fundraising calls to telephone numbers registered with the Telephone Preference Service. Detailed supporters' contact preferences and giving history are recorded on the fundraising database which is managed within the fundraising team.

Supporter experience is a priority for all teams within the Income Generation directorate and as such any complaints are investigated and dealt with in line the Hospice complaints policy. It is pleasing to report, that during the year, there were no complaints received about fundraising activities.

Fundraising income generated in 2024/25 was £1,970k compared to a prior year figure of £2,302k. The Fundraising Income figure is made up of Donations and Gifts, and Fundraising Events, but excludes £677k (2024: £572k) income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

The hospice benefitted from generous support from our community in 2024/25, however many of our supporters were feeling the effects of the cost-of-living crisis and ongoing economic environment. Our focus in fundraising is always to connect our supporters with the Impact of the work we do and show how their donations are making a difference to local people. We saw increased income in some areas of fundraising this year, but not all - however the overriding impression throughout the year remains that our community is highly supportive of the hospice and generously do all they can to support us.

The focus for 2025/26 is on increasing our capacity and efficiency to be able to serve the community who are wishing to support us, and raise the increasing funds needed to run the Hospice. It is vital that we make sure that those that are able and wish to donate to the Hospice can do so easily, and that they continue to be aware of the incredible difference this makes to local people receiving our services.

Retail and Lottery Performance

St Clare Hospice retail performed extremely well, thanks to a strong internal culture with skilled and high performing staff and volunteers, excellent support from the public through shopping and donating, and the opening of our newest shop in Takeley, Uttlesford. Sales increased significantly year on year, however increasing costs impacted our overall income. The net contribution of all retail activity (including e-commerce) for 2024/25 was £452k compared to £491k in 2023/24.

It is our ambition to continue to grow our portfolio of stores across the region that we serve as a hospice in order to grow sustainable income for the charity. In addition, in 2023/24 we soft-launched a house clearance operation, designed to generate income for the charity and stock for the retail chain. This operation is now performing well and providing a sensitive and efficient service to the public, whilst generating income and stock for our retail chain.

The St Clare weekly lottery is a key income stream for the hospice, with excellent player numbers across our region. Face to face player recruitment continued, and we

introduced single ticket sales via our shops, leading to growth in our player numbers. Lottery contribution to the charity was £400k in 2024/25 vs £419k in the previous financial year. This minor reduction in contribution was planned, as we invest more into player recruitment. We expect to see this pattern again in 2025/26 as we grow our player numbers further.

Investment Policy

The Trustees' investment policy is governed by the Company's Articles of Association and by the Investment Policy approved by the Board. This allows the Trustees to invest the Charity's funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law.

During the year, beyond a small working balance, all cash was held in interest bearing accounts with, more recently, a sum held in an investment fund. That cash which is not required in the short term is invested in immediate, notice or fixed term deposits to secure the highest rate of interest available. The investment fund is invested with a view to a higher return and long-term growth.

The current policy set by the Trustees for investment of cash, limits the amount that can be invested with a single financial institution.

The policy requires sums held as long-term investments to be placed in an actively managed fund with a reputable Investment Manager with proven track record. Subject to the Trustee Act 2000, the trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the Hospice.

CCLA Investment Management Limited has been appointed as Investment Manager with specified investment powers subject to the following restrictions:

- To be consistent with our ethical ambitions to environmentally sound and sustainable as possible, with a view to be carbon neutral by 2040;
- To not have direct investments in companies that produce tobacco or tobacco related products;
- Investments are consolidated in COIF Charities Ethical Investment Fund, effectively holding units in a highly diversified but readily accessible portfolio.

Reserves Policy and Objectives

The Trustees have reviewed and kept unchanged the Reserves Policy approved in September 2022 in line with recommendations from the Charity Commission. It is the view of the Board of Trustees that St Clare Hospice should provide reliable and consistent services to its beneficiaries beyond the immediate future and be able to meet unexpected expenses, absorb setbacks, and take advantage of changes and opportunities for development when they arise.

This review has also taken account of the development of services provided by St Clare Hospice, as contemplated in the Hospice's Strategy.

The Trustees agreed on a target level of reserves informed by the nature of the financial position of St Clare Hospice and the risks facing it. Factors considered by the Trustees include the categories of income received by the Hospice and the risk factors applicable to these categories:

- The absence of a long-term funding commitment and proposed changes to funding for those services provided by the Hospice for which income is received from the NHS or other government agencies
- The volatility of fundraising income, as demonstrated during and following the Covid pandemic
- The uncertainties of legacy income, both as regards amounts and timing
- The uncertainty of the amount of income which may be forthcoming from trading activity in the Hospice's subsidiary, including the uncertainty of trading income in the retail and lottery markets and the risks of undertaking that trading
- The inherent risks of providing medical and clinical services
- The external economic environment, and the impact of exceptionally high levels of inflation feeding through to year-on-year baseline costs

In addition, it is planned that the Hospice will have an annual deficit for the next few years requiring investment in income generating activities to close the deficit gap and to balance the two priorities of investing in services and increasing overall income to sustain this investment long term. This investment is a key part of the Hospice strategy and has also been enabled by surpluses in prior years. This approach is an acknowledgement by the Trustees of the need to avoid excessive reserves and to utilise funds as quickly as possible to support our charitable objectives.

The target level of reserves agreed by the Trustees is six months of forecast expenditure for the Hospice and its trading subsidiary. Thus, in each financial year the Hospice will aim to have reserves equal to half the budgeted expenditure for that financial year.

Further amounts may be designated for specific projects, initiatives or liabilities. These designated funds, if designated, will be for areas of work that directly further the Hospice's strategic objectives as recommended by the relevant Committee. The approach to designation will be recommended by the Finance and Risk Committee. These designated funds will not be taken into account in comparing the amount of reserves with the target level.

The reserves policy target will be calculated on an annual basis and agreed by the Board prior to approving the Annual Report and Accounts.

Designated funds

At their meeting in September 2022, the Trustees designated certain amounts for anticipated future expenditure arising from St Clare's Strategy and are divided into strategic areas we consider a priority. This expenditure is to be across a five-year period after plans are further developed, and projects identified in detail. The designated funds (and amounts utilised during the year) in addition to £2.2m representing the net book value of tangible and intangible fixed assets are the following:

Improving Access: Clinical services and digital £1m (of which £554k has been utilised)
Improving Access: Capital Development £3m
Quality: Impact development £100k (of which £20k has been utilised)
Sustainability: Income generation £500k (of which £445k has been utilised)
Sustainability: People development £400k (of which £356k has been utilised)

Level of reserves

As at 31 March 2025, St Clare Hospice held net assets of £10.6m, of which £2.2m is represented by tangible and intangible fixed assets, leaving £8.4m. After deducting restricted funds of £0.3m and unutilised designated funds (see above) of £3.6m, £4.4m is available as undesignated general reserves.

The reserves policy target for 2025-26 is £5.3m. With further deficits forecast in the next few years, it would be the expectation of the Trustees that to maintain the required level of reserves, the remaining funds out of the £3.6m designated funds for Strategy will be released in the coming year.

Risk Management

The Senior Leadership Team which meets weekly, chaired by the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The organisational risks are identified and measures put in place by SLT and reviewed by the Finance and Risk Committee before they are reported to the Board. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer, and a summary of the main risks are reported on a quarterly basis to the Board of Trustees. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources and reported to the Board of Trustees. In short risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing possible exposure to any identified risks:

- All professional and other Codes of Practice applying to Hospice activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.
- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

The SLT has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc.) they are accepted.

St Clare Hospice believes that a high-quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register

and actions are agreed to ensure that the risk is either removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which can be affected by significant external issues such as a global financial slowdown, and the proposed reorganisation of the NHS which may have an impact on commissioning and funding. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided. Although we have taken several mitigating actions to secure our income generating capability the increase in baseline expenditure continues to place reliance on sustained growth in voluntary and trading income.

Dedicated teams of fundraising, lottery and retail staff, who are supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. The SLT and the Income Generation Committee closely monitor income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place.

The reorganisation and merging of NHS structures due in 2026 presents the Hospice with a slightly elevated risk of not being able to survive financially if the hospice's NHS contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with NHS partners during the year and believes the Hospice's positive attitude and willingness to support the wider system during the past few years has generally helped support a higher profile and improved reputation.

The proposed Assisted Dying Bill which, at the time of writing, has passed through the House of Commons and now due to be considered in the House of Lords also presents a few potential risks for the Hospice. This might include a requirement for the Hospice to be involved in some form with Assisted Dying alongside the delivery of existing palliative and end of life services, and issues connected to the very strong opposing views held within local communities about this issue.

The ability to recruit to staff vacancies remains a general concern, especially where specialist skills or qualifications are required. In the past, Registered Nurse recruitment has posed a significant risk for the Hospice, but this has become less of an issue during 2024/25. Holding vacancies for key roles has an impact on the quality and ability of the Hospice to deliver services and functions.

Lastly, health and safety issues remain a significant risk area for the Hospice, with a number of hospice functions posing risks for hospice colleagues; clinical staff who might need to lift patients, retail staff who move donations and stock in the shops, and staff who are lone workers across several functions as some examples. We have mitigations in place including training, equipment and security measures.

Commentary on Last Year's Plans for 2024/25

- We planned to deliver an impact measurement programme which focused primarily on the clinical and community engagement activities. We made significant progress specifically in the clinical areas. Once fully tested and brought into use, it will provide individual service managers key information to plan their service delivery.
- We planned to launch a full services plan which will draw together clinical, community engagement and education programmes to deliver outstanding end of life care for our community. A full services strategy was approved by the Board of Trustees in November 2024.
- We planned to review and implement an updated Patient and Family Support Service model which will reflect the changing needs of our community around grief and loss. This was implemented at the end of 2024.
- We planned to work with the wider healthcare system to consider delivering outstanding patient care which supports a move from reactive emergency care to proactive planned care to reduce the burden on the healthcare system. During the year we joined several key system conversations to improve care and reduce unnecessary hospital admissions. The overall number of hospital admissions for non-elective care has reduced during the year due to effective partnership working.
- We planned to invest in our Income Generation team and open new shops to expand our retail portfolio to deliver more income for the Hospice. We recruited to a few new roles and opened one new shop (with more to open during 2025/26) as part of our plan and are beginning to see the benefits in income.

Future Plans 2025/26

The Hospice plans for the coming financial year of 2025/26 are as follows:

- We will work to strengthen our finances, securing target level of sponsors and launching a 'Lions on Loose' art trail for the summer of 2026, open three new charity shops, and house clearance achieving target level of income.
- We will review our baseline costs; using the Department of Health and Social Care capital grant to best support and maintain adequate reserves and achieve financially sustainable budget within the five-year planning cycle.
- We will work with the wider healthcare system, as part of the newly formed Greater Essex configuration in delivering outstanding patient care which supports a move from reactive emergency care to proactive planned care, to reduce the burden on the healthcare system.
- We will work to understand the impact of what we do so we can make better decisions through data. A key part of this work is the virtual hospice service dashboards which will provide management, up-to-date information to maximise use of resources and show every bed and patient we care for, whether at home or in the hospice.
- We will redevelop key service models fit for the future, widen scale of Community Nursing service, implement education hub, and restructure clinical administration.
- We will continue to work embedding the Hospice values and behaviours framework that sets out the behaviours we accept and don't accept and ensure equity of access to services and workforce opportunities.

Statement of Trustees' Responsibilities for Financial Statements

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes 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 Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

On 18 November 2024 the company's auditor changed its name from Haysmacintyre LLP to HaysMac LLP.

The auditors, HaysMac LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Disclosure of information to auditors

As far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

People

In my role as Chair and on behalf of the Board of Trustees, I express my deep appreciation and gratitude to the staff and volunteers who have all made such a significant contribution to St Clare over the past year. They continue to demonstrate tremendous commitment, professionalism and enthusiasm that is so necessary to ensure the smooth running of the Hospice.

I would like to offer my sincere thanks to all my colleagues on the Board of Trustees for their continuing support for the Hospice, which has been incredibly valuable. The experience and expertise of Board members as volunteers not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am deeply grateful to the very committed, engaged and skilled group of trustees who give significant time and support to our senior leadership team.

Finally, I must deeply thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice, and it would be impossible for us to continue our work without their support. On behalf of the Board of Trustees, St Clare Hospice staff and volunteers, patients and their families, I am very grateful for the unstinting support of our local community.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 2 September 2025.

A handwritten signature in black ink, appearing to read 'J. Phillips', with a long horizontal flourish extending to the right.

Dr Jeffrey Phillips
Chair of Board of Trustees

Independent Auditors' Report to the Members of St Clare West Essex Hospice Care Trust

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates 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 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 21 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 controls as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Charity Commission, employment law and health and safety regulations, 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 preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

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 recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting 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 for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Lee Stokes (Senior statutory auditor)
for and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place,
London,
EC4R 1AG.

11/09/2025

**Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2025**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income:					
Donations and gifts	4	2,238,649	224,844	2,463,493	2,713,156
Legacies	5	1,178,106	-	1,178,106	1,822,440
Other trading activities					
Fundraising events & similar income		183,786	-	183,786	161,111
Trading Company turnover	6	2,085,826	-	2,085,826	1,941,654
		<u>2,269,612</u>	<u>-</u>	<u>2,269,612</u>	<u>2,102,765</u>
Income from charitable activities	7	2,104,991	294,625	2,399,616	2,259,723
Investment income and interest		287,040	-	287,040	255,302
Other income		84,516	5,131	89,647	101,797
Total income		<u>8,162,914</u>	<u>524,600</u>	<u>8,687,514</u>	<u>9,255,183</u>
Expenditure:					
Raising funds					
Fundraising expenditure		1,172,150	-	1,172,150	877,394
Trading Company expenses		1,904,218	-	1,904,218	1,590,445
	8	<u>3,076,368</u>	<u>-</u>	<u>3,076,368</u>	<u>2,467,839</u>
Charitable activities					
Patient care	9	6,236,102	350,704	6,586,806	6,254,723
Education and research		56,120	6,404	62,524	57,067
		<u>6,292,222</u>	<u>357,108</u>	<u>6,649,330</u>	<u>6,311,790</u>
Total expenditure		<u>9,368,590</u>	<u>357,108</u>	<u>9,725,698</u>	<u>8,779,629</u>
Net (expenditure)/income for year	11	<u>(1,205,676)</u>	<u>167,492</u>	<u>(1,038,184)</u>	<u>475,554</u>
Net (losses)/gains on investments		(24,251)		(24,251)	43,878
Net movement for the year before transfers		<u>(1,229,927)</u>	<u>167,492</u>	<u>(1,062,435)</u>	<u>519,432</u>
Transfers between funds	21	192,055	(192,055)	-	-
Net movement in funds		<u>(1,037,872)</u>	<u>(24,563)</u>	<u>(1,062,435)</u>	<u>519,432</u>
Reconciliation of funds:					
Total funds brought forward at 1 April		11,316,138	335,676	11,651,814	11,132,382
Total funds carried forward at 31 March	22	<u>10,278,266</u>	<u>311,113</u>	<u>10,589,379</u>	<u>11,651,814</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities of the group.
The detailed comparative information for the statement of financial activities is included in note 24.

St Clare West Essex Hospice Care Trust

Group and Charity Balance Sheets as at 31 March 2025

		Group		Charity	
	Notes	2025	2024	2025	2024
		£	£	£	£
Fixed assets					
Intangible assets	13	8,901	2,629	8,901	2,629
Tangible assets	14	2,214,998	2,222,225	2,154,296	2,152,558
Investments	15	1,018,931	543,878	1,018,933	543,880
		<u>3,242,830</u>	<u>2,768,732</u>	<u>3,182,130</u>	<u>2,699,067</u>
Current assets					
Stocks		18,354	9,816	-	-
Debtors	16	1,494,390	1,250,912	1,715,277	1,645,768
Bank deposits		5,522,483	7,674,053	5,522,483	7,483,713
Cash at bank and in hand		831,696	420,880	544,304	172,292
Friends branch funds		31	31	31	31
		<u>7,866,954</u>	<u>9,355,692</u>	<u>7,782,095</u>	<u>9,301,804</u>
Creditors: amounts falling due within one year	17	(520,405)	(472,610)	(375,535)	(349,745)
Net current assets		<u>7,346,549</u>	<u>8,883,082</u>	<u>7,406,560</u>	<u>8,952,059</u>
Net assets		<u>10,589,379</u>	<u>11,651,814</u>	<u>10,588,690</u>	<u>11,651,126</u>
Funds:					
Unrestricted general funds	21	4,429,426	4,689,246	3,470,505	4,214,345
Unrestricted designated funds	21	5,848,840	6,626,892	6,807,071	7,101,105
Restricted funds	21	311,113	335,676	311,113	335,676
Total funds		<u>10,589,379</u>	<u>11,651,814</u>	<u>10,588,690</u>	<u>11,651,126</u>

The deficit of the parent charity was £1,062,436 (2024: £519,432 surplus)

Approved by the Board of Trustees and authorised for issue on 2 September 2025

and signed on its behalf by:



Dr Jeffrey Phillips
Chair of the Board of Trustees



Andrew Balfour
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2025

	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities:				
Net cash (outflow)/inflow from operating activities (note 1 below)		(1,329,975)		611,787
Cash flows from investing activities:				
Interest received	287,040		255,302	
Acquisition of intangible fixed assets	(9,636)		-	
Purchase of tangible fixed assets	(188,183)		(155,144)	
Purchase of fixed asset investments	(500,000)		(500,000)	
Net cash outflow from investing activities		(410,779)		(399,842)
(Decrease)/increase in cash and cash equivalents in the year		(1,740,754)		211,945
Analysis of changes in cash and cash equivalents during the year:				
Total as at 1 April		8,094,964		7,883,019
Increase in cash and cash equivalents in the year		(1,740,754)		211,945
Total as at 31 March (note 2 below)		6,354,210		8,094,964

Notes to the Group Cash Flow Statement

1 Reconciliation of net income to net cash flow from operating activities	2025 £	2024 £
Net (expenditure)/income (as per statement of financial activities)	(1,062,435)	519,432
Adjustments for:		
Interest received	(287,040)	(255,302)
Amortisation of intangible fixed assets	3,364	3,505
Depreciation of tangible fixed assets	195,410	200,243
Loss on disposal of tangible fixed assets	-	-
Net losses/(gains) on fixed asset investments	24,947	(43,878)
(Increase) / decrease in stocks	(8,538)	(7,793)
Decrease / (increase) in debtors	(243,478)	136,720
Increase / (decrease) in creditors	47,795	58,860
Net cash (outflow)/inflow from operating activities	(1,329,975)	611,787
2 Analysis of cash and cash equivalents	2025 £	2024 £
Bank deposits	5,522,483	7,674,053
Cash at bank and in hand	831,696	420,880
Friends branch funds	31	31
Total as at 31 March	6,354,210	8,094,964

**Notes forming part of the financial statements
for the year ended 31 March 2025**

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

The Hospice 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 note(s).

(b) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

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. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed and that there are no material uncertainties regarding the charity's ability to continue as a going concern.

The going concern assessment included Trustees considering cash projections and financial plans. They are satisfied that the Charity has effective financial controls in place, and that there are robust risk and reserves policies which are regularly reviewed. The Trustees are able to monitor actual results against budget during the year and analyse the Charity's sources of income and expenditure.

Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

(d) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

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.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

(f) Income

Income is recognised when the Charity has entitlement 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation 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 tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

**Notes forming part of the financial statements
for the year ended 31 March 2025**

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

(g) Donated goods and services

Donated services or facilities 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 the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

(h) Expenditure

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

(i) Volunteers services

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

(j) Pension costs

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with FRS 102.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 102, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

**Notes forming part of the financial statements
for the year ended 31 March 2025**

(k) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accruals basis and in line with FRS 102.

(l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
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(m) Tangible fixed assets and depreciation

Tangible fixed assets, although individually costing less but as part of a project costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	between 34 and 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

(n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items 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 which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweigh the benefits.

(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) Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2 Judgements and key sources of estimation uncertainty

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

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

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 14 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2025

3 Financial activities of the Charity

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	2025 £	2024 £
Total income	6,783,296	7,664,739
Total expenditure	(7,821,481)	(7,189,185)
Net gains on investments	(24,251)	43,878
Net income for year	(1,062,436)	519,432
Total funds brought forward	11,651,126	11,131,694
Total funds carried forward	10,588,690	11,651,126
Represented by:		
Unrestricted income funds	10,277,577	11,315,450
Restricted income funds	311,113	335,676
	10,588,690	11,651,126

4 Donations and gifts

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Individuals	868,921	1,630	870,551
Appeals	63,525	-	63,525
Charitable Trusts	168,347	223,214	391,561
Community	242,532	-	242,532
Corporate	218,233	-	218,233
Donations from retail Gift Aid scheme	540,918	-	540,918
Retail Gift Aid	136,173	-	136,173
	2,238,649	224,844	2,463,493
	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Individuals	862,318	252,140	1,114,458
Appeals	47,150	-	47,150
Charitable Trusts	131,669	253,516	385,185
Community	294,167	-	294,167
Corporate	300,183	-	300,183
Donations from retail Gift Aid scheme	457,749	-	457,749
Retail Gift Aid	114,264	-	114,264
	2,207,500	505,656	2,713,156

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have been included in the financial statements, as entitlement to the legacies has been established and is considered probable that they will be received and can be reliably quantified.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2025

6 Net income from trading activities of subsidiary company

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

St Clare Hospice Trading Company Limited	2025	2024
Profit and loss account	£	£
Turnover	2,085,826	1,941,654
Cost of sales & administration expenses	(1,904,218)	(1,590,445)
Rent and IT charge payable to St Clare West Essex Hospice Care Trust	(26,200)	(13,000)
Net profit	<u>155,408</u>	<u>338,209</u>
Distributions to St Clare West Essex Hospice Care Trust	155,408	338,209
Retained in subsidiary	<u>-</u>	<u>-</u>
	<u>155,408</u>	<u>338,209</u>
The aggregate of the assets, liabilities and funds at 31 March was:		
Assets	519,549	664,314
Liabilities	(518,859)	(663,624)
Funds	<u>690</u>	<u>690</u>

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2025

7 Income from charitable activities

	2025 £	2024 £
NHS West Essex Clinical Commissioning Group		
Contract for patient care services	2,061,657	2,052,990
NHS East and North Hertfordshire Clinical Commissioning Group		
Contract for patient care services	43,334	52,001
Department of Health Grant	144,945	-
Reimbursement of medical consultant costs	144,884	144,400
Research & development (restricted income)	4,796	10,332
	<u>2,399,616</u>	<u>2,259,723</u>

8 Costs of raising funds

	Direct costs £	Support costs (note 11) £	Total 2025 £
Fundraising expenditure	948,101	226,049	1,172,150
Trading Company expenses	1,904,218	-	1,904,218
	<u>2,850,319</u>	<u>226,049</u>	<u>3,076,368</u>
	Direct costs £	Support costs (note 11) £	Total 2024 £
Fundraising expenditure	677,209	200,184	877,394
Trading Company expenses	1,590,445	-	1,590,445
	<u>2,267,654</u>	<u>200,184</u>	<u>2,467,839</u>

9 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2025 £
Inpatient unit	1,733,021	1,112,822	2,845,843
Wellbeing & Outpatients	369,301	483,236	852,537
Community service	668,026	279,800	947,826
Hospice at Home	603,103	256,374	859,477
Patient & Family Support	561,176	173,876	735,052
Strategy 2022+		346,071	346,071
	<u>3,934,627</u>	<u>2,652,179</u>	<u>6,586,806</u>
	Direct costs £	Support costs (note 11) £	Total 2024 £
Inpatient unit	1,471,097	1,090,409	2,561,506
Wellbeing and Outpatients	361,248	487,156	848,404
Community service	621,397	277,820	899,217
Hospice at Home	625,581	252,431	878,012
Patient and Family Support	574,689	173,390	748,079
Strategy 2022+		319,505	319,505
	<u>3,654,012</u>	<u>2,600,711</u>	<u>6,254,723</u>

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2025

10 Support costs

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Strategy 2022+	Basis of allocation	Total 2025 £
Management & HR	44,933	179,733	41,477	34,564	34,564	10,369	118,261	Staff Time	463,901
Insurance	2,512	33,643	9,540	1,506	2,008	1,004	-	Floor Space	50,213
Volunteer services	10,873	30,640	44,478	-	1,977	10,870	-	Usage	98,838
Premises and facilities	24,158	323,714	86,968	14,495	24,158	9,662	-	Floor Space	483,155
Catering & cleaning	10,591	182,698	52,956	5,295	5,295	7,944	-	Staff Time	264,779
Communications	42,862	45,719	14,287	15,716	18,573	5,717	19,726	Staff Time	162,600
IT	39,226	100,867	56,037	33,623	39,225	11,208	-	Staff Time	280,186
Office costs	49,490	126,817	40,210	37,117	46,397	9,280	-	Staff Time	309,311
Governance costs	1,404	8,426	3,009	3,210	3,612	402	-	Usage	20,063
First contact	-	28,022	46,703	46,703	28,022	37,364	68,310	Usage	255,124
Clinical Quality & Manager	-	52,543	87,571	87,571	52,543	70,056	76,512	Usage	426,796
Digital & Transformation	-	-	-	-	-	-	63,262	Usage	63,262
TOTALS	226,049	1,112,822	483,236	279,800	256,374	173,876	346,071		2,878,228

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Strategy 2022+	Basis of allocation	2024 £
Management and HR	38,293	187,987	41,775	34,812	34,812	10,444	96,693	Staff Time	444,816
Insurance costs	1,326	17,761	5,036	795	1,061	530	-	Floor space	26,509
Volunteer services	9,907	27,919	40,528	-	1,801	9,905	-	Usage	90,060
Premises and facilities	25,306	339,094	91,100	15,183	25,306	10,121	-	Floor space	506,110
Catering and cleaning	9,781	168,725	48,906	4,890	4,890	7,336	-	Staff Time	244,528
Communications	35,847	57,357	35,847	19,716	23,301	7,172	-	Staff Time	179,240
IT	33,101	85,117	47,287	28,373	33,101	9,458	-	Staff Time	236,437
Office costs	45,221	115,877	36,741	33,915	42,394	8,479	-	Staff Time	282,627
Governance costs	1,402	8,414	3,005	3,205	3,607	401	-	Usage	20,034
First contact	-	25,214	42,024	42,024	25,214	33,619	49,817	Usage	217,912
Clinical Quality & Manager	-	56,944	94,907	94,907	56,944	75,925	50,040	Usage	429,667
Digital & Transformation	-	-	-	-	-	-	122,955	Usage	122,955
TOTALS	200,184	1,090,409	487,156	277,819	252,431	173,390	319,505		2,800,895

11 Net income/(expenditure) for the year

Net income is stated after charging:

	2025 £	2024 £
Amortisation of intangible fixed assets	3,364	3,505
Depreciation of tangible fixed assets	195,410	200,243
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	22,000	20,900
- Tax services	3,097	5,993
Trustees' indemnity insurance	1,698	1,532
Operating leases	244,272	234,102

Notes forming part of the financial statements for the year ended 31 March 2025

12 Trustees' remuneration

No Trustees received emoluments in the current or comparative year. No Trustees were reimbursed expenses in the current year (2024: Nil).

13 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

	£
Cost	
At 1 April 2024	39,957
Additions	9,636
Disposals	-
At 31 March 2025	49,593
Amortisation	
At 1 April 2024	37,328
Charge for year	3,364
At 31 March 2025	40,692
Carrying value at 31 March 2025	8,901
Carrying value at 31 March 2024	2,629

14 Tangible fixed assets

Group

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2024	4,431,961	899,249	5,331,210
Additions	74,786	113,397	188,183
Disposals	-	(29,675)	(29,675)
At 31 March 2025	4,506,747	982,971	5,489,718
Depreciation			
At 1 April 2024	2,449,280	659,705	3,108,985
Charge for year	105,516	89,894	195,410
Disposals	-	(29,675)	(29,675)
At 31 March 2025	2,554,796	719,924	3,274,720
Net book value at 31 March 2025	1,951,951	263,047	2,214,998
Net book value at 31 March 2024	1,982,681	239,544	2,222,225

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2025

14 Tangible fixed assets (continued)

Charity

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2024	4,431,960	683,844	5,115,804
Additions	74,786	103,858	178,644
Disposals	-	(29,675)	(29,675)
At 31 March 2025	<u>4,506,746</u>	<u>758,027</u>	<u>5,264,773</u>
Depreciation			
At 1 April 2024	2,449,279	513,967	2,963,246
Charge for year	105,516	71,390	176,906
Disposals	-	(29,675)	(29,675)
At 31 March 2025	<u>2,554,795</u>	<u>555,682</u>	<u>3,110,477</u>
Net book value at 31 March 2025	<u>1,951,951</u>	<u>202,345</u>	<u>2,154,296</u>
Net book value at 31 March 2024	<u>1,982,681</u>	<u>169,877</u>	<u>2,152,558</u>

15 Fixed asset investments

	Charity	
	2025 £	2024 £
Listed investments:		
Market value at 01 April	543,878	
Additions during the year	500,000	500,000
Net gains on investments	(24,947)	43,878
Market value at 31 March	<u>1,018,931</u>	<u>543,878</u>
Cost of Shares in subsidiary company: St Clare Hospice Trading Company Limited	<u>2</u>	<u>2</u>
	<u>1,018,933</u>	<u>543,880</u>
At 31 March 2025 UK equities comprised:		
196,590.65 (2024:103,389.09) units in CCLA COIF Charities Ethical Investment Fund	<u>Market Value £1,018,931</u>	<u>Cost £1,000,000</u>

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

16 Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
St Clare Hospice Trading Company Limited	-	-	373,987	540,759
HMRC - income tax / VAT recoverable	42,681	80,350	32,236	65,366
Accrued legacy income	1,035,574	615,506	1,035,574	615,506
Interest due	46,016	31,236	46,016	30,679
Prepayments and other debtors	370,119	523,820	227,464	393,458
	<u>1,494,390</u>	<u>1,250,912</u>	<u>1,715,277</u>	<u>1,645,768</u>

Legacy notifications estimated at £331k (2024: £385k) have not been accrued as at the time the accounts were finalised, amount or certainty of receipt of each of the individual legacies could not be ascertained.

Notes forming part of the financial statements for the year ended 31 March 2025

17 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Interest free loans	-	2,500	-	2,500
Taxation and social security	147,190	138,615	147,190	138,615
Trade creditors	142,614	87,071	90,615	56,317
Other creditors	169,581	157,067	92,828	82,668
Accruals	61,020	78,024	44,902	60,312
Deferred income	-	9,333	-	9,333
	<u>520,405</u>	<u>472,610</u>	<u>375,535</u>	<u>349,745</u>

Included in other creditors are pension contributions amounting to £82,209 (2023: £80,757).

Deferred income reconciliation:

	Group		Charity	
	2025	2024	2024	2024
	£	£	£	£
Brought forward at 1 April	9,333	23,392	9,333	23,392
Released to the statement of financial activities	(9,333)	(23,392)	(9,333)	(23,392)
Deferred during the year	-	9,333	-	9,333
Carried forward at 31 March	<u>-</u>	<u>9,333</u>	<u>-</u>	<u>9,333</u>

18 Staff costs

	2025	2024
	£	£
Salaries	6,379,746	5,826,598
Social security costs	614,279	548,983
Pension costs	553,850	504,641
	<u>7,547,875</u>	<u>6,880,222</u>

Included in the above are redundancy and termination payments totalling £31,224 (2024: £Nil).

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 during the year was as follows:

	2025	2024
£60,001 - £70,000	8	3
£70,001 - £80,000	1	4
£80,001 - £90,000	3	2
£90,001 - £100,000	-	1
£100,001 - £110,000	1	2
£110,001 - £120,000	2	1
£120,001 - £130,000	1	-
£140,001 - £150,000	1	1

The average number of employees during the year was:

	2025	2024
Full time	86	85
Part time	104	100
	<u>190</u>	<u>185</u>

The average number of full time equivalent employees in the year was 144.6 (2023: 134.2).

19 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total cost including employer national insurance of the key management personnel of the Charity were £802,960 (2024: £880,758). During the year two members of the Senior Leadership Team resigned and their responsibilities were absorbed within the other members of the team.

Notes forming part of the financial statements for the year ended 31 March 2025

20 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2025:				
Intangible fixed assets	-	8,901	-	8,901
Tangible fixed assets	-	2,214,998	-	2,214,998
Investments	1,018,931	-	-	1,018,931
Current assets	3,930,900	3,624,941	311,113	7,866,954
Current liabilities	(520,405)	-	-	(520,405)
Total net assets	<u>4,429,426</u>	<u>5,848,840</u>	<u>311,113</u>	<u>10,589,379</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2024:				
Intangible fixed assets	-	2,629	-	2,629
Tangible fixed assets	-	2,222,225	-	2,222,225
Investments	543,878	-	-	543,878
Current assets	4,617,978	4,402,038	335,676	9,355,692
Current liabilities	(472,610)	-	-	(472,610)
Total net assets	<u>4,689,246</u>	<u>6,626,892</u>	<u>335,676</u>	<u>11,651,814</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2025:				
Intangible fixed assets	-	8,901	-	8,901
Tangible fixed assets	-	2,154,296	-	2,154,296
Investments	-	1,018,933	-	1,018,933
Current assets	3,846,041	3,624,941	311,113	7,782,095
Current liabilities	(375,535)	-	-	(375,535)
Total net assets	<u>3,470,506</u>	<u>6,807,071</u>	<u>311,113</u>	<u>10,588,690</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2024:				
Intangible fixed assets	-	2,629	-	2,629
Tangible fixed assets	-	2,152,558	-	2,152,558
Investments	-	543,880	-	543,880
Current assets	4,564,090	4,402,038	335,676	9,301,804
Current liabilities	(349,745)	-	-	(349,745)
Total net assets	<u>4,214,345</u>	<u>7,101,105</u>	<u>335,676</u>	<u>11,651,126</u>

Notes forming part of the financial statements for the year ended 31 March 2025

21 Statement of funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Unrestricted funds:					
General funds	4,689,246	8,138,663	(8,392,719)	(5,764)	4,429,426
Designated funds					
Net Book Value of Fixed Assets	2,224,855		(198,775)	197,819	2,223,899
Clinical Services & Digital	653,729		(208,084)		445,645
Capital Development	3,000,000		-		3,000,000
Impact Development	100,000		(19,726)		80,274
Income Generation	409,463		(354,513)		54,950
People Development	238,845		(194,773)		44,072
	<u>11,316,138</u>	<u>8,138,663</u>	<u>(9,368,590)</u>	<u>192,055</u>	<u>10,278,266</u>
Restricted funds:					
Patient Care fund	168,057	253,293	(207,887)	(47,110)	166,353
Community Engagement fund	48,438	76,503	(85,517)	-	39,424
Bereavement Service fund	31,454	45,063	(57,301)	-	19,216
Education & Research fund	87,727	1,786	(6,103)	-	86,120
Department of Health Capital Grant		144,945		(144,945)	-
	<u>335,676</u>	<u>524,600</u>	<u>(357,108)</u>	<u>(192,055)</u>	<u>311,113</u>
Total funds	<u>11,651,814</u>	<u>8,663,263</u>	<u>(9,725,698)</u>	<u>-</u>	<u>10,589,379</u>
	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
Unrestricted funds:					
General funds	3,859,639	8,783,073	(7,946,409)	(7,057)	4,689,246
Designated funds					
Net Book Value of Fixed Assets	2,273,459		(203,748)	155,144	2,224,855
Clinical Services & Digital	876,542		(222,813)		653,729
Capital Development	3,000,000		-		3,000,000
Impact Development	100,000		-		100,000
Income Generation	457,844		(48,381)		409,463
People Development	335,538		(96,693)		238,845
	<u>10,903,022</u>	<u>8,783,073</u>	<u>(8,518,044)</u>	<u>148,087</u>	<u>11,316,138</u>
Restricted funds:					
Patient Care fund	60,484	396,741	(141,081)	(148,087)	168,057
Community Engagement fund	38,293	63,261	(53,116)	-	48,438
Bereavement Service fund	49,205	45,654	(63,405)	-	31,454
Education & Research fund	81,378	10,332	(3,983)	-	87,727
	<u>229,360</u>	<u>515,988</u>	<u>(261,585)</u>	<u>(148,087)</u>	<u>335,676</u>
Total funds	<u>11,132,382</u>	<u>9,299,061</u>	<u>(8,779,629)</u>	<u>0</u>	<u>11,651,814</u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves, and a further £5 million designations to support our strategic goals were made in 2022. The £5 million were to be released in the next 3 to 4 years, of which £1,375,059 have been expended by 31 March 2025.

Restricted funds:

The Patient Care fund represents funds given by organisations and individuals to purchase equipment and fund other costs for patient care services.

The Community Engagement fund represents funds given by organisations to contribute towards costs of the Compassionate Neighbours project.

The Bereavement Service fund represents funds given by organisations to contribute towards bereavement services.

The Education & Research fund represents funds for the further education of Doctors.

Transfers between funds represent the purchase of fixed assets in the year.

Notes forming part of the financial statements for the year ended 31 March 2025

22 Related party transactions

During the year, the Charity provided rental of office accommodation and IT equipment to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £26,200 (2024: £13,000). In addition, the Charity received a Gift Aid donation of £155,408 during the year (2024: £338,209). The Charity also received £24,385 (2024: £1,120) donations from its' trustees and parties related to the the trustees' without conditions.

Excluding the Gift Aid Donation, at the Balance Sheet date, the Charity was due £218,579 from St Clare Hospice Trading Company Limited (2024: £202,550) which were remitted to the Charity after the Balance Sheet date.

There were no other related party transactions in the current or comparative year which required disclosure.

23 Commitments under operating leases

At 31 March, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2025 £	2024 £	2024 £
	Other	Land & Building	Other	Land & Building
Operating leases which expire:				
not later than one year	495	189,750	480	177,000
later than one year and not later than five years	1,980	554,792	320	566,792
later than five years	495	227,833	-	316,833
	<u>2,970</u>	<u>972,375</u>	<u>800</u>	<u>1,060,625</u>

Notes forming part of the financial statements for the year ended 31 March 2025

24 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Income:			
Donations and gifts	2,207,500	505,656	2,713,156
Legacies	1,822,440	-	1,822,440
Other trading activities			
Fundraising events & similar income	161,111	-	161,111
Trading Company turnover	1,941,654	-	1,941,654
	<u>2,102,765</u>	<u>-</u>	<u>2,102,765</u>
Income from charitable activities	2,249,391	10,332	2,259,723
Investment income and interest	255,302	-	255,302
Other income	101,797	-	101,797
Total income	<u>8,739,195</u>	<u>515,988</u>	<u>9,255,183</u>
Expenditure:			
Raising funds			
Fundraising expenditure	877,394	-	877,394
Trading Company expenses	1,590,445	-	1,590,445
	<u>2,467,839</u>	<u>-</u>	<u>2,467,839</u>
Charitable activities			
Patient care	5,997,120	257,603	6,254,723
Education and research	53,085	3,982	57,067
	<u>6,050,205</u>	<u>261,586</u>	<u>6,311,790</u>
Total expenditure	<u>8,518,044</u>	<u>261,586</u>	<u>8,779,629</u>
Net income for year	<u>221,151</u>	<u>254,403</u>	<u>475,555</u>
Net gains on investments	43,878	-	43,878
Net movement for the year before transfers	<u>265,030</u>	<u>254,403</u>	<u>519,432</u>
Transfers between funds	148,087	(148,087)	-
Net movement in funds	<u>413,116</u>	<u>106,316</u>	<u>519,432</u>
Reconciliation of funds:			
Total funds brought forward at 1 April	10,903,022	229,360	11,132,382
Total funds carried forward at 31 March	<u>11,316,138</u>	<u>335,676</u>	<u>11,651,814</u>

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales - Charity number 1063631

Accounts

Annual Report & Financial Statements

2023/2024

St Clare West Essex
Hospice Care Trust



Annual Report and Financial Statements 2024

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stclarehospice.org.uk

Company Limited by Guarantee, Registered in England and Wales No. 3398955
Registered Charity No. 1063631

Reference and Administrative Information about the Charity, its Trustees, Management and Advisors

Patrons

Dame Claire Bertschinger DBE DL		
Mr Michael Chapman DL		
Mr Robert Halfon MP	Resigned	03/07/2024
Mrs Melissa Jones		
Dame Eleanor Laing DBE MP	Resigned	03/07/2024
Mr Gary Neill MBIE		
Lord Petre KCVO		
Mr Bob Weston		
Mr John Wickens	Died	07/11/2023

Trustees (and Directors as defined by the Companies Act 2006)

Mr Nik Wright	(Chair)		
Mr Mark Astarita OBE	(Vice Chair)	Resigned, died	26/04/2024
Dr Monica Bose BSc FRCP	(Vice Chair)		
Mr Phil Birch			
Mrs Jill Rowlinson FCIS MBA			
Mr Andrew Balfour			
Dr Jeffrey Phillips BSc FRCA FFICM			
Mr Lawrence Slade FEI			
Ms Sarah Howe			
Ms Melanie Wright			
Mr Muntazir Haji	Appointed		06/06/2023

Company Secretary

Mrs Jill Rowlinson FCIS MBA

Registered Office & Principal Office

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

Dr Syed Qamar Abbas *MBBS FRCP (UK) CEPC Dip Pall Med Dip Med Ethics PGC Med Ed*

Director of Finance and Resources

Mr Nadarasa Sooryakumaran *FCCA*

Appointed 01/05/2023

Director of Patient Care and Quality

Mrs Sheona Evangeli *BSc (Hons) Dip HE DN RN*

Director of Clinical Integration

Ms Carolanne Brannan *BSc Dip HE RN*

Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

Resigned 18/08/2023

Ms Angela Proctor *BA (Hons) MCIPD*

Appointed 11/09/2023

Director of Income Generation & Communications

Miss Rosie Knowles *BSc (Hons) MInstF*

Director of Digital and Transformation

Mrs Louise Hall *BSc (Hons)*

Resigned 31/05/2024

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Insurance Brokers

Towergate Insurance, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2023/24.

As an independent hospice with a Care Quality Commission (CQC) rating of 'Outstanding', we aim to work collaboratively with a wide range of partners and stakeholders to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire.

The hospice has spent the year focusing on improving the quality of current services as well as some important refurbishment and building improvements to provide a safer and more welcoming environment for patients and their families. We have also secured funding for new services to extend the reach of our hospice to our community.

During the year the Hospice delivered care for 1,638 patients (1,664 in 22/23), many of whom received support from different services across the clinical directorate. However, the hospice has supported many more people across the West Essex and East Hertfordshire area with a range of community-based services such as bereavement support, education and teaching, and dementia support, for example.

Additionally, we have been finding ways to cope with the impact of the cost-of-living crisis which has significantly increased our overall expenditure over the past two years.

The overall income generation performance during 2023/24 has been strong against a backdrop of significant financial and economic uncertainty for all. Although we budgeted and planned for a £1.77m deficit by the end of the year, we finished the financial year with a net income for the year before net gains on investments of £476k which is a mark of how generous our community continues to be, and a testament to our very dedicated staff and volunteers who work so hard.

As a result, our financial reserves are such that we can continue delivering the care and support services in the coming year and invest in our new ambitious hospice strategy. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community, volunteers, businesses, individuals, community groups, local health organisations and partners and our commissioners from the Integrated Care System.

The Hospice is very proud of its achievements during the year. There is much more that is needed to be done, and the coming year will be a busy one for St Clare Hospice as we begin to deliver an exciting plan for the future and focus on the needs of local people.

Organisation, Governance and Management

Constitution and Registration

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title “St Clare Hospice”.

The Company’s Articles of Association define the Company as “the Charity”, and the Directors of the Company as “the Trustees”. To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

Governance of St Clare Hospice

Trustees are appointed by the Trust Board following interview by, and a recommendation from, a Committee of Trustees, usually including the Chair, a Vice Chair and one other. Such appointments are ratified at the following Annual General Meeting. Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a Trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee’s interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is able to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance and Risk, Income Generation, Remuneration and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee’s area of responsibility. Each committee includes, and is supported by, the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Senior Leadership Team (SLT), led by the Chief Executive Officer, manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the SLT are invited to report on clinical, financial, workforce and general management issues.

Strong internal controls are in place to ensure that income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the SLT for approval by the Trustees, who monitor progress against such approved budgets.

The SLT meets weekly to discuss the day-to-day management of services and regularly review budgetary and clinical performance. They also use this time to explore improvements and new opportunities. The management team of each directorate meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chair every month to update on all activities and any areas of risk.

A pay and performance framework is in place which mirrors aspects of the NHS Agenda for Change pay framework and covers hospice roles not typically found in the NHS. Analytical job evaluation and benchmarking is used to ensure pay is appropriate and competitive for the roles required to be performed by each staff member including the SLT. The hospice is an accredited Living Wage Employer and the whole process and framework are reviewed regularly to ensure the Hospice is paying fairly and tracking market rates to ensure that the talent can be attracted. It is overseen by the Board of Trustees to ensure equity and fairness.

Corporate Structure

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company Limited, which operates nine charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

Aims, Objectives and Activities

The Company's Memorandum of Association lays down its objectives as to meet the physical, psychological, social and spiritual needs of those with advanced and progressive life limiting illness and of their carers, primarily but not necessarily in the western part of the county of Essex, through the provision of a specialist palliative care services based on need as far as resources allow.

It is the Trustees' principal aim that St Clare provides a Hospice that is a centre of excellence in the delivery of specialist palliative care and support by such charitable means as the Trustees see fit. Within this principal aim, the Trustees have specific objectives, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support they wish to receive.
- Skilled counselling and support to the bereaved.
- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are regularly monitored and reviewed. The implementation of the strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The SLT and wider management team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

St Clare Hospice offers palliative care for people over the age of 18 who are living with a life-limiting illness when a cure is no longer possible. The Hospice also offers support for the families, carers and friends around the patient, including children and young people. St Clare also provides several support services available for anyone living in West Essex or East Hertfordshire who is affected by grief, loss, death and dying. All health and social care professionals can make a referral to our hospice services. Patients, families and friends can also seek a referral directly.

Individuals with life-limiting illnesses often have complex and multifaceted needs. To meet this challenge, the Hospice clinical team is a multi-professional specialist palliative care team bringing together staff with the necessary knowledge, skills and experience to ensure high quality diagnosis, treatment and compassionate care considering the patient and their family and friends, as a whole not just about treating the illness. Members of the specialist team include doctors, nurses, healthcare assistants, physiotherapists, occupational therapists, social workers, counsellors, administrative support, and chaplain and supported by a team of highly skilled and committed volunteers to support the delivery of care.

The clinical team within each service area undertakes detailed, specialised and holistic assessments of the needs of the patient across physical, psychological, social and spiritual domains.

Expert management of complex symptoms is provided, which takes account of the patient's views, preferences and circumstances wherever possible when considering their advice on the care that is most appropriate for the patient's condition.

The St Clare Hospice clinical services include the Inpatient Unit, Wellbeing Hub and outpatient services, community nursing service (comprising a Clinical Nurse Specialist Service and a Hospice at Home Service) and patient and family support services such as bereavement services and social work advice. This is complemented by non-clinical models of care and a community engagement programme which aims to identify local population needs and develop new models of care. The activity levels for the year are set out below.

The Hospice also provides clinical sessions and multidisciplinary team meetings input to Princess Alexandra Hospital, Harlow. On a weekly basis, there are four clinical sessions provided to the hospital which offers patient reviews and hospital staff support and education

Educational sessions are also delivered by hospice staff to local healthcare professionals and health and social care students. This year, the Hospice received students from medical, nursing, social work, counselling, allied healthcare professionals and physician associate backgrounds on placement. We also delivered a programme of online master classes and study days aimed at healthcare professionals, many of which needed to be repeated several times due to oversubscription and which were highly evaluated by attendees. Subjects included themes such as introduction to end of life care, identifying a palliative care patient, symptom management, care of the dying patients, specialist management, advance care planning, ethical decision making and psychological support.

The hospice continued its support to the wider system by providing structured specialty training to trainee doctors. In the last year, this included 6 General Practice trainee doctors, 6 Foundation year training doctors and 1 Specialist Palliative Medicine trainee registrar. In partnership with the ICB, we also received one GP Fellow, who is within 5 years following completion of their training. The aim is to equip them with one day a week training at the hospice with structured Advanced Communication Skills Training and Certificate in Palliative care.

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their families and friends with a high level of care and support, always ensuring dignity and respect. The number of patient admissions during 2023/24 was 201 admissions compared to 212 in 2022/23 and bed occupancy was slightly lower at 73% compared to 76% in 2022/23. However, the higher length of stay and available bed days has meant higher actual occupancy bed days compared to the prior year.

Although during 2023/24 referrals to our therapists (e.g. physiotherapists and occupational therapists) was slightly lower at 429 compared to 442 in 2022/23, the Therapy team cared for 298 patients, 13 more than prior year. The Wellbeing Hub, which was further enhanced during the year with the community hub in Saffron Walden.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals.

The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals.

Both the total referrals and the number of patients were lower in 2023/24, since unlike in prior years they were only counted when accepted by the service after being triaged by First Contact. This ensures that referrals that are better managed through other services are made to the appropriate service. In prior years, triaging of patients was carried out by the Clinical Nurse Specialists. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and cared for 380 patients in their own homes (last year 479). We continue to work with our external partners to facilitate all appropriate patients are referred to this service which better suits their needs rather than other early discharge pathways.

The Compassionate Neighbours volunteer scheme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. During the year the project benefited 33 more people who have come to the end of their life and trained 26 more volunteers.

During the year, the Patient and Family Support Service supported 624 patients, an increase from 507 patients in the prior year. The Hospice continued to deliver with significant increased attendance at a range of bereavement support services including bereavement cafés in various venues across West Essex, including the hospice and Grief Line, the telephone bereavement helpline. Additionally, a skilled team of counsellors offer specialist counselling to adults, children and young people affected by loss. The support follows nationally approved guidelines and is tailored to each person's need. The Echo Project provides counselling support for children, young people and families facing loss and bereavement including support and training for schoolteachers and staff where bereavement is experienced.

Service Activity

Service		2022-23	2023-24
IPU	Total Admitted Patients	171 patients 212 admissions	181 patients 201 admissions
	Available Beds Day	2679	2920
	% Bed Occupancy	76%	73%
	Median Length of Stay in IPU (days)	6.5	9
Clinical Nurse Specialist	Total referrals	611	565
	Patients referred	473	407
Hospice at Home	Total referrals	758	586
	Patients referred	479	380
Therapy Team	Total referrals	442	429
	Patients referred	285	298
Patient and Family Support Service	Total referrals	588	658
	Patients referred	507	624
Café Clare	Attendances	568	1164
Bereavement Café	Attendances	1196	1874
Compassionate Neighbours	Trained volunteers	19	26
	Matches made during the year	42	33

Public Benefit

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities undertaken continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance on public benefit published by the Charity Commission. It is intended that the Charity should maximise the benefit that it provides to the local community given the constraints of size and funds.

The Charity is an important professional organisation that is proud of its local associations. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning groups). For this reason, the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and East Hertfordshire.

Volunteers

Volunteers have always played an important role in how we deliver services to patients, families, community members and the wider community. Our volunteers offer an extra layer of support to make the journey with St Clare Hospice a positive experience.

The Volunteer Development Team continue to focus on the talents, skills, interests and availability of volunteers to ensure people's skills and expertise are brought to the hospice. During the year, a range of long service award events to thank and celebrate the dedicated service of the volunteer workforce at the hospice were organised. These continue to be warmly received by many volunteers who have valued being able to come together again in person over food with a certificate and badge as a small token of the hospice's great appreciation for their commitment.

Looking to the future of volunteering, we have some exciting ideas and potential to create more opportunities in areas that we have not had volunteers working before. All of this will increase the impact of our work and support more people in our community.

Strategic Report

Achievements and Performance

The Hospice Strategy 2022+ vision is that every adult in our local communities with a life limiting condition should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. We aim to provide both specialist clinical services and volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
2. We will work alongside our communities to become more resilient, to support each other and to remain independent for as long as possible.
3. We will equip healthcare colleagues to have the confidence and skills to provide outstanding end of life care.
4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

Focus on **quality** improvements across everything we do

Focus on the **sustainability** of the hospice's resources into the future

How will we achieve this?

Improving Access:

We will:

- Expand our reach
- Offer more services on our hospice site
- Prepare for an increase in care home residents who need our care, and for those who wish to be cared for at home
- Work to reduce hospital admissions so more people can benefit from hospice care
- Ensure everyone has fair access to hospice services, employment and volunteering opportunities
- Help local communities articulate what they need

Quality

We will:

- Demonstrate the impact we have made
- Continue to develop St Clare as an effective, open organisation that values integrity
- Continue to develop frameworks to ensure we are well-led, governed and effective
- We will equip health and social care colleagues to deliver great end of life care to their patients

Sustainability

We will:

- Create an empowered, motivated and skilled workforce (both staff and volunteers)
- Optimise income generation to enable us to remain independent and afford our services
- Invest in IT, digital services and data functions
- Aspire to reach carbon neutral by 2040

Achievements in 2023/24

It has been another busy year for St Clare Hospice, with work focusing on quality improvement in all areas and functions of the hospice and some expansion in services. We have achieved a lot of positive changes that have helped deliver quality care and support for more people.

Key quality projects have included examples such as extending the number of clinics, groups and support services through our Saffron Walden hub which has required closer working relationships with the GP surgeries, voluntary sector organisations and community groups in the Uttlesford area.

We have extended the provision of our Patient and Family Support services to 8pm on some weekday evenings so that patient family members who visit their loved one in the hospice after office hours can access support from our team. Within the first 4 months of this extension, the team were able to support 140 additional patient relatives.

We have introduced a palliative rehabilitation approach to the In-Patient Unit which involves asking patients about what's important to them, and their personal goals that would improve their quality of life. For some patients this has meant being supported to be outside in our hospice gardens enjoying the fresh air which has calmed difficult breathing. For others it's been about rebuilding fractured family relationships, or hosting sleepovers in yurts in the hospice grounds, or creating memory boxes for their young children.

We have worked on improving direct patient care such as focusing on patient fall reduction measures and reducing pressure ulcers for bed-bound patients. We have also undertaken some much-needed refurbishment works such as refreshing the walls in the IPU bedrooms and the communal 'octagon' area in the middle of the IPU.

During the year we commenced a large data programme which aims to develop an effective dashboard which demonstrates clearly our activity, performance and impact on the wider system, as well as for patients being cared for. We also made a start on using a Text messaging system which alerts patients about their appointments.

The year also saw more hospice Clinical Nurse Specialists achieve their non-medical prescribing qualifications, and some 150 people attend our September 2023 conference. Sessions at our conference covered topics such as "Ambitions in Palliative Care" and several other plenary sessions with eminent speakers such as Dr Erica Borgstrom, Professor Stephen Barclay and Reverend Dr Peter Speck. St Clare Hospice, as a provider centre, ran two cohorts of 'European Certificate in Essential Palliative Care', where we had a total of 36 candidates attend course and pass exams to receive their qualification.

Meanwhile, we also recruited a Frailty Lead to develop and implement an education project for domiciliary care agency staff which was funded by Hospice UK and set up a range of children's bereavement cafés and fun days to enable bereaved children to meet other children with similar experiences.

We have seen a significant improvement for a second year across all of our income generation streams, despite the challenges posed by the external environment. We have seen significant improvement in the overall contribution from the fundraising team as targeted investments and development of team members continues to pay off. The team overall is enthusiastic, motivated and skilled, focusing on the needs of our supporters which is paying off in the results. The retail performance has improved significantly during the year with all shops performing much better than the previous year. The St Clare Hospice Lottery has had a better year, by regaining lost ground with attrition rates seen during the pandemic, and overall a good financial contribution to the hospice.

It has been fantastic to see the progress of St Clare Hospice over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non-clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff, with support from dedicated volunteers and our local communities enables the Hospice to continue to deliver high quality patient care, which is at the heart of all that St Clare Hospice does.

Financial Review

The outcome for the year after net gains on investments was a surplus of £519k, which is an increase on the prior year surplus of £8k.

Higher income in all categories has contributed to a £1.5m increase in overall income compared to prior year.

There was increase in total expenditure which was mainly due to higher patient care expenditure where services continued to be developed and expanded, in part from designated funds. The high level of inflation and energy costs have continued to result in increase in the baseline expenditure.

NHS income was slightly higher than the previous year, however at 29% of the Charity's expenditure, it is lower than the 33% received in the prior year. The forecast future shortfalls in income compared with expenditure would reduce the level of reserves.

St Clare held net assets of £11.65m on 31 March 2024. Of this amount, £2.77m had been invested in land, buildings and equipment, and long-term investments leaving net current assets of £8.88m. The Trustees have reviewed financial forecasts and have agreed to continue to use reserves to develop services identified in the St Clare Hospice Strategy 2022+ to continue to reach more people affected by life-limiting illness, death, dying and loss. Since this may reduce reserves below the target level, the planned capital development project, for which funds have been designated, may ultimately be funded from a specific appeal to generate the required funds.

A going concern assessment has been undertaken in accordance with the Charities SORP (FR102). Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

St Clare Hospice is committed to maintaining high standards of fundraising, retail and lottery activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are committed to fundraising by the standards set out in the Fundraising Code of Practice, and our contracted professional canvassing agencies for new lottery players are also required to maintain the Codes of Practice. We are members of the Charity Retail Association and Hospice UK.

A range of public facing fundraising activities are undertaken including events, direct mailings, corporate fundraising and telephone appeals. Fundraising activities are reported to the Income Generation Committee on a quarterly basis.

The Hospice commits to its fundraising policies and practice being legal, open and honest. Staff training and robust procedures are in place to ensure that these standards are maintained, and that no-one who is potentially vulnerable is asked to commit to giving.

From time to time, the Hospice may work with established and reputable service providers which include mailing houses, event management companies and fundraising agencies. Monitoring of activities is done by investigating complaints, seeking supporter feedback, mystery shopping and audits.

St Clare Hospice is GDPR compliant and uses a number of methods to ensure regular review and accurate record keeping. In addition, the Hospice has signed up to receiving marketing suppressions under the Fundraising Preference Service, and also will not make fundraising calls to telephone numbers registered with the Telephone Preference Service. Detailed supporter contact preferences and giving history are recorded on the fundraising database which is managed within the fundraising team.

Supporter experience is a priority for all teams within the Income Generation directorate and as such any complaints are investigated and dealt with in line the Hospice complaints policy. It is pleasing to report, that during the year, there were no complaints received about fundraising activities.

Fundraising income generated in 2023/24 was £2,302k compared to a prior year figure of £1,783k. The Fundraising Income figure is made up of Donations and Gifts, Fundraising Events and St Clare Friends Groups, but excludes any income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

The hospice benefitted from generous support from our community once again in 2023/24. Our focus in fundraising is always to connect our supporters with the impact of the work we do and show how their donations are making a difference to local people. We saw high levels of activity in all areas of fundraising, with the overriding impression throughout the year being that our community is highly supportive of the hospice and generously do all they can to support us.

The focus for 2024/25 is on increasing our capacity and efficiency to be able to serve the community who are wishing to support us, and raise the increasing funds needed to run the Hospice. It is vital that we make sure that those that are able and wish to donate to the hospice can do so easily, and that they continue to be aware of the incredible difference this makes to local people receiving our services.

Retail and Lottery Performance

St Clare Hospice retail performed extremely well, thanks to a strong internal culture with skilled and high performing staff and volunteers, excellent support from the public through shopping and donating, and the continued success of our newly opened shop in Bishop's Stortford. The net contribution of all retail activity (including e-commerce) for 2023/24 was £491k compared to £277k in 2022/23.

It is our ambition to continue to grow our portfolio of stores across the region that we serve as a hospice in order to grow sustainable income for the charity. In addition, in 2023/24 we soft-launched a house clearance operation, designed to generate income for the charity and stock for the retail chain.

The St Clare weekly lottery is a key income stream for the hospice, with excellent player numbers across our region. Face to face player recruitment continued successfully, leading to growth in our player numbers and lottery contribution to the charity was £419k in 2023/24 vs £439k in the previous financial year. This minor reduction in contribution was planned, as we invest more into player recruitment. We expect to see this pattern again in 2024/25 as we grow our player numbers further.

Investment Policy

The Trustees' investment policy is governed by the Company's Memorandum of Association, which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law.

During the year, beyond a small working balance, all cash was held in interest bearing accounts with, more recently, a sum held in an investment fund. That cash which is not required in the short term is invested in immediate, notice or fixed term deposits to secure the highest rate of interest available. The investment fund is invested with a view to a higher return and long-term growth.

The current policy set by the Trustees for investment of cash, limits the amount that can be invested with a single financial institution.

The policy requires sums held as long-term investments to be placed in an actively managed fund with a reputable Investment Manager with proven track record. Subject to the Trustee Act 2000, the trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the Hospice.

CCLA Investment Management Limited has been appointed as Investment Manager with specified investment powers subject to the following restrictions:

- To be consistent with our ethical ambitions to environmentally sound and sustainable as possible, with a view to be carbon neutral by 2040;
- To not have direct investments in companies that produce tobacco or tobacco related products;
- Investments are consolidated in COIF Charities Ethical Investment Fund, effectively holding units in a highly diversified but readily accessible portfolio.

Reserves Policy and Objectives

The Trustees have reviewed and kept unchanged the Reserves Policy approved in September 2022 in line with recommendations from the Charity Commission. It is the view of the Board of Trustees that St Clare Hospice should provide reliable and consistent services to its beneficiaries beyond the immediate future and be able to meet unexpected expenses, absorb setbacks, and take advantage of changes and opportunities for development when they arise.

This review has also taken account of the development of services provided by St Clare Hospice, as contemplated in the Hospice's Strategy 2022+.

The Trustees agreed on a target level of reserves informed by the nature of the financial position of St Clare Hospice and the risks facing it. Factors considered by the Trustees include the categories of income received by the Hospice and the risk factors applicable to these categories:

- The absence of a long-term funding commitment and proposed changes to funding for those services provided by the Hospice for which income is received from the NHS or other government agencies
- The volatility of fundraising income, as demonstrated during and following the Covid pandemic
- The uncertainties of legacy income, both as regards amounts and timing
- The uncertainty of the amount of income which may be forthcoming from trading activity in the Hospice's subsidiary, including the uncertainty of trading income in the retail and lottery markets and the risks of undertaking that trading
- The inherent risks of providing medical and clinical services
- The external economic environment, and the impact of exceptionally high levels of inflation feeding through to year-on-year baseline costs

In addition, it is planned that the Hospice will have an annual deficit for the next few years requiring investment in income generating activities to close the deficit gap and to balance the two priorities of investing in services and increasing overall income to sustain this investment long term. This investment is a key part of the 2022+ strategy and has also been enabled by surpluses in prior years. This approach is an acknowledgement by the trustees of the need to avoid excessive reserves and to utilise funds as quickly as possible to support our charitable objectives.

The target level of reserves agreed by the Trustees is six months of forecast expenditure for the Hospice and its trading subsidiary. Thus, in each financial year the Hospice will aim to have reserves equal to half the budgeted expenditure for that financial year.

Further amounts may be designated for specific projects, initiatives or liabilities. These designated funds, if designated, will be for areas of work that directly further the Hospice's strategic objectives as recommended by the relevant Committee. The approach to designation will be recommended by the Finance and Risk Committee. These designated funds will not be taken into account in comparing the amount of reserves with the target level.

The reserves policy target will be calculated on an annual basis and agreed by the Board prior to approving the Annual Report and Accounts.

Designated funds

At their meeting in September 2022, the Trustees designated certain amounts for anticipated future expenditure arising from St Clare's Strategy 2022+ and are divided into strategic areas we consider a priority. This expenditure is to be across a five-year period after plans are further developed and projects identified in detail. The designated funds (and amounts utilised during the year) in addition to £2.2m representing the net book value of tangible and intangible fixed assets are the following:

Improving Access: Clinical services and digital £1m (of which £346k has been utilised)

Improving Access: Capital Development £3m

Quality: Impact development £100k

Sustainability: Income generation £500k (of which £91k has been utilised)

Sustainability: People development £400k (of which £161k has been utilised)

Level of reserves

As at 31 March 2024, St Clare Hospice held net assets of £11.6m, of which £2.2m is represented by tangible fixed assets, leaving £9.4m. After deducting restricted funds of £0.3m and unutilised designated funds (see above) of £4.4m, £4.7m is available as undesignated general reserves.

The reserves policy target for 2024-25 is £5.1m, and it would be the expectation of the Trustees that the level of reserves will broadly align with the target over the next few years as St Clare's Strategy 2022+ is implemented.

To the extent that reserves might otherwise fall beneath the target, it is anticipated that the funds designated for capital development will be reduced and replaced by income from fundraising for capital development.

Risk Management

The Senior Leadership Team which meets weekly, chaired by the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The organisational risks are identified and measures put in place by SLT, and reviewed by the Finance and Risk Committee before they are reported to the Board. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer, and a summary of the main risks are reported on a quarterly basis to the Board of Trustees. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources and reported to the Board of Trustees. In short risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing possible exposure to any identified risks:

- All professional and other Codes of Practice applying to Hospice activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.

- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

The SLT has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc.) they are accepted.

St Clare Hospice believes that a high-quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register and actions are agreed to ensure that the risk is either removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which can be affected by significant issues such as a global pandemic and increased competition, but also the impact of the changes in commissioning and contracting from the NHS as the NHS system adapts to the reorganisation from Clinical Commissioning Groups to larger Integrated Care Systems. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided. Although we have taken several mitigating actions to secure our Income Generating capability the increase in baseline expenditure continues to place reliance on sustained growth in voluntary and trading income.

Dedicated teams of fundraising, lottery and retail staff, who are supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. The SLT and the Income Generation Committee closely monitor income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place.

Looking at external factors, a risk for the hospice is that with the recent changes in commissioning structures and with perhaps more to come following the 2024 General Election, the emphasis on end of life and palliative care has got lost or diluted which has an impact on the delivery of patient care. There may be a risk to the value of the NHS contract which presents the Hospice with a slightly elevated risk of not being able to survive financially if the contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with NHS partners during the year and believes the Hospice's positive attitude and willingness to support the wider system during the past few years has generally helped support a higher profile and improved reputation.

The ability to recruit into clinical roles, particularly Registered Nurses, continues to be a high-risk area for the Hospice. With a nationwide shortage of nurses, and a stretched NHS that is still recovering from a global pandemic, recruitment is a struggle and may impact upon the plans to expand and develop services.

Commentary on Last Year's Plans for 2023/24

- We planned to work with our NHS colleagues and partners in supporting the integrated care system and working to improve end of life care delivery across our area. We invested in a Director of Clinical Integration role which has helped us be present and active in a number of NHS wide programmes such as Virtual Hospital, Frailty and Closer to Home which are key to palliative and end of life patients.
- We planned to deliver a number of improvements to the Hastingwood site that will improve the environment for patients and families. These have been completed, including refreshing the In-Patient Unit, reception, family room and some of the key clinical working spaces. This has been made possible with an extraordinarily generous donation from an anonymous donor.
- We planned to launch one or two new commercial ventures as new income streams, as well as expand our charity retail portfolio. We have launched a house clearance business which is showing early signs of success. We hope to see further growth which will contribute to hospice funds. We have struggled to find other shop locations on the high streets around West Essex but continue to search for the right premises to expand our charity shop network.
- We planned to develop a community engagement strategy that builds on our volunteer and community-led social support models. We have partially completed this but are currently developing a full services plan which integrates our clinical, services, community engagement and education activities to bring everything together.
- We planned to develop an impact measurement programme to demonstrate our value to the wider healthcare economy and the difference we make to the local community.
- We commenced this programme in 2023/24 but it is complex, and we are keen to get this work right first time – work is ongoing and progress is good.

Future Plans 2024/25

The Hospice plans for the coming financial year of 2024/25 are as follows:

- We will deliver an impact measurement programme which will focus primarily on the clinical and community engagement activities. A key part of this work will be a virtual hospice dashboard which will show every bed and patient we care for, whether at home or in the hospice.
- We will launch a full services plan which will draw together clinical, community engagement and education programmes to deliver outstanding end of life care for our community.
- We will review and implement an updated Patient and Family Support Service model which will reflect the changing needs of our community around grief and loss.
- We will work with the wider healthcare system to consider delivering outstanding patient care which supports a move from reactive emergency care to proactive planned care to reduce the burden on the healthcare system.
- We will invest in our Income Generation team and open new shops to expand our retail portfolio to deliver more income for the hospice.

Statement of Trustees' Responsibilities for Financial Statements

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes 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 Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Disclosure of information to auditors

As far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

People

In my role as Chair and on behalf of the Board of Trustees, I express my deep appreciation and gratitude to the staff and volunteers who have all made such a significant contribution to St Clare over the past year. They continue to demonstrate tremendous commitment, professionalism and enthusiasm that is so necessary to ensure the smooth running of the Hospice.

I would like to offer my thanks to all my colleagues on the Board of Trustees for their continuing support for the hospice, which has been incredibly valuable. The experience and expertise of Board members as volunteers not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am deeply grateful to the very committed, engaged and skilled group of trustees who give significant time and support to our senior leadership team.

On behalf of the hospice and Board of Trustees, I am particularly grateful for the life and contribution of one of our trustees, Mark Astarita, who sadly died in April 2024 following a sudden illness. Mark was a Vice Chair of the Board at St Clare Hospice, and Chair of the Income Generation Committee and made a significant impact on the hospice, the Board and our management team. He strove for a more effective hospice that focused on serving the local community, and for growth in income. His influence and impact on the wider charity sector is well recorded, and at St Clare Hospice, we will miss him dreadfully.

I would also like to record our thanks to the Rt Hon Robert Halfon and the Rt Hon Dame Eleanor Laing DBE who served as hospice patrons for a number of years whilst they were the local Members of Parliament until the General Election in July 2024. They both contributed to the hospice cause in a number of different ways, and we are grateful for their unwavering support.

Finally, I must thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice, and it would be impossible for us to continue our work without their support. On behalf of the Board of Trustees, St Clare Hospice staff and volunteers, patients and their families, I am very grateful for the unstinting support of our local community.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 3 September 2024.

A handwritten signature in black ink, appearing to read 'N. Wright', with a stylized flourish extending from the end.

Nik Wright
Chair of Board of Trustees

Independent Auditors' Report to the Members of St Clare West Essex Hospice Care Trust

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates 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 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 20 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Charity Commission, employment law and health and safety regulations, 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 preparation of the financial statements such the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

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 recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting 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 for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Lee Stokes (Senior statutory auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place,
London,
EC4R 1AG.

11 September 2024

Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	<i>Total 2023 £</i>
Income:					
Donations and gifts	4	2,207,500	505,656	2,713,156	1,946,604
Legacies	5	1,822,440	-	1,822,440	1,537,596
Other trading activities					
Fundraising events & similar income		161,111	-	161,111	154,170
Friends of St Clare branches	6	-	-	-	1,335
Trading Company turnover	7	1,941,654	-	1,941,654	1,781,300
		<u>2,102,765</u>	<u>-</u>	<u>2,102,765</u>	<u>1,936,805</u>
Income from charitable activities	8	2,249,391	10,332	2,259,723	2,216,281
Investment income and interest		255,302	-	255,302	50,759
Other income		101,797	-	101,797	64,384
Total income		<u><u>8,739,195</u></u>	<u><u>515,988</u></u>	<u><u>9,255,183</u></u>	<u><u>7,752,429</u></u>
Expenditure:					
Raising funds					
Fundraising expenditure		877,394	-	877,394	766,016
Friends of St Clare branches		-	-	-	45
Trading Company expenses		1,590,445	-	1,590,445	1,372,401
	9	<u>2,467,839</u>	<u>-</u>	<u>2,467,839</u>	<u>2,138,462</u>
Charitable activities					
Patient care	10	5,997,120	257,603	6,254,723	5,583,769
Education and research		53,085	3,982	57,067	22,524
		<u>6,050,205</u>	<u>261,585</u>	<u>6,311,790</u>	<u>5,606,293</u>
Total expenditure		<u><u>8,518,044</u></u>	<u><u>261,585</u></u>	<u><u>8,779,629</u></u>	<u><u>7,744,755</u></u>
Net (expenditure)/income for year	12	<u>221,151</u>	<u>254,403</u>	<u>475,554</u>	<u>7,674</u>
Net gains on investments		43,878		43,878	
Net movement for the year before transfers		<u>265,029</u>	<u>254,403</u>	<u>519,432</u>	<u>7,674</u>
Transfers between funds	22	148,087	(148,087)	-	-
Net movement in funds		<u><u>413,116</u></u>	<u><u>106,316</u></u>	<u><u>519,432</u></u>	<u><u>7,674</u></u>
Reconciliation of funds:					
Total funds brought forward at 1 April		10,903,022	229,360	11,132,382	11,124,708
Total funds carried forward at 31 March	22	<u><u>11,316,138</u></u>	<u><u>335,676</u></u>	<u><u>11,651,814</u></u>	<u><u>11,132,382</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities of the group.

The detailed comparative information for the statement of financial activities is included in note 25.

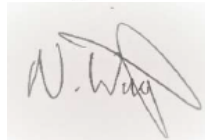
Group and Charity Balance Sheets as at 31 March 2024

		Group		Charity	
	Notes	2024	2023	2024	2023
		£	£	£	£
Fixed assets					
Intangible assets	14	2,629	6,134	2,629	6,134
Tangible assets	15	2,222,225	2,267,324	2,152,558	2,199,614
Investments	16	543,878	-	543,880	2
		<u>2,768,732</u>	<u>2,273,458</u>	<u>2,699,067</u>	<u>2,205,750</u>
Current assets					
Stocks		9,816	2,023	-	-
Debtors	17	1,250,912	1,387,632	1,645,768	1,914,374
Bank deposits		7,674,053	6,710,819	7,483,713	6,254,096
Cash at bank and in hand		420,880	1,172,169	172,292	1,055,242
Friends branch funds	6	31	31	31	31
		<u>9,355,692</u>	<u>9,272,674</u>	<u>9,301,804</u>	<u>9,223,743</u>
Creditors: amounts falling due within one year	18	(472,610)	(413,750)	(349,745)	(297,799)
Net current assets		<u>8,883,082</u>	<u>8,858,924</u>	<u>8,952,059</u>	<u>8,925,944</u>
Net assets		<u>11,651,814</u>	<u>11,132,382</u>	<u>11,651,126</u>	<u>11,131,694</u>
Funds:					
Unrestricted general funds	22	4,689,246	3,859,639	4,214,345	3,926,659
Unrestricted designated funds	22	6,626,892	7,043,383	7,101,105	6,975,675
Restricted funds	22	335,676	229,360	335,676	229,360
Total funds		<u>11,651,814</u>	<u>11,132,382</u>	<u>11,651,126</u>	<u>11,131,694</u>

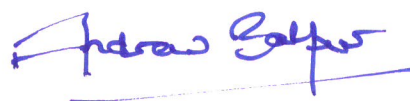
The surplus of the parent charity was £519,432 (2023: £7,674 surplus)

Approved by the Board of Trustees and authorised for issue on 3 September 2024

and signed on its behalf by:



Nik Wright
Chair of the Board of Trustees



Andrew Balfour
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2024

	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities:				
Net cash (outflow)/inflow from operating activities (note 1 below)		611,787		(161,974)
Cash flows from investing activities:				
Interest received	255,302		50,759	
Acquisition of intangible fixed assets	-		-	
Purchase of tangible fixed assets	(155,144)		(164,658)	
Purchase of fixed asset investments	(500,000)			
Net cash outflow from investing activities		(399,842)		(113,899)
(Decrease)/increase in cash and cash equivalents in the year		211,945		(275,873)
Analysis of changes in cash and cash equivalents during the year:				
Total as at 1 April		7,883,019		8,158,892
Increase in cash and cash equivalents in the year		211,945		(275,873)
Total as at 31 March (note 2 below)		8,094,964		7,883,019

Notes to the Group Cash Flow Statement

1 Reconciliation of net income to net cash flow from operating activities	2024 £	2023 £
Net (expenditure)/income (as per statement of financial activities)	519,432	7,674
Adjustments for:		
Interest received	(255,302)	(50,759)
Amortisation of intangible fixed assets	3,505	3,506
Depreciation of tangible fixed assets	200,243	163,626
Loss on disposal of tangible fixed assets	-	-
Net (gains) on investments	(43,878)	
(Increase) / decrease in stocks	(7,793)	8
Decrease / (increase) in debtors	136,720	(315,701)
Increase / (decrease) in creditors	58,860	29,672
Net cash (outflow)/inflow from operating activities	611,787	(161,974)
2 Analysis of cash and cash equivalents	2024 £	2023 £
Bank deposits	7,674,053	6,710,819
Cash at bank and in hand	420,880	1,172,169
Friends branch funds	31	31
Total as at 31 March	8,094,964	7,883,019

**Notes forming part of the financial statements
for the year ended 31 March 2024**

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

The Hospice 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 note(s).

(b) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

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. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed and that there are no material uncertainties regarding the charity's ability to continue as a going concern.

The going concern assessment included Trustees considering cash projections and financial plans. They are satisfied that the Charity has effective financial controls in place, and that there are robust risk and reserves policies which are regularly reviewed. The Trustees are able to monitor actual results against budget during the year and analyse the Charity's sources of income and expenditure.

Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

(d) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

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.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

(f) Income

Income is recognised when the Charity has entitlement 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation 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 tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**Notes forming part of the financial statements
for the year ended 31 March 2024**

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

(g) Donated goods and services

Donated services or facilities 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 the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

(h) Expenditure

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

(i) Volunteers services

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

(j) Pension costs

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with FRS 102.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 102, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

**Notes forming part of the financial statements
for the year ended 31 March 2024**

(k) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accruals basis and in line with FRS 102.

(l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
-------------------	--------------

(m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	between 34 and 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

(n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items 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 which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweigh the benefits.

(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) Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2 Judgements and key sources of estimation uncertainty

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

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

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

**Notes forming part of the financial statements
for the year ended 31 March 2024**

3 Financial activities of the Charity

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	2024	2023
	£	£
Total income	7,664,739	6,379,985
Total expenditure	(7,189,185)	(6,372,311)
Net gains on investments	43,878	
Net income for year	519,432	7,674
Total funds brought forward	11,131,694	11,124,020
Total funds carried forward	11,651,126	11,131,694
Represented by:		
Unrestricted income funds	11,315,450	10,902,334
Restricted income funds	335,676	229,360
	11,651,126	11,131,694

4 Donations and gifts

	Unrestricted Funds	Restricted Funds	Total 2024
	£	£	£
Individuals	862,318	252,140	1,114,458
Appeals	47,150	-	47,150
Charitable Trusts	131,669	253,516	385,185
Community	294,167	-	294,167
Corporate	300,183	-	300,183
Donations from retail Gift Aid scheme	457,749	-	457,749
Retail Gift Aid	114,264	-	114,264
	2,207,500	505,656	2,713,156
	Unrestricted Funds	Restricted Funds	Total 2023
	£	£	£
Individuals	681,661	3,730	685,391
Appeals	60,841	-	60,841
Charitable Trusts	170,923	206,967	377,890
Community	221,475	-	221,475
Corporate	281,087	-	281,087
Donations from retail Gift Aid scheme	255,878	-	255,878
Retail Gift Aid	64,042	-	64,042
	1,735,907	210,697	1,946,604

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have been included in the financial statements, as entitlement to the legacies has been established and is considered probable that they will be received and can be reliably quantified.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2024

6 Net income from Friends branches

There are four Friends groups that raise funds for the Hospice. Their accounts are consolidated within the Charity's accounts.

	2024 £	2023 £
Income	-	1,335
Fundraising expenditure	-	(45)
Net income	-	1,290
Amount remitted to St Clare West Essex Hospice Care Trust	-	2,102
(Decrease)/increase in retained funds	-	(812)
Friends branch funds brought forward	31	843
Balance at 31 March	31	31

7 Net income from trading activities of subsidiary company

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

St Clare Hospice Trading Company Limited Profit and loss account	2024 £	2023 £
Turnover	1,941,654	1,781,300
Cost of sales & administration expenses	(1,590,445)	(1,372,401)
Rent and IT charge payable to St Clare West Essex Hospice Care Trust	(13,000)	(13,000)
Net profit	338,209	395,899
Distributions to St Clare West Essex Hospice Care Trust	338,209	395,899
Retained in subsidiary	-	-
	338,209	395,899

The aggregate of the assets, liabilities and funds at 31 March was:

Assets	664,314	783,485
Liabilities	(663,624)	(782,795)
Funds	690	690

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2024

8 Income from charitable activities

	2024 £	2023 £
NHS West Essex Clinical Commissioning Group Contract for patient care services	2,052,990	2,024,663
NHS East and North Hertfordshire Clinical Commissioning Group Contract for patient care services	52,001	51,081
Reimbursement of medical consultant costs	144,400	131,353
Research & development (restricted income)	10,332	9,184
	2,259,723	2,216,281

9 Costs of raising funds

	Direct costs £	Support costs (note 11) £	Total 2024 £
Fundraising expenditure	677,209	200,184	877,394
Trading Company expenses	1,590,445	-	1,590,445
	2,267,654	200,184	2,467,839
	Direct costs £	Support costs (note 11) £	Total 2023 £
Fundraising expenditure	591,588	174,428	766,016
Friends of St Clare branches	45	-	45
Trading Company expenses	1,372,401	-	1,372,401
	1,964,034	174,428	2,138,462

10 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2024 £
Inpatient unit	1,471,097	1,090,409	2,561,506
Wellbeing & Outpatients	361,248	487,156	848,404
Community service	621,397	277,820	899,217
Hospice at Home	625,581	252,431	878,012
Patient & Family Support	574,689	173,390	748,079
Strategy 2022+		319,505	319,505
	3,654,012	2,600,711	6,254,723
	Direct costs £	Support costs (note 11) £	Total 2023 £
Inpatient unit	1,345,575	955,599	2,301,174
Wellbeing and Outpatients	284,571	425,945	710,516
Community service	583,787	244,152	827,939
Hospice at Home	644,122	220,690	864,812
Patient and Family Support	538,670	152,738	691,408
Strategy 2022+		187,920	187,920
	3,396,725	2,187,044	5,583,769

Notes forming part of the financial statements for the year ended 31 March 2024

11 Support costs

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Strategy 2022+	Basis of allocation	Total 2024 £
Management & HR	38,293	187,987	41,775	34,812	34,812	10,444	96,693	Staff Time	444,816
Insurance	1,326	17,761	5,036	795	1,061	530	-	Floor Space	26,509
Volunteer services	9,907	27,919	40,528	-	1,801	9,905	-	Usage	90,060
Premises and facilities	25,306	339,094	91,100	15,183	25,306	10,121	-	Floor Space	506,110
Catering & cleaning	9,781	168,725	48,906	4,890	4,890	7,336	-	Staff Time	244,528
Communications	35,847	57,357	35,847	19,716	23,301	7,172	-	Staff Time	179,240
IT	33,101	85,117	47,287	28,373	33,101	9,458	-	Staff Time	236,437
Office costs	45,221	115,877	36,741	33,915	42,394	8,479	-	Staff Time	282,627
Governance costs	1,402	8,414	3,005	3,205	3,607	401	-	Usage	20,034
First contact	-	25,214	42,024	42,024	25,214	33,619	49,817	Usage	217,912
Clinical Quality & Manager	-	56,944	94,907	94,907	56,944	75,925	50,040	Usage	429,667
Digital & Transformation	-	-	-	-	-	-	122,955	Usage	122,955
TOTALS	200,184	1,090,409	487,156	277,820	252,431	173,390	319,505		2,800,895

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Strategy 2022+	Basis of allocation	2023 £
Management and HR	37,040	181,833	40,407	33,672	33,672	10,102	64,462	Staff Time	401,188
Insurance costs	1,274	17,068	4,840	764	1,019	509	-	Floor space	25,474
Volunteer services	8,952	25,226	36,618	-	1,627	8,949	-	Usage	81,372
Premises and facilities	21,014	281,582	75,649	12,608	21,014	8,405	-	Floor space	420,272
Catering and cleaning	8,799	151,776	43,993	4,399	4,399	6,599	-	Staff Time	219,965
Communications	28,574	45,719	28,574	15,716	18,573	5,717	-	Staff Time	142,873
I T	29,037	74,667	41,481	24,889	29,037	8,296	-	Staff Time	207,407
Office costs	38,737	99,263	31,474	29,052	36,316	7,264	-	Staff Time	242,106
Governance costs	1,001	6,006	2,145	2,288	2,574	286	-	Usage	14,300
First contact	-	22,418	37,363	37,363	22,418	29,890	37,363	Usage	186,815
Clinical Quality & Manager	-	50,041	83,401	83,401	50,041	66,721	16,680	Usage	350,285
Digital & Transformation	-	-	-	-	-	-	69,415	Usage	69,415
TOTALS	174,428	955,599	425,945	244,152	220,690	152,738	187,920		2,361,472

12 Net income/(expenditure) for the year

Net income is stated after charging:

	2024 £	2023 £
Amortisation of intangible fixed assets	3,505	3,506
Depreciation of tangible fixed assets	200,243	163,626
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	20,900	19,011
- Tax services	5,993	2,890
Trustees' indemnity insurance	1,532	1,609
Operating leases	234,102	188,449

Notes forming part of the financial statements for the year ended 31 March 2024

13 Trustees' remuneration

No Trustees received emoluments in the current or comparative year. No Trustees were reimbursed expenses in the current year (2023: One Trustee was reimbursed £123).

14 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

	£
Cost	
At 1 April 2023	39,957
At 31 March 2024	39,957
Amortisation	
At 1 April 2023	33,823
Charge for year	3,505
At 31 March 2024	37,328
Carrying value at 31 March 2024	2,629
Carrying value at 31 March 2023	6,134

15 Tangible fixed assets

Group

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2023	4,378,375	797,691	5,176,066
Additions	53,585	101,559	155,144
At 31 March 2024	4,431,960	899,250	5,331,210
Depreciation			
At 1 April 2023	2,305,546	603,196	2,908,742
Charge for year	143,733	56,510	200,243
At 31 March 2024	2,449,279	659,706	3,108,985
Net book value at 31 March 2024	1,982,681	239,544	2,222,225
Net book value at 31 March 2023	2,072,829	194,495	2,267,324

Notes forming part of the financial statements for the year ended 31 March 2024

15 Tangible fixed assets (continued)

Charity

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2023	4,378,375	594,785	4,973,160
Additions	53,585	89,059	142,644
At 31 March 2024	4,431,960	683,844	5,115,804
Depreciation			
At 1 April 2023	2,305,546	468,000	2,773,546
Charge for year	143,733	45,967	189,700
At 31 March 2024	2,449,279	513,967	2,963,246
Net book value at 31 March 2024	1,982,681	169,877	2,152,558
Net book value at 31 March 2023	2,072,829	126,785	2,199,614

16 Fixed asset investments

	Charity 2024 £	2023 £
Listed investments:		
Additions at cost on 16 November 2023	500,000	
Net gains on investments	43,878	
Market value at 31 March	543,878	-
Cost of Shares in subsidiary company:		
St Clare Hospice Trading Company Limited	2	2
	543,880	2
At 31 March 2024 UK equities comprised:		
103,389.09 units in CCLA COIF Charities Ethical Investment Fund	Market Value £543,878	Cost £500,000

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

17 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
St Clare Hospice Trading Company Limited	-	-	540,759	666,842
HMRC - income tax / VAT recoverable	80,350	29,273	65,366	15,596
Accrued legacy income	615,506	1,050,246	615,506	1,050,246
Interest due	31,236	8,016	30,679	7,039
Prepayments and other debtors	523,820	300,097	393,458	174,651
	<u>1,250,912</u>	<u>1,387,632</u>	<u>1,645,768</u>	<u>1,914,374</u>

Legacy notifications estimated at £385k (2023: £763k) have not been accrued as at the time the accounts were finalised, amount or certainty of receipt of each of the individual legacies could not be ascertained.

18 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Interest free loans	2,500	2,500	2,500	2,500
Taxation and social security	138,615	123,871	138,615	123,871
Trade creditors	87,071	58,786	56,317	37,812
Other creditors	157,067	161,251	82,668	81,568
Accruals	78,024	43,950	60,312	28,656
Deferred income	9,333	23,392	9,333	23,392
	<u>472,610</u>	<u>413,750</u>	<u>349,745</u>	<u>297,799</u>

Included in other creditors are pension contributions amounting to £82,209 (2023: £80,757).

Notes forming part of the financial statements for the year ended 31 March 2024

Deferred income reconciliation:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Brought forward at 1 April	23,392	-	23,392	-
Released to the statement of financial activities	(23,392)	-	(23,392)	-
Deferred during the year	9,333	23,392	9,333	23,392
Carried forward at 31 March	9,333	23,392	9,333	23,392

19 Staff costs

	2024	2023
	£	£
Salaries	5,826,598	4,987,675
Social security costs	548,983	485,931
Pension costs	504,641	439,642
	6,880,222	5,913,248

Included in the above are redundancy and termination payments totalling £Nil (2023: £1,840).

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 during the year was as follows:

	2024	2023
£60,001 - £70,000	3	2
£70,001 - £80,000	4	2
£80,001 - £90,000	2	1
£90,001 - £100,000	1	-
£100,001 - £110,000	2	1
£110,001 - £120,000	1	1
£140,001 - £150,000	1	1

The average number of employees during the year was:

	2024	2023
Full time	85	72
Part time	100	81
	185	153

The average number of full time equivalent employees in the year was 134.2 (2023: 121.2).

20 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total cost including employer national insurance of the key management personnel of the Charity were £880,758 (2023: £601,934).

Notes forming part of the financial statements for the year ended 31 March 2024

21 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2024:				
Intangible fixed assets	-	2,629	-	2,629
Tangible fixed assets	-	2,222,225	-	2,222,225
Investments	543,878			543,878
Current assets	4,617,978	4,402,038	335,676	9,355,692
Current liabilities	(472,610)	-	-	(472,610)
Total net assets	<u>4,689,246</u>	<u>6,626,892</u>	<u>335,676</u>	<u>11,651,814</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2023:				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,267,324	-	2,267,324
Current assets	4,273,389	4,769,925	229,360	9,272,674
Current liabilities	(413,750)	-	-	(413,750)
Total net assets	<u>3,859,639</u>	<u>7,043,383</u>	<u>229,360</u>	<u>11,132,382</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2024:				
Intangible fixed assets	-	2,629	-	2,629
Tangible fixed assets	-	2,152,558	-	2,152,558
Investments	-	543,880	-	543,880
Current assets	4,564,090	4,402,038	335,676	9,301,804
Current liabilities	(349,745)	-	-	(349,745)
Total net assets	<u>4,214,345</u>	<u>7,101,105</u>	<u>335,676</u>	<u>11,651,126</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2023:				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,199,614	-	2,199,614
Investments	-	2	-	2
Current assets	4,224,458	4,769,925	229,360	9,223,743
Current liabilities	(297,799)	-	-	(297,799)
Total net assets	<u>3,926,659</u>	<u>6,975,675</u>	<u>229,360</u>	<u>11,131,694</u>

Notes forming part of the financial statements for the year ended 31 March 2024

22 Statement of funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Unrestricted funds:					
General funds	3,859,639	8,783,073	(7,946,409)	(7,057)	4,689,246
Designated funds					
Net Book Value of Fixed Assets	2,273,459	-	(203,748)	155,144	2,224,855
Clinical Services & Digital	876,542		(222,813)		653,729
Capital Development	3,000,000				3,000,000
Impact Development	100,000				100,000
Income Generation	457,844		(48,381)		409,463
People Development	335,538		(96,693)		238,845
	<u>10,903,022</u>	<u>8,783,073</u>	<u>(8,518,044)</u>	<u>148,087</u>	<u>11,316,138</u>
Restricted funds:					
Patient Care fund	60,484	396,741	(141,081)	(148,087)	168,057
Community Engagement fund	38,293	63,261	(53,116)	-	48,438
Bereavement Service fund	49,205	45,654	(63,405)	-	31,454
Education & Research fund	81,378	10,332	(3,983)	-	87,727
	<u>229,360</u>	<u>515,988</u>	<u>(261,585)</u>	<u>(148,087)</u>	<u>335,676</u>
Total funds	<u>11,132,382</u>	<u>9,299,061</u>	<u>(8,779,629)</u>	<u>-</u>	<u>11,651,814</u>
	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Unrestricted funds:					
General funds	3,580,698	7,532,548	(7,112,170)	(141,437)	3,859,639
Designated funds					
Net Book Value of Fixed Assets	2,275,932	-	(167,132)	164,659	2,273,459
Clinical Services & Digital	1,000,000		(123,458)		876,542
Capital Development	3,000,000				3,000,000
Impact Development	100,000				100,000
Income Generation	500,000		(42,156)		457,844
People Development	400,000		(64,462)		335,538
	<u>10,856,630</u>	<u>7,532,548</u>	<u>(7,509,378)</u>	<u>23,222</u>	<u>10,903,022</u>
Restricted funds:					
Patient Care fund	72,394	114,358	(103,046)	(23,222)	60,484
Community Engagement fund	34,721	62,962	(59,390)	-	38,293
Bereavement Service fund	77,886	33,377	(62,058)	-	49,205
Education & Research fund	83,077	9,184	(10,883)	-	81,378
	<u>268,078</u>	<u>219,881</u>	<u>(235,377)</u>	<u>(23,222)</u>	<u>229,360</u>
Total funds	<u>11,124,708</u>	<u>7,752,429</u>	<u>(7,744,755)</u>	<u>-</u>	<u>11,132,382</u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves and a further £5 million to support our strategic goals. These funds are expected to be released in the next 4 to 5 years, of which £597,963 were expended by 31 March 2024.

Restricted funds:

The Patient Care fund represents funds given by organisations and individuals to purchase equipment and fund other costs for patient care services.

The Community Engagement fund represents funds given by organisations to contribute towards costs of the Compassionate Neighbours project.

The Bereavement Service fund represents funds given by organisations to contribute towards bereavement services.

The Education & Research fund represents funds for the further education of Doctors.

Transfers between funds represent the purchase of fixed assets in the year.

Notes forming part of the financial statements for the year ended 31 March 2024

23 Related party transactions

During the year, the Charity provided rental of office accommodation and IT equipment to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £13,000 (2023: £13,000). In addition, the Charity received a Gift Aid donation of £338,209 during the year (2023: £395,899).

Excluding the Gift Aid Donation, at the Balance Sheet date, the Charity was due £202,550 from St Clare Hospice Trading Company Limited (2023: £270,943) which were remitted to the Charity after the Balance Sheet date.

The Charity also received £1,120 (2023: £140) donations from its' trustees without conditions.

There were no other related party transactions in the current or comparative year which required disclosure.

24 Commitments under operating leases

At 31 March, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2024	2024	2023	2023
	£	£	£	£
	Other	Land & Building	Other	Land & Building
Operating leases which expire:				
not later than one year	480	177,000	480	164,460
later than one year and not later than five years	320	566,792	320	507,979
later than five years	-	316,833	-	213,333
	<u>800</u>	<u>1,060,625</u>	<u>800</u>	<u>885,772</u>

Notes forming part of the financial statements for the year ended 31 March 2024

25 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income:			
Donations and gifts	1,735,907	210,697	1,946,604
Legacies	1,537,596	-	1,537,596
Other trading activities			
Fundraising events & similar income	154,170	-	154,170
Friends of St Clare branches	1,335	-	1,335
Trading Company turnover	1,781,300	-	1,781,300
	<u>1,936,805</u>	<u>-</u>	<u>1,936,805</u>
Income from charitable activities	2,207,097	9,184	2,216,281
Investment income and interest	50,759	-	50,759
Other income	64,384	-	64,384
Total income	<u>7,532,548</u>	<u>219,881</u>	<u>7,752,429</u>
Expenditure:			
Raising funds			
Fundraising expenditure	766,016	-	766,016
Friends of St Clare branches	45	-	45
Trading Company expenses	1,372,401	-	1,372,401
	<u>2,138,462</u>	<u>-</u>	<u>2,138,462</u>
Charitable activities			
Patient care	5,370,916	212,853	5,583,769
Education and research	-	22,524	22,524
	<u>5,370,916</u>	<u>235,377</u>	<u>5,606,293</u>
Total expenditure	<u>7,509,378</u>	<u>235,377</u>	<u>7,744,755</u>
Net income for year	<u>23,170</u>	<u>(15,496)</u>	<u>7,674</u>
Transfers between funds	23,222	(23,222)	-
Net movement in funds	<u>46,392</u>	<u>(38,718)</u>	<u>7,674</u>
Reconciliation of funds:			
Total funds brought forward at 1 April	10,856,630	268,078	11,124,708
Total funds carried forward at 31 March	<u>10,903,022</u>	<u>229,360</u>	<u>11,132,382</u>

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales - Charity number 1063631

Accounts

Annual Report & Financial Statements

2022/2023

St Clare West Essex
Hospice Care Trust



Annual Report and Financial Statements 2023

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stclarehospice.org.uk

Company Limited by Guarantee, Registered in England and Wales No. 3398955
Registered Charity No. 1063631

Reference and Administrative Information about the Charity, its Trustees, Management and Advisors

Patrons

Dame Claire Bertschinger DBE DL
Mr Michael Chapman DL
Mr Robert Halfon MP
Mrs Melissa Jones
Dame Eleanor Laing DBE MP
Mr Gary Neill MBIE
Lord Petre KCVO
Mr Bob Weston
Mr John Wickens

Trustees (and Directors as defined by the Companies Act 2006)

Mr Nik Wright - (Chair)

Mr Mark Astarita OBE - (Vice Chair)

Dr Monica Bose MBBS BSc FRCP - (Vice Chair)

Mr Phil Birch

Mrs Jill Rowlinson FCIS MBA

Mr Andrew Balfour

Dr Jeffrey Phillips BSc FRCA FFICM

Mr Lawrence Slade FEI	<i>Appointed</i>	<i>07/06/2022</i>
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Mrs Carole Bennett MEd MCCT	<i>Appointed</i>	<i>07/06/2022</i>
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	<i>Resigned</i>	<i>15/09/2022</i>
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Mrs Wendy Adams RGN	<i>Resigned</i>	<i>11/04/2022</i>
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Mrs Katrina Leighton-Hearn CPFA MAAT	<i>Resigned</i>	<i>29/03/2023</i>
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Mr Fabian Bullen	<i>Resigned</i>	<i>05/04/2022</i>
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Ms Sarah Howe	<i>Appointed</i>	<i>24/02/2023</i>
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Ms Melanie Wright	<i>Appointed</i>	<i>24/02/2023</i>
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Mr Muntazir Haji	<i>Appointed</i>	<i>06/06/2023</i>
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Company Secretary

Mrs Jill Rowlinson FCIS MBA

Registered Office & Principal Office

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

Dr Syed Qamar Abbas *MBBS FRCP (UK) CEPC Dip Pall Med Dip Med Ethics PGC Med Ed*

Director of Finance and Resources

Mr Riyad Islam *BA (Hons) FCMA CGMA DChA*

Resigned 03/06/2022

Mr Richard Burton *BSc (Hons) ACMA CGMA*

Appointed 30/05/2022

Resigned 01/11/2022

Mr Nadarasa Sooryakumaran *FCCA*

Appointed 01/05/2023

Director of Patient Care and Quality

Mrs Sheona Evangeli *BSc (Hons) Dip HE DN RN*

Director of Clinical Integration

Ms Carolanne Brannan *BSc Dip HE RN*

Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

Director of Income Generation & Communications

Miss Rosie Knowles *BSc (Hons) MInstF*

Director of Digital and Transformation

Appointed 11/08/2022

Mrs Louise Hall *BSc (Hons)*

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Insurance Brokers

Towergate Insurance, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2022/23.

As an independent hospice with a Care Quality Commission (CQC) rating of 'Outstanding', we aim to work collaboratively with a wide range of partners and stakeholders to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire.

The later part of the year 2022/23 saw a shift from Covid-19 focused operations in every aspect of hospice operations. The earlier part of the year though was still marked by a priority on infection control and to keep our particularly vulnerable patients (both in the hospice and in the community), as well as our staff, volunteers and patient families safe from infection.

During the year the Hospice delivered care for 1,536 patients (1,551 in 21/22), many of whom received support from different services across the clinical directorate. However, the hospice has supported many more people across the West Essex and East Hertfordshire area with a range of community-based services such as bereavement support, education and teaching and dementia support, for example.

The overall income generation performance during 2022/23 have been strong against a backdrop of significant financial and economic uncertainty for all. This is testament to our local communities and supporters, but also to our very dedicated staff and volunteers who have worked so hard. As a result our financial reserves are such that we can continue delivering the care and support services in the coming year and invest in our new ambitious hospice strategy. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

We have used the year to launch and communicate our Hospice Strategy 2022+ which clearly states our goals; to improve access to end of life care, drive for quality and ensure the sustainability of the hospice and its services for the long term future. We have also invested in a number of areas we believe will secure our future, namely in developing external clinical partnerships (in seeking effective integration and collaboration with NHS partners and the NHS system in particular), a digital programme, and in developing plans for capital redevelopment of the Hastingwood hospice site.

See <https://stclarehospice.org.uk/us/strategy-2022/> for the full document.

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community; volunteers, businesses, individuals, community groups, local health organisations and partners and our commissioners from the Integrated Care System.

The Hospice is very proud of its achievements during the year. There is much more that is needed to be done, and the coming year will be a busy one for St Clare Hospice as we begin to deliver an exciting plan for the future, and focus on the needs of local people.

Organisation, Governance and Management

Constitution and Registration

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title "St Clare Hospice".

The Company's Articles of Association define the Company as "the Charity", and the Directors of the Company as "the Trustees". To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

Governance of St Clare Hospice

Trustees are appointed by the Trust Board following interview by, and a recommendation from, a Committee of Trustees, usually including the Chair, a Vice Chair and one other. Such appointments are ratified at the following Annual General Meeting. Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a Trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee's interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is in a position to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance and Risk, Income Generation, Remuneration and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee's area of responsibility. Each committee includes, and is supported by, the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Senior Leadership Team (SLT), led by the Chief Executive Officer, manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the SLT are invited to report on clinical, financial, workforce and general management issues.

Strong internal controls are in place to ensure that income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the SLT for approval by the Trustees, who monitor progress against such approved budgets.

The SLT meets weekly to discuss the day-to-day management of services and regularly review budgetary and clinical performance. They also use this time to explore improvements and new opportunities. The management team of each directorate meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chair every month to update on all activities and any areas of risk.

A pay and performance framework is in place which mirrors aspects of the NHS Agenda for Change pay framework, and covers hospice roles not typically found in the NHS. Analytical job evaluation and benchmarking is used to ensure pay is appropriate and competitive for the roles required to be performed by each staff member including the SLT. This whole process and framework is reviewed regularly to ensure the Hospice is paying fairly and tracking market rates to ensure that the talent can be attracted. It is overseen by the Board of Trustees to ensure equity and fairness.

Corporate Structure

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company Limited, which operates nine charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

Aims, Objectives and Activities

The Company's Memorandum of Association as altered by Special Resolution on 28 February 2022 lays down its objectives as the relief of persons with advanced and progressive life limiting illness through the provision of a specialist palliative care service to such persons and their carers in need after bereavement, primarily but not necessarily in the western part of the county of Essex based on need as far as resources allow.

It is the Trustees' principal aim that St Clare provides a Hospice that is a centre of excellence in the delivery of specialist palliative care and support by such charitable means as the Trustees see fit. Within this principal aim, the Trustees have specific objectives, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support they wish to receive.
- Skilled counselling and support to the bereaved.
- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are regularly monitored and reviewed. The implementation of the strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The SLT and wider management team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

St Clare Hospice offers palliative care for people over the age of 18 who are living with a life-limiting illness when a cure is no longer possible. The Hospice also offers support for the families, carers and friends around the patient, including children and young people. St Clare also provides a number of support services available for anyone living in West Essex or East Hertfordshire who is affected by grief, loss, death and dying. All health and social care professionals can make a referral to our hospice services. Patients, families and friends can also seek a referral directly.

Individuals with life-limiting illnesses often have complex and multifaceted needs. In order to meet this challenge, the Hospice clinical team is a multi-professional specialist palliative care team bringing together staff with the necessary knowledge, skills and experience to ensure high quality diagnosis, treatment and compassionate care considering the patient and their family and friends, as a whole not just about treating the illness. Members of the specialist team include doctors, nurses, healthcare assistants, physiotherapists, occupational therapists, social workers, counsellors, administrative support, and chaplain and supported by a team of highly skilled and committed volunteers to support the delivery of care.

The clinical team within each service area undertakes detailed, specialised and holistic assessments of the needs of the patient across physical, psychological, social and spiritual domains. Expert management of complex symptoms is provided, which takes account of the patient's views, preferences and circumstances wherever possible when considering their advice on the care that is most appropriate for the patient's condition.

The St Clare Hospice clinical services include the Inpatient Unit, Wellbeing Hub and outpatient services, community nursing service (comprising a Clinical Nurse Specialist Service and a Hospice at Home Service) and patient and family support services such as bereavement counselling and social work advice. This is complemented by non-clinical models of care and a community engagement programme which aims to identify local population needs and develop new models of care. The activity levels for the year are set out below.

The Hospice also provides clinical sessions and multidisciplinary team meetings input to Princess Alexandra Hospital, Harlow. On a weekly basis, there are four clinical sessions provided to the hospital which offers patient reviews and hospital staff support.

Educational sessions are also delivered by hospice staff to local healthcare professionals and health and social care students. This year, the Hospice received students from medical, nursing, social work, counselling, allied healthcare professionals and physician associate backgrounds on placement. We also delivered a programme of online master classes and study days aimed at healthcare professionals, many of which needed to be repeated several times due to oversubscription and which were highly evaluated by attendees. Subjects included themes such as identifying a palliative care patient, symptom management, care of the dying patients, specialist management, ethical decision making and psychological support.

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their families and friends with a high level of care and support, ensuring dignity and respect at all times. The number of patient admissions during 2022/23 was 212 admissions compared to 204 in 2021/22. Bed occupancy was slightly lower at 76% resulting from a lower median length of stay compared to 77% in 2021/22 which is our target bed occupancy rate.

During 2022/23 referrals to our therapists (e.g. physiotherapists and occupational therapists) increased from 401 in 2021/22 to 442. Significant work continued in developing the new model of outpatient and day therapy type services, to create a

Wellbeing Hub, which was further expanded during the year with the launch of the community hub in Saffron Walden.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals.

The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals. Both the total referrals and the number of patients were lower in 2022/23, since unlike in 2021/22 they were only counted when accepted by the service after being triaged by First Contact. In prior years, triaging of patients was carried out by the Clinical Nurse Specialists. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and cared for 479 patients in their own homes (last year 467).

The Compassionate Neighbours volunteer scheme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. The project has now benefited 227 people who have come to the end of their life, with over 100 active Compassionate Neighbours. A lot of work has gone on behind the scenes during this year to shore up how the project runs safely, with all the contact information of Compassionate Neighbour and their community members transferred securely across to a database. This has been a large piece of work and with personnel changes during the year has meant the project's expansion slowed considerably. However, we are confident the work into robust 'back office' functions and new personnel recently recruited to the project will pay dividends in the coming year.

During the year, the Hospice continued to deliver a range of bereavement support services including bereavement cafés in various venues across West Essex, including the hospice and GriefLine, the telephone bereavement helpline. These services are open to any adult experiencing loss and grief across West Essex and beyond, and the people accessing these services do not need any connection to other hospice services to benefit. Additionally, a skilled team of counsellors offer specialist counselling to adults, children and young people affected by loss. The support follows nationally approved guidelines and is tailored to each person's need. The Children and Young Person's Bereavement Service funded by BBC Children In Need offers counselling to any young person affected by grief in West Essex, and includes support and training for school teachers and staff where bereavement is experienced.

Service Activity

Service		2021-22	2022-23
IPU	Total Admitted Patients	186 patients 204 admissions	171 patients 212 admissions
	Available Beds Day	2752	2679
	% Bed Occupancy	77%	76%
	Median Length of Stay in IPU (days)	7	6.5
Clinical Nurse Specialist	Total referrals	933	611
	Patients referred	738	473
Hospice at Home	Total referrals	719	758
	Patients referred	462	479
Therapy Team	Total referrals	401	442
	Patients referred	287	285
Patient and Family Support Service	Total referrals	632	588
	Patients referred	535	507
Café Clare	Attendances	515	568
Bereavement Café	Attendances	993	1196
Compassionate Neighbours	Trained volunteers	19 (192 in total across the project)	19
	Matches made during the year	17 (185 pre-existing matched)	42

Public Benefit

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities undertaken continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance on public benefit published by the Charity Commission. It is intended that the Charity should maximise the benefit that it provides to the local community given the constraints of size and funds.

The Charity is an important professional organisation that is proud of its local associations. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning groups). For this reason, the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and East Hertfordshire.

Volunteers

Volunteers have always played an important role in how we deliver services to patients, families, community members and the wider community. Our volunteers offer an extra layer of support to make the journey with St Clare Hospice a positive experience.

A number of volunteer roles have been refreshed or changed over the past couple of years. The Volunteer Development Team are ensuring a refreshed focus on the talents, skills, interests and availability of volunteers to ensure people's skills and expertise are brought to the hospice, and in the last year have developed a range of long service award events to thank and celebrate the dedicated service of the volunteer workforce at the hospice. These have been warmly received by many volunteers who have valued being able to come together again in person over food with a certificate and badge as a small token of the hospice's great appreciation for their commitment.

A clear volunteering plan has been created to underpin the exciting Hospice Strategy 2022+. A number of principles have been developed as areas to focus on:

- Improve communication with our volunteers.
- Develop a strong framework and processes to underpin work being developed.
- Create more ways to be connected to the work we deliver.
- Ensure we have embedded ways to say thank you and recognise a volunteer's impact and we create opportunities for volunteers to connect together as a bigger team.
- Develop a stronger support mechanism for volunteers when problems arise.
- Invest in volunteers by creating a strong training programme, induction process and ways to engage together.

Looking to the future of volunteering, we have some exciting ideas and potential to create more opportunities in areas that we have not had volunteers working before. All of this will increase the impact of our work and support more people in our community.

Strategic Report

Achievements and Performance

The Hospice Strategy 2022+ vision is that every adult in our local communities with a life limiting condition should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. We aim to provide both specialist clinical services and volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
2. We will work alongside our communities to become more resilient, to support each other and to remain independent for as long as possible.
3. We will equip healthcare colleagues to have the confidence and skills to provide outstanding end of life care.
4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

Focus on **quality** improvements across everything we do

Focus on the **sustainability** of the hospice's resources into the future

How will we achieve this?

Improving Access:

We will:

- Expand our reach
- Offer more services on our hospice site
- Prepare for an increase in care home residents who need our care, and for those who wish to be cared for at home
- Work to reduce hospital admissions so more people can benefit from hospice care
- Ensure everyone has fair access to hospice services, employment and volunteering opportunities
- Help local communities articulate what they need

Quality

We will:

- Demonstrate the impact we have made
- Continue to develop St Clare as an effective, open organisation that values integrity
- Continue to develop frameworks to ensure we are well-led, governed and effective
- We will equip health and social care colleagues to deliver great end of life care to their patients

Sustainability

We will:

- Create an empowered, motivated and skilled workforce (both staff and volunteers)
- Optimise income generation to enable us to remain independent and afford our services
- Invest in IT, digital services and data functions
- Aspire to reach carbon neutral by 2040

Achievements in 2022/23

It has been another very busy year for St Clare Hospice, still marked by the impact of Covid-19. Despite the obvious focus on maintaining operations with stringent infection control procedures in place, we achieved a lot of positive changes that have helped deliver quality care for more people.

A key piece of work for the year has perhaps been the launch of the new hospice strategy 2022+ following consultation with staff, volunteers, local communities, supporters, NHS partners and commissioners.

We have also developed new services during 2022/23, such as the community hub in Saffron Walden. As part of our goal to ensure that as many people as possible have access to our hospice services, wherever they are, we identified that people living in the northern most area of our catchment area, in the Uttlesford District, found it more difficult to travel to our hospice site which is situated in the southern part of our area. By working with a number of NHS and voluntary sector colleagues (who enthusiastically welcomed the St Clare Hospice team), a number of joint clinics and programme of support groups, drop in sessions and bereavement café have been set up in Saffron Walden.

We continued to develop our Wellbeing Hub clinics, particularly our Outpatient provision through Specialist Therapy Clinics and Groups and acupuncture clinics. We also continued to develop the Living Well Programme, breathlessness group, symptom control clinics, dementia care cafes and Café Clare, whilst we also honed our Namaste Care programme, Compassionate Neighbours and community group work.

Lastly, we are also proud of the structured teaching programme developed during the year, particularly the European Certificate in Essential Palliative Care, with the first cohort of students commencing their studies with us in September 2022. During the year we have run End of Life Care study days and webinars, Masterclasses in

Palliative Care, Advanced Communication Skills course, a DNACPR (Do Not Attempt Cardio-Pulmonary Resuscitation) Study Day, Level 2 Psychological Skills Training and our first annual Hospice Conference in September 2022, with an extraordinary line-up of eminent speakers. We remain proud of our ongoing relationship with the University of Cambridge and Anglia Ruskin University where we contribute with student placements and regular seminars.

During the year we have worked on strengthening our internal systems and functions. We have continued to invest in our business intelligence functions, with significant improvements made in our clinical reporting functions on clinical performance and incident and complaint reporting. Significant work started in the summer of 2022 around developing logic models for each service and function to help us make inroads into understanding how we can become more efficient and effective, as well as how we can understand and demonstrate the impact and benefit of each service to our local population.

We have seen a significant improvement across some of our income generation streams, despite the challenges posed by the external environment. We have seen significant improvement in the overall contribution from the fundraising team as targeted investments and development of team members has paid off. The team overall is enthusiastic, motivated and skilled, focusing on the needs of our supporters which is paying off in the results. The retail performance has had some challenges during the year, but we see this easing in the coming year with a focus on strengthening and supporting the shop management team. The St Clare Hospice Lottery has had a mixed year, by regaining lost ground with attrition rates seen during the pandemic, and overall a good financial contribution to the hospice. However, we believe the lottery can achieve much more in the year to come.

It has been fantastic to see the progress of St Clare Hospice over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non-clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff, with support from dedicated volunteers and our local communities enables the Hospice to continue to deliver high quality patient care, which is at the heart of all that St Clare Hospice does.

Financial Review

The outcome for the year was a surplus of £8k, which is down against the prior year surplus of £1.1m. The result in the prior year was achieved mainly due to one-off Government funding related to Covid-19.

There was increase in total expenditure which was mainly due to higher patient care expenditure where services continued to be developed and expanded, in part from designated funds. The exceptionally high level of inflation and high energy costs have also resulted in increase in the baseline expenditure.

NHS income was slightly higher than the previous year, however at 33% of the Charity's expenditure, it is lower than the 39% received in the prior year. The forecast future shortfalls in income compared with expenditure would reduce the level of reserves.

St Clare held net assets of £11.13m at 31 March 2023. Of this amount, £2.27m had been invested in land, buildings and equipment, leaving net current assets of £8.86m. The Trustees have reviewed financial forecasts and have agreed to continue to use reserves to develop services identified in the St Clare Hospice Strategy 2022+ to reach more people affected by life-limiting illness, death, dying and loss. Since this may reduce reserves below the target level, the planned capital development project, for which funds have been designated, may ultimately be funded from a specific appeal to generate the required funds.

A going concern assessment has been undertaken in accordance with the Charities SORP (FR102). Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

St Clare Hospice is committed to maintaining high standard of fundraising, retail and lottery activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are committed to fundraising by the standards set out in the Fundraising Code of Practice, and our contracted professional canvassing agencies for new lottery players are also required to maintain the Codes of Practice. We are members of the Charity Retail Association, Hospice UK, and the Institute of Fundraising.

A range of public facing fundraising activities are undertaken including events, direct mailings, corporate fundraising and telephone appeals. Fundraising activities are reported to the Income Generation Committee on a quarterly basis.

The Hospice commits to its fundraising policies and practice being legal, open and honest. Staff training and robust procedures are in place to ensure that these standards are maintained, and that no-one who is potentially vulnerable is asked to commit to giving.

From time to time, the Hospice may work with established and reputable service providers which include mailing houses, event management companies and fundraising agencies. Monitoring of activities is done by investigating complaints, seeking supporter feedback, mystery shopping and audits.

St Clare Hospice is GDPR compliant, and uses a number of methods to ensure regular review and accurate record keeping. In addition, the Hospice has signed up to receiving marketing suppressions under the Fundraising Preference Service, and also will not make fundraising calls to telephone numbers registered with the Telephone Preference

Service. Detailed supporter contact preferences and giving history are recorded on the fundraising database which is managed within the fundraising team.

Supporter experience is a priority for all teams within the Income Generation directorate and as such any complaints are investigated and dealt with in line the Hospice complaints policy. It is pleasing to report, that during the year, there were no complaints received about fundraising activities.

Fundraising income generated in 2022/23 was £1,783k compared to a prior year figure of £1,565k. The Fundraising Income figure is made up of Donations and Gifts, Fundraising Events and St Clare Friends Groups, less any income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

The hospice benefitted from generous support from our community once again in 2022/23. Our focus in fundraising is always to connect our supporters with the impact of the work we do, and show how their donations are making a difference to local people. We saw high levels of activity in all areas of fundraising, with particular success in areas where we had updated and improved our offering to the public, such as in our programme of events.

The focus for 2023/24 is on increasing our capacity and efficiency to be able to serve the community who are wishing to support us, and raise the increasing funds needs to run the Hospice. As the cost of living continues to rise, we know that our supporters are feeling the effects just as much as the hospice is. It is vital that we make sure that those that are able and wish to donate to the hospice can do so easily, and that they continue to be aware of the incredible difference this makes to local people receiving our services.

Retail and Lottery Performance

St Clare Hospice retail continued to see fantastic support from the public through high levels of donated goods and good footfall. Nevertheless, the net contribution of all retail activity (including e-commerce) for 2022/23 was £277k compared to £449k in 2021/22. This decrease in income was the effect of a challenging year of recruitment leaving us under-resourced across the chain for a significant period of time. We also invested in a new store in Bishop's Stortford South Street. This store is our largest high street store, and after refurbishment has become one of our highest performing stores.

It is our ambition to continue to grow our portfolio of stores across the region that we serve as a hospice.

The St Clare weekly lottery is a key income stream for the hospice, with excellent player numbers across our region. Face to face player recruitment continued successfully, leading to growth in our player numbers and lottery contribution to the charity was £439k in 2022/23 vs £512k in the previous financial year.

Player recruitment will be our main focus for the 2022/23, and so we expect to see higher player numbers but, in the short term, reduced contribution as a result.

Investment

The Trustees' investment policy is governed by the Company's Memorandum of Association, which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law. The Trustees are currently exploring the option to invest monies after allowing for cash required to meet planned level of expenditure in the medium term consistent with St Clare's Reserves Policy.

During the year, beyond a small working balance all cash was held in interest bearing accounts. That cash which is not required in the short term is invested in immediate, notice or fixed term deposits to secure the highest rate of interest available, which is consistent with the security.

The current policy set by the Trustees for investment of cash, limits the amount that can be invested with a single financial institution and also prohibits investment in any financial product except term deposits in pounds sterling.

Reserves Policy and Objectives

The Trustees reviewed and approved the Reserves Policy in September 2022 in line with recommendations from the Charity Commission. It is the view of the Board of Trustees that St Clare Hospice should provide reliable and consistent services to its beneficiaries beyond the immediate future. The Hospice needs to be able to meet unexpected expenses, absorb setbacks and take advantage of change and opportunities for development when they arise.

This review has also taken into account the proposed development of services provided by St Clare Hospice, as contemplated in the Hospice's Strategy 2022+.

The Trustees agreed on a target level of reserves informed by the nature of the financial position of St Clare Hospice and the risks facing it. Factors taken into account by the Trustees include the categories of income received by the Hospice and the risk factors applicable to these categories.

For example:

- The absence of a long-term funding commitment for those services provided by the Hospice for which income is received from the NHS or other government agencies.
- The volatility of fundraising income, as demonstrated during and following the Covid pandemic.
- The uncertainties of legacy income, both as regards amounts and timing.
- The uncertainty of the amount of income which may be forthcoming from trading activity in the Hospice's subsidiary, including the uncertainty of trading income in the retail and lottery markets and the risks of undertaking that trading.
- The inherent risks of providing medical and clinical services.
- The external economic environment, and the impact of exceptionally high level of inflation feeding through to year on year baseline costs.

In addition, it is planned that the Hospice will have an annual deficit for the next few years in order to balance the two priorities of investing in services and increasing overall income to sustain this investment long term. This investment is a key part of the 2022+ strategy, and has also been enabled by surplus in prior years. This approach is an acknowledgement by the trustees of the need to avoid excessive reserves and to utilise funds as quickly as possible to support our charitable objectives.

The target level of reserves agreed by the Trustees is six months of forecast expenditure for the Hospice and its trading subsidiary. Thus in each financial year the Hospice will aim to have reserves equal to half the budgeted expenditure for that financial year.

Further amounts may be designated for specific projects, initiatives or liabilities. These designated funds, if designated, will be for areas of work that directly further the Hospice's strategic objectives as recommended by the relevant Committee. The approach to designation will be recommended by the Finance and Risk Committee. These designated funds will not be taken into account in comparing the amount of reserves with the target level.

The reserves policy target will be calculated on an annual basis, and agreed by the Board prior to approving the Annual Report and Accounts.

Designated funds

At their meeting in September, 2022 the Trustees designated certain amounts for anticipated future expenditure arising from St Clare's Strategy 2022+ and are divided into strategic areas we consider a priority. It is anticipated that this expenditure will be across the coming five years after plans are further developed and projects identified in detail. The designated funds (and amounts utilised during the year) are the following:

Improving Access: Clinical services and digital £1m (£123k utilised)

Improving Access: Capital Development £3m

Quality: Impact development £100k

Sustainability: Income generation £500k (£42k utilised)

Sustainability: People development £400k (£64k utilised)

Level of reserves

As at 31 March, 2023 St Clare Hospice held net assets of £11.1m, of which £2.3m is represented by tangible fixed assets, leaving £8.8m. After deducting restricted funds of £0.2m and unutilised designated funds (see above) of £4.8m, £3.8m is available as undesignated general reserves.

The reserves policy target for 2023-24 is £3.7m, and it would be the expectation of the Trustees that the level of reserves will broadly align with the target over the next few years as St Clare's Strategy 2022+ is implemented. To the extent that reserves might otherwise fall beneath the target, it is anticipated that the funds designated for capital development will be reduced and replaced by income from fundraising for capital development.

Risk Management

The Senior Leadership Team, which meets weekly chaired by the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The organisational risks are identified and measures put in place by SLT, and reviewed by the Finance and Risk Committee before they are reported to the Board. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer, and a summary of the main risks are reported on a quarterly basis to the Board of Trustees. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources, and reported to the Board of Trustees. In short risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing possible exposure to any identified risks:

- All professional and other Codes of Practice applying to Hospice activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.
- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

The SLT has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc.) they are accepted.

St Clare Hospice believes that a high quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register and actions are agreed to ensure that the risk is either removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which can be affected by significant issues such as a global pandemic, but also the impact of the changes in commissioning and contracting from the NHS in the future as the NHS system adapts to the reorganisation from Clinical Commissioning Groups to larger Integrated Care Systems. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided. Although we have taken a number of mitigating actions to secure our Income Generating capability the increase in baseline expenditure continues to place reliance on sustained growth in voluntary and trading income.

Dedicated teams of fundraising, lottery and retail staff, who are supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good

reputation locally. The SLT and the Income Generation Committee closely monitor income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place.

The move from the Clinical Commissioning Groups to the Integrated Care Systems in the NHS has been a significant change nationally and locally; keeping abreast of the changes in structures and personnel is always more complex for organisations like hospices who are independent of the NHS. However, it has been made somewhat easier by the improved enthusiasm of NHS colleagues in the ICS to communicate and work with the hospice. The risk for the hospice is that with the changes in commissioning structures, the emphasis on end of life and palliative care might get lost or diluted which will have an impact on the delivery of patient care; and that there may be a risk to the value of the NHS contract which presents the Hospice with a slightly elevated risk of not being able to survive financially if the contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with NHS partners during the year, and believes the Hospice's positive attitude and willingness to support the wider system during the past few years has helped support a higher profile and improved reputation.

The ability to recruit into clinical roles, particularly Registered Nurses, continues to be a high risk area for the Hospice. With a nationwide shortage of nurses, and a stretched NHS that is still recovering from a global pandemic, recruitment is a struggle and may impact upon the plans to expand and develop services.

Commentary on Last Year's Plans for 2022/23

- The hospice has the ambition of a 'One Hospice' approach by taking advantage of technologies and digital approaches. We want to widen access to services, employment and volunteering opportunities, and support all hospice functions (including income generation). During 2022/23 we were able to begin a review of all of our activities, functions and services to scope the resources and opportunities we have for digital development. We developed a Digital Strategy and we are now implementing it where resources and capacity allows.
- We are also looking to ensure our hospice is fit for the future and that our hospice site is future-proofed, so that it is sustainable and suitable for the next 15 to 25 years. During the year we started working with our key stakeholder groups such as the hospice workforce, commissioners, and local community to establish the health and hospice accommodation requirements in the future with a view to scoping a proposed capital project that improves the hospice site and maximises the use of hospice resources. This is an ongoing long-term project and will take some time to deliver.

- We planned to further develop the Wellbeing Hub programme of clinics and programmes that meet the needs of our patient cohort and reach more people both at the Hastingwood site and in venues around West Essex. During the year we launched a range of hospice services and clinics in Saffron Walden at the northern edge of our catchment area to better serve our Uttlesford population. The Saffron Walden community hub has enabled us to work collaboratively with a number of voluntary sector and NHS partners to jointly deliver a programme of bereavement cafés, drop in sessions, clinics and groups, bringing our hospice services to the local population.
- We planned to implement a full Equality, Diversity and Inclusion programme that identifies how the hospice will address inequalities in our organisation so that everyone has fair access to hospice services, as well as employment and volunteering opportunities. During the year we had a number of false starts with the programme, but have finally landed a partnership with an external consultant who really understands the quirks of hospices. The consultant has offered staff a number of focus groups based on protected characteristics and conversations with individuals with a view to developing a report with an action plan and recommendations for the hospice, and who will develop a bespoke Unconscious Bias training programme.
- We planned to develop our bereavement support programme including elements such as extending GriefLine and the bereavement café model. Although we have not made significant changes to extend Griefline (as so far, the data we've collected shows demand has not warranted it), we continued to develop a number of bereavement cafés across the catchment area.
- We said we would conduct a full hospice governance review to ensure effective and safe decision making. This has been completed during the year, and overall the external report was very positive about our governance structures and approach. However, work will now continue on updating our Memorandum and Articles which have not been updated or reviewed since 2011.
- We planned to develop a number of new business models and plans to develop a step change in hospice income for future sustainability. This is well underway and we are pleased with progress, with a number of exciting business plans in the pipeline which will begin in 2023.

Future Plans 2023/24

The Hospice plans for the coming financial year of 2023/24 are as follows:

- We will continue to work with our NHS colleagues and partners in supporting the integrated care system and working to improve end of life care delivery across our area.
- We will deliver a number of improvements to the Hastingwood site that will improve the environment for patients and families.
- We will launch one or two new commercial ventures as new income streams, as well as expand our charity retail portfolio.
- We will develop a community engagement strategy that builds on our volunteer and community-led social support models.
- We will develop an impact measurement programme to demonstrate our value to the wider healthcare economy and the difference we make to the local community.

Statement of Trustees' Responsibilities for Financial Statements

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes 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 Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Disclosure of information to auditors

As far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

People

In my role as Chair and on behalf of the Board of Trustees, I express my deep appreciation and gratitude to the staff and volunteers who have all made such a significant contribution to St Clare over the past year. They continue to demonstrate tremendous commitment, professionalism and enthusiasm that is so necessary to ensure the smooth running of the Hospice.

I would like to offer my thanks to all my colleagues on the Board of Trustees for their continuing support for the hospice, which has been incredibly valuable. The experience and expertise of Board members as volunteers not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am deeply grateful to the very committed, engaged and skilled group of trustees who give significant time and support to our senior leadership team.

I must also thank those trustees who have served on the Board and whose terms of office came to an end during the year; Wendy Adams, Fabian Bullen, Carole Bennett and Katrina Leighton-Hearn. Each have given time and effort towards the hospice over their respective periods of office, and I am grateful to each of them for their dedicated service.

I am delighted to welcome Sarah Howe, Mel Wright, Lawrence Slade and Muntazir Haji to the Board and am grateful to them for their enthusiasm and commitment to the hospice and the teams.

Finally, I must thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice and it would be impossible for us to continue our work without their support. On behalf of the Board of Trustees, St Clare Hospice staff and volunteers, patients and their families, I am very grateful for the unstinting support of our local community.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 5 September 2023.



Nik Wright
Chair of Board of Trustees

Independent Auditors' Report to the Members of St Clare West Essex Hospice Care Trust

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements

does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates 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 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 22 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern,

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Charity Commission, employment law and health and safety regulations, 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 preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

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 recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting 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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Lee Stokes (Senior statutory auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place,
London,
EC4R 1AG.

Date: 18 September 2023

**Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2023**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income:					
Donations and gifts	4	1,735,907	210,697	1,946,604	1,867,148
Legacies	5	1,537,596	-	1,537,596	595,999
Other trading activities					
Fundraising events & similar income		154,170	-	154,170	135,641
Friends of St Clare branches	6	1,335	-	1,335	518
Trading Company turnover	7	1,781,300	-	1,781,300	1,700,314
		<u>1,936,805</u>	<u>-</u>	<u>1,936,805</u>	<u>1,836,473</u>
Income from charitable activities	8	2,207,097	9,184	2,216,281	3,079,819
Investment income and interest		50,759	-	50,759	10,716
Other income		64,384	-	64,384	50,163
Total income		<u>7,532,548</u>	<u>219,881</u>	<u>7,752,429</u>	<u>7,440,318</u>
Expenditure:					
Raising funds					
Fundraising expenditure		766,016	-	766,016	679,483
Friends of St Clare branches		45	-	45	90
Trading Company expenses		1,372,401	-	1,372,401	1,193,967
	9	<u>2,138,462</u>	<u>-</u>	<u>2,138,462</u>	<u>1,873,540</u>
Charitable activities					
Patient care	10	5,370,916	212,853	5,583,769	4,466,291
Education and research			22,524	22,524	5,233
		<u>5,370,916</u>	<u>235,377</u>	<u>5,606,293</u>	<u>4,471,524</u>
Total expenditure		<u>7,509,378</u>	<u>235,377</u>	<u>7,744,755</u>	<u>6,345,064</u>
Net (expenditure)/income for year	12	<u>23,170</u>	<u>(15,496)</u>	<u>7,674</u>	<u>1,095,254</u>
Transfers between funds	22	23,222	(23,222)	-	-
Net movement in funds		<u>46,392</u>	<u>(38,718)</u>	<u>7,674</u>	<u>1,095,254</u>
Reconciliation of funds:					
Total funds brought forward at 1 April		10,856,630	268,078	11,124,708	10,029,454
Total funds carried forward at 31 March	22	<u>10,903,022</u>	<u>229,360</u>	<u>11,132,382</u>	<u>11,124,708</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities of the group.

The detailed comparative information for the statement of financial activities is included in note 25.

St Clare West Essex Hospice Care Trust

Group and Charity Balance Sheets as at 31 March 2023

		Group		Charity	
	Notes	2023	2022	2023	2022
		£	£	£	£
Fixed assets					
Intangible assets	14	6,134	9,640	6,134	9,640
Tangible assets	15	2,267,324	2,266,292	2,199,614	2,260,588
Investments	16	-	-	2	2
		<u>2,273,458</u>	<u>2,275,932</u>	<u>2,205,750</u>	<u>2,270,230</u>
Current assets					
Stocks		2,023	2,031	-	-
Debtors	17	1,387,632	1,071,931	1,914,374	1,661,064
Bank deposits		6,710,819	7,936,852	6,254,096	7,365,104
Cash at bank and in hand		1,172,169	221,197	1,055,242	77,702
Friends branch funds	6	31	843	31	843
		<u>9,272,674</u>	<u>9,232,854</u>	<u>9,223,743</u>	<u>9,104,713</u>
Creditors: amounts falling due within one year	18	(413,750)	(384,078)	(297,799)	(250,923)
Net current assets		<u>8,858,924</u>	<u>8,848,776</u>	<u>8,925,944</u>	<u>8,853,790</u>
Net assets		<u>11,132,382</u>	<u>11,124,708</u>	<u>11,131,694</u>	<u>11,124,020</u>
Funds:					
Unrestricted general funds	22	3,859,639	3,580,698	3,926,659	3,585,712
Unrestricted designated funds	22	7,043,383	7,275,932	6,975,675	7,270,230
Restricted funds	22	229,360	268,078	229,360	268,078
Total funds		<u>11,132,382</u>	<u>11,124,708</u>	<u>11,131,694</u>	<u>11,124,020</u>

The surplus of the parent charity was £7,674 (2022: £1,095,254 surplus)

Approved by the Board of Trustees and authorised for issue on 5 September 2023
and signed on its behalf by:


Nik Wright
Chair of the Board of Trustees


Andrew Balfour
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2023

	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities:				
Net cash (outflow)/inflow from operating activities (note 1 below)		(161,974)		1,525,452
Cash flows from investing activities:				
Interest received	50,759		10,716	
Acquisition of intangible fixed assets	-		-	
Purchase of tangible fixed assets	(164,658)		(77,976)	
Net cash outflow from investing activities		(113,899)		(67,260)
(Decrease)/increase in cash and cash equivalents in the year		(275,873)		1,458,192
Analysis of changes in cash and cash equivalents during the year:				
Total as at 1 April		8,158,892		6,702,700
Increase in cash and cash equivalents in the year		(275,873)		1,456,192
Total as at 31 March (note 2 below)		7,883,019		8,158,892

Notes to the Group Cash Flow Statement

1 Reconciliation of net income to net cash flow from operating activities	2023 £	2022 £
Net (expenditure)/income (as per statement of financial activities)	7,674	1,096,254
Adjustments for:		
Interest received	(50,759)	(10,716)
Amortisation of intangible fixed assets	3,506	3,505
Depreciation of tangible fixed assets	163,626	189,811
Loss on disposal of tangible fixed assets	-	7,142
(Increase) / decrease in stocks	8	(2,031)
Decrease / (increase) in debtors	(315,701)	160,242
Increase / (decrease) in creditors	29,672	81,245
Net cash (outflow)/inflow from operating activities	(161,974)	1,525,452
2 Analysis of cash and cash equivalents	2023 £	2022 £
Bank deposits	6,710,819	7,936,852
Cash at bank and in hand	1,172,169	221,197
Friends branch funds	31	843
Total as at 31 March	7,883,019	8,158,892

**Notes forming part of the financial statements
for the year ended 31 March 2023**

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

The Hospice 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 note(s).

(b) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

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. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed and that there are no material uncertainties regarding the charity's ability to continue as a going concern.

The going concern assessment included Trustees considering cash projections and financial plans. They are satisfied that the Charity has effective financial controls in place, and that there are robust risk and reserves policies which are regularly reviewed. The Trustees are able to monitor actual results against budget during the year and analyse the Charity's sources of income and expenditure.

Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

(d) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

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.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

(f) Income

Income is recognised when the Charity has entitlement 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation 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 tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

**Notes forming part of the financial statements
for the year ended 31 March 2023**

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

(g) Donated goods and services

Donated services or facilities 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 the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

(h) Expenditure

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

(i) Volunteers services

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

(j) Pension costs

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with FRS 102.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 102, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

**Notes forming part of the financial statements
for the year ended 31 March 2023**

(k) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accruals basis and in line with FRS 102.

(l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
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(m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	between 34 and 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

(n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items 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 which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweigh the benefits.

(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) Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2 Judgements and key sources of estimation uncertainty

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

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

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

**Notes forming part of the financial statements
for the year ended 31 March 2023**

3 Financial activities of the Charity

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	2023	2022
	£	£
Total income	6,379,985	6,246,351
Total expenditure	(6,372,311)	(5,151,097)
Net income for year	7,674	1,095,254
Total funds brought forward	11,124,020	10,028,766
Total funds carried forward	11,131,694	11,124,020
Represented by:		
Unrestricted income funds	10,902,334	10,855,942
Restricted income funds	229,360	268,078
	11,131,694	11,124,020

4 Donations and gifts

	Unrestricted Funds	Restricted Funds	Total 2023
	£	£	£
Individuals	681,661	3,730	685,391
Appeals	60,841	-	60,841
Charitable Trusts	170,923	206,967	377,890
Community	221,475	-	221,475
Corporate	281,087	-	281,087
Donations from retail Gift Aid scheme	255,878	-	255,878
Retail Gift Aid	64,042	-	64,042
	1,735,907	210,697	1,946,604
	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Individuals	551,600	5,200	556,800
Appeals	74,006	-	74,006
Charitable Trusts	147,705	257,553	405,258
Community	156,027	-	156,027
Corporate	236,319	-	236,319
Donations from retail Gift Aid scheme	350,886	-	350,886
Retail Gift Aid	87,852	-	87,852
	1,604,395	262,753	1,867,148

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have been included in the financial statements, as entitlement to the legacies has been established and is considered probable that they will be received and can be reliably quantified.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

6 Net income from Friends branches

There are four Friends groups that raise funds for the Hospice. Their accounts are consolidated within the Charity's accounts.

	2023	2022
	£	£
Income	1,335	518
Fundraising expenditure	(45)	(90)
Net income	1,290	428
Amount remitted to St Clare West Essex Hospice Care Trust	2,102	-
(Decrease)/increase in retained funds	(812)	428
Friends branch funds brought forward	843	415
Balance at 31 March	31	843

7 Net income from trading activities of subsidiary company

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

St Clare Hospice Trading Company Limited	2023	2022
Profit and loss account	£	£
Turnover	1,781,300	1,700,314
Coronavirus Job Retention Scheme grants		10,577
Local Authority retail grants		5,500
Cost of sales & administration expenses	(1,372,401)	(1,193,967)
Rent and IT charge payable to St Clare West Essex Hospice Care Trust	(13,000)	(12,880)
Net profit	395,899	509,544
Distributions to St Clare West Essex Hospice Care Trust	395,899	509,544
Retained in subsidiary	-	-
	395,899	509,544

The aggregate of the assets, liabilities and funds at 31 March was:

Assets	783,485	806,348
Liabilities	(782,795)	(805,658)
Funds	690	690

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

8 Income from charitable activities

	2023 £	2022 £
NHS West Essex Clinical Commissioning Group		
Contract for patient care services	2,024,663	1,948,883
NHS East and North Hertfordshire Clinical Commissioning Group		
Contract for patient care services	51,081	49,164
Other NHS income	-	-
Reimbursement of medical consultant costs	131,353	103,596
Coronavirus Job Retention Scheme grants	-	28,985
Local Authority retail grants	-	5,500
Covid-19 Government support for hospices (restricted income)	-	933,933
Research & development (restricted income)	9,184	9,758
	2,216,281	3,079,819

9 Costs of raising funds

	Direct costs £	Support costs (note 11) £	Total 2023 £
Fundraising expenditure	591,588	174,428	766,016
Friends of St Clare branches	45	-	45
Trading Company expenses	1,372,401	-	1,372,401
	1,964,034	174,428	2,138,462
	Direct costs £	Support costs (note 11) £	Total 2022 £
Fundraising expenditure	524,931	154,552	679,483
Friends of St Clare branches	90	-	90
Trading Company expenses	1,193,967	-	1,193,967
	1,718,988	154,552	1,873,540

10 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2023 £
Inpatient unit	1,345,575	955,599	2,301,174
Wellbeing & Outpatients	284,571	425,945	710,516
Community service	583,787	244,152	827,939
Hospice at Home	644,122	220,690	864,812
Patient & Family Support	538,670	152,738	691,408
Strategy 2022+	-	187,920	187,920
	3,396,725	2,187,044	5,583,769
	Direct costs £	Support costs (note 11) £	Total 2022 £
Inpatient unit	1,256,003	774,729	2,030,732
Wellbeing and Outpatients	248,874	268,212	517,086
Community service	494,309	112,139	606,448
Hospice at Home	645,810	133,624	779,434
Patient and Family Support	482,674	49,917	532,591
	3,127,670	1,338,621	4,466,291

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

11 Support costs

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Strategy 2022+	Basis of allocation	Total 2023 £
Management & HR	37,040	181,833	40,407	33,672	33,672	10,102	64,462	Staff Time	401,188
Insurance	1,274	17,068	4,840	764	1,019	509	-	Floor Space	25,474
Volunteer services	8,952	25,226	36,618	-	1,627	8,949	-	Usage	81,372
Premises and facilities	21,014	281,582	75,649	12,608	21,014	8,405	-	Floor Space	420,272
Catering & cleaning	8,799	151,776	43,993	4,399	4,399	6,599	-	Staff Time	219,965
Communications	28,574	45,719	28,574	15,716	18,573	5,717	-	Staff Time	142,873
IT	29,037	74,667	41,481	24,889	29,037	8,296	-	Staff Time	207,407
Office costs	38,737	99,263	31,474	29,052	36,316	7,264	-	Staff Time	242,106
Governance costs	1,001	6,006	2,145	2,288	2,574	286	-	Usage	14,300
First contact	-	22,418	37,363	37,363	22,418	29,890	37,363	Usage	186,815
Clinical Quality & Manager	-	50,041	83,401	83,401	50,041	66,721	16,680	Usage	350,285
Digital & Transformation	-	-	-	-	-	-	69,415	Usage	69,415
TOTALS	174,428	955,599	425,945	244,152	220,690	152,738	187,920		2,361,472

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	2022 £
Management and HR	35,452	174,038	38,675	32,229	32,229	9,669	Staff Time	322,292
Insurance costs	1,344	18,003	5,105	806	1,075	537	Floor space	26,870
Volunteer services	8,190	23,080	33,503	-	1,489	8,188	Usage	74,450
Premises and facilities	16,752	224,473	60,306	10,051	16,752	6,700	Floor space	335,034
Catering and cleaning	7,613	131,324	38,065	3,806	3,806	5,710	Staff Time	190,324
Communications	21,791	34,866	21,791	11,985	14,164	4,360	Staff Time	108,957
IT	27,338	70,298	39,054	23,433	27,338	7,811	Staff Time	195,272
Office costs	34,265	87,803	27,840	25,698	32,123	6,425	Staff Time	214,154
Governance costs	1,807	10,844	3,873	4,131	4,648	517	Usage	25,820
TOTALS	154,552	774,729	268,212	112,139	133,624	49,917		1,493,173

12 Net income/(expenditure) for the year

Net income is stated after charging:

	2023 £	2022 £
Amortisation of intangible fixed assets	3,506	3,505
Depreciation of tangible fixed assets	163,626	189,811
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	19,011	16,600
- Tax services	2,890	2,965
Trustees' indemnity insurance	1,609	980
Operating leases	188,449	207,927

Notes forming part of the financial statements for the year ended 31 March 2023

13 Trustees' remuneration

No Trustees received emoluments in the current or comparative year. No Trustees were reimbursed expenses in the current year (2022 : One Trustee was reimbursed £123).

14 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

	£
Cost	
At 1 April 2022	39,957
At 31 March 2023	<u>39,957</u>
Amortisation	
At 1 April 2022	30,317
Charge for year	3,506
At 31 March 2023	<u>33,823</u>
Carrying value at 31 March 2023	<u>6,134</u>
Carrying value at 31 March 2022	<u>9,640</u>

15 Tangible fixed assets

Group

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2022	4,330,596	680,812	5,011,408
Additions	47,779	116,879	164,658
At 31 March 2023	<u>4,378,375</u>	<u>797,691</u>	<u>5,176,066</u>
Depreciation			
At 1 April 2022	2,166,916	578,200	2,745,116
Charge for year	138,630	24,996	163,626
At 31 March 2023	<u>2,305,546</u>	<u>603,196</u>	<u>2,908,742</u>
Net book value at 31 March 2023	<u>2,072,829</u>	<u>194,495</u>	<u>2,267,324</u>
Net book value at 31 March 2022	<u>2,163,680</u>	<u>102,612</u>	<u>2,266,292</u>

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

15 Tangible fixed assets (continued)

Charity

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2022	4,330,596	549,009	4,879,605
Additions	47,779	45,776	93,555
At 31 March 2023	<u>4,378,375</u>	<u>594,785</u>	<u>4,973,160</u>
Depreciation			
At 1 April 2022	2,166,916	452,101	2,619,017
Charge for year	138,630	15,899	154,529
At 31 March 2023	<u>2,305,546</u>	<u>468,000</u>	<u>2,773,546</u>
Net book value at 31 March 2023	<u>2,072,829</u>	<u>126,785</u>	<u>2,199,614</u>
Net book value at 31 March 2022	<u>2,163,680</u>	<u>96,908</u>	<u>2,260,588</u>

16 Fixed asset investments

	Charity	
	2023 £	2022 £
Shares in subsidiary company: St Clare Hospice Trading Company Limited	<u>2</u>	<u>2</u>

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

17 Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
St Clare Hospice Trading Company Limited	-	-	666,842	672,503
HMRC - income tax / VAT recoverable	29,273	36,006	15,596	36,006
Accrued legacy income	1,050,246	68,130	1,050,246	68,130
Interest due	8,016	2,259	7,039	2,259
Prepayments and other debtors	300,097	965,536	174,651	882,166
	<u>1,387,632</u>	<u>1,071,931</u>	<u>1,914,374</u>	<u>1,661,064</u>

Legacy notifications estimated at £763k have not been accrued as at the time the accounts were finalised, amount or certainty of receipt of each of the individual legacies could not be ascertained.

18 Creditors: amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Interest free loans	2,500	2,500	2,500	2,500
Taxation and social security	123,871	104,260	123,871	104,260
Trade creditors	58,786	85,180	37,812	54,061
Other creditors	161,251	158,446	81,568	56,410
Accruals	43,950	33,692	28,656	33,692
Deferred income	23,392	-	23,392	-
	<u>413,750</u>	<u>384,078</u>	<u>297,799</u>	<u>250,923</u>

Included in other creditors are pension contributions amounting to £80,757 (2022: £56,410).

Notes forming part of the financial statements for the year ended 31 March 2023

Deferred income reconciliation:	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Brought forward at 1 April	-	518	-	518
Released to the statement of financial activities	-	(518)	-	(518)
Deferred during the year	23,392	-	23,392	-
Carried forward at 31 March	23,392	-	23,392	-

19 Staff costs

	2023	2022
	£	£
Salaries	4,987,675	4,104,135
Social security costs	485,931	372,620
Pension costs	439,642	334,327
	5,913,248	4,811,082

Included in the above are redundancy and termination payments totalling £1,840 (2022: £15,488).

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 during the year was as follows:

	2023	2022
£60,001 - £70,000	2	3
£70,001 - £80,000	2	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	-
£120,001 - £130,000	-	1
£140,001 - £150,000	1	-

The average number of employees during the year was:

	2023	2021
Full time	72	76
Part time	81	57
	153	133

The average number of full time equivalent employees in the year was 121.2 (2022: 112.0).

20 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Charity were £601,934 (2022: £574,787).

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

21 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2023:				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,267,324	-	2,267,324
Current assets	4,273,389	4,769,925	229,360	9,272,674
Current liabilities	(413,750)	-	-	(413,750)
Total net assets	<u>3,859,639</u>	<u>7,043,383</u>	<u>229,360</u>	<u>11,132,382</u>

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2022:				
Intangible fixed assets	-	9,640	-	9,640
Tangible fixed assets	-	2,266,292	-	2,266,292
Current assets	3,964,776	5,000,000	268,078	9,232,854
Current liabilities	(384,078)	-	-	(384,078)
Total net assets	<u>3,580,698</u>	<u>7,275,932</u>	<u>268,078</u>	<u>11,124,708</u>

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2023:				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,199,614	-	2,199,614
Investments	-	2	-	2
Current assets	4,224,458	4,769,925	229,360	9,223,743
Current liabilities	(297,799)	-	-	(297,799)
Total net assets	<u>3,926,659</u>	<u>6,975,675</u>	<u>229,360</u>	<u>11,131,694</u>

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2022:				
Intangible fixed assets	-	9,640	-	9,640
Tangible fixed assets	-	2,260,588	-	2,260,588
Investments	-	2	-	2
Current assets	3,836,635	5,000,000	268,078	9,104,713
Current liabilities	(250,923)	-	-	(250,923)
Total net assets	<u>3,585,712</u>	<u>7,270,230</u>	<u>268,078</u>	<u>11,124,020</u>

Notes forming part of the financial statements for the year ended 31 March 2023

22 Statement of funds

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Unrestricted funds:					
General funds	3,580,698	7,532,548	(7,112,170)	(141,437)	3,859,639
Designated funds					
Net Book Value of Fixed Assets	2,275,932	-	(167,132)	164,659	2,273,459
Clinical Services & Digital	1,000,000		(123,458)		876,542
Capital Development	3,000,000				3,000,000
Impact Development	100,000				100,000
Income Generation	500,000		(42,156)		457,844
People Development	400,000		(64,462)		335,538
	<u>10,856,630</u>	<u>7,532,548</u>	<u>(7,509,378)</u>	<u>23,222</u>	<u>10,903,022</u>
Restricted funds:					
Patient Care fund	72,394	114,358	(103,046)	(23,222)	60,484
Community Engagement fund	34,721	62,962	(59,390)	-	38,293
Bereavement Service fund	77,886	33,377	(62,058)	-	49,205
Education & Research fund	83,077	9,184	(10,883)	-	81,378
	<u>268,078</u>	<u>219,881</u>	<u>(235,377)</u>	<u>(23,222)</u>	<u>229,360</u>
Total funds	<u>11,124,708</u>	<u>7,752,429</u>	<u>(7,744,755)</u>	<u>-</u>	<u>11,132,382</u>
	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Unrestricted funds:					
General funds	7,362,197	1,233,874	(4,979,244)	(36,129)	3,580,698
Designated funds					
Net Book Value of Fixed Assets	2,398,414	-	(200,458)	77,976	2,275,932
Clinical Services & Digital		1,000,000			1,000,000
Capital Development		3,000,000			3,000,000
Impact Development		100,000			100,000
Income Generation		500,000			500,000
People Development		400,000			400,000
	<u>9,760,611</u>	<u>6,233,874</u>	<u>(5,179,702)</u>	<u>41,847</u>	<u>10,856,630</u>
Restricted funds:					
Patient Care fund	44,976	1,081,847	(1,012,582)	(41,847)	72,394
Community Engagement fund	2,034	79,226	(46,539)		34,721
Bereavement Service fund	143,281	35,613	(101,008)		77,886
Education & Research fund	78,552	9,758	(5,233)		83,077
	<u>268,843</u>	<u>1,206,444</u>	<u>(1,165,362)</u>	<u>(41,847)</u>	<u>268,078</u>
Total funds	<u>10,029,454</u>	<u>7,440,318</u>	<u>(6,345,064)</u>	<u>-</u>	<u>11,124,708</u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves and a further £5 million to support our strategic goals. These funds are expected to be released in the next 4 to 5 years, of which £230,076 were expended by 31 March 2023.

Restricted funds:

The Patient Care fund represents funds given by organisations and individuals to purchase equipment and fund other costs for patient care services.

The Community Engagement fund represents funds given by organisations to contribute towards costs of the Compassionate Neighbours project.

The Bereavement Service fund represents funds given by organisations to contribute towards bereavement services.

The Education & Research fund represents funds for the further education of Doctors.

Transfers between funds represent the purchase of fixed assets in the year.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

23 Related party transactions

During the year, the Charity provided rental of office accommodation and IT equipment to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £13,000 (2022: £12,880). In addition, the Charity received a Gift Aid donation of £395,899 during the year (2022: £509,544).

At the Balance Sheet date, the Charity was due £666,842 from St Clare Hospice Trading Company Limited (2022: £672,503).

There were no other related party transactions in the current or comparative year which required disclosure.

24 Commitments under operating leases

At 31 March, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2023	2023	2022	2022
	£	£	£	£
	Other	Land & Building	Other	Land & Building
Operating leases which expire:				
not later than one year	480	164,460	2,528	152,453
later than one year and not later than five years	320	507,979	800	292,960
later than five years	-	213,333	-	81,667
	800	885,772	3,328	527,080

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2023

25 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Income:			
Donations and gifts	1,604,395	262,753	1,867,148
Legacies	595,999	-	595,999
Other trading activities			
Fundraising events & similar income	135,641	-	135,641
Friends of St Clare branches	518	-	518
Trading Company turnover	1,700,314	-	1,700,314
	<u>1,836,473</u>	<u>-</u>	<u>1,836,473</u>
Income from charitable activities	2,136,128	943,691	3,079,819
Investment income and interest	10,716	-	10,716
Other income	50,163	-	50,163
Total income	<u>6,233,874</u>	<u>1,206,444</u>	<u>7,440,318</u>
Expenditure:			
Raising funds			
Fundraising expenditure	679,483	-	679,483
Friends of St Clare branches	90	-	90
Trading Company expenses	1,193,967	-	1,193,967
	<u>1,873,540</u>	<u>-</u>	<u>1,873,540</u>
Charitable activities			
Patient care	3,306,162	1,160,129	4,466,291
Education and research	-	5,233	5,233
	<u>3,306,162</u>	<u>1,165,362</u>	<u>4,471,524</u>
Total expenditure	<u>5,179,702</u>	<u>1,165,362</u>	<u>6,345,064</u>
Net income for year	<u>1,054,172</u>	<u>41,082</u>	<u>1,095,254</u>
Transfers between funds	41,847	(41,847)	-
Net movement in funds	<u>1,096,019</u>	<u>(765)</u>	<u>1,095,254</u>
Reconciliation of funds:			
Total funds brought forward at 1 April	9,760,611	268,843	10,029,454
Total funds carried forward at 31 March	<u>10,856,630</u>	<u>268,078</u>	<u>11,124,708</u>

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales - Charity number 1063631

Accounts

AMENDED

Annual Report & Financial Statements 2021/2022

St Clare West Essex Hospice Care Trust



Annual Report and Financial Statements 2022

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stclarehospice.org.uk

Company Limited by Guarantee, Registered in England and Wales No. 3398955
Registered Charity No. 1063631

Reference and Administrative Information about the Charity, its Trustees, Management and Advisors

Patrons

Dame Claire Bertschinger DBE DL
Mr Michael Chapman DL
Mr Robert Halfon MP
Mrs Melissa Jones
Dame Eleanor Laing DBE MP
Mr Gary Neill MBIE
Lord Petre KCVO
Mr Bob Weston
Mr John Wickens

Trustees (and Directors as defined by the Companies Act 2006)

Mr Nik Wright	- (Chair)	<i>Resigned as trustee</i>	01/06/2021
		<i>Appointed Chair</i>	26/01/2022
Mr Mark Astarita OBE	- (Vice Chair)		
Dr Monica Bose MBBS BSc FRCP	- (Vice Chair)		
Mr Phil Birch			
Mrs Jill Rowlinson FCIS MBA			
Mr Andrew Balfour		<i>Appointed</i>	27/07/2021
Mrs Katrina Leighton-Hearn CPFA MAAT		<i>Appointed</i>	27/07/2021
Dr Jeffrey Phillips BSc FRCA FFICM		<i>Appointed</i>	27/07/2021
Mr Lawrence Slade FEI		<i>Appointed</i>	07/06/2022
Mrs Carole Bennett MEd MCCT		<i>Appointed</i>	07/06/2022
Mrs Deborah Fielding MSc RGN RM HVDip		<i>Resigned</i>	27/07/2021
Mr Graham Randall FCA		<i>Resigned</i>	01/09/2021
Dr Ronald Morgan MB ChB FRCP Dip Pall Med		<i>Retired*</i>	26/01/2022
Mr Andy Skelton		<i>Resigned</i>	10/09/2021
Mrs Wendy Adams RGN		<i>Resigned</i>	11/04/2022
Mr Adrian John Bannington FCA C.Dir FIOD CII		<i>Resigned</i>	22/09/2021
Mr Mike Guinan BA (Hons) FCMA		<i>Resigned</i>	26/01/2022
Mr Fabian Bullen		<i>Appointed</i>	27/07/2021
		<i>Resigned</i>	05/04/2022

**Retired at AGM under Article 30(3) having served maximum term permitted.*

Company Secretary

Mrs Jill Rowlinson FCIS MBA

Registered Office & Principal Office

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

Dr Syed Qamar Abbas *MBBS FRCP (UK) CEPC Dip Pall Med Dip Med Ethics PGC Med Ed*

Director of Finance and Resources

Mr Richard Burton *BSc (Hons) ACMA CGMA*

Appointed 30/05/2022

Mr Riyadh Islam *BA (Hons) FCMA CGMA DChA*

Resigned 03/06/2022

Director of Patient Care

Mrs Sheona Evangeli *BSc (Hons) Dip HE DN RN (Interim)* *Appointed 01/02/2022*

Ms Carolanne Brannan *BSc Dip HE RN*

Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

Director of Income Generation

Miss Rosie Knowles *BSc (Hons) MInstF*

Director of Digital and Transformation

Appointed 11/08/2022

Mrs Louise Hall *BSc (Hons)*

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors

Whiskers LLP, 6 Mitre Buildings, Kitson Way, Harlow, Essex, CM20 1DR

Attwaters Jameson Hill, 72-74 Fore St, Hertford, Hertfordshire, SG14 1BY

Insurance Brokers

Towergate Insurance, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2021/22.

As an independent hospice with a Care Quality Commission (CQC) rating of 'Outstanding', we aim to work collaboratively with a wide range of partners and stakeholders to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire.

The year 2021/22 continued to be marked by the impact of the Covid-19 pandemic which affected every aspect of hospice operations. Our topmost priority throughout the year was to keep our patients (both in the hospice and in the community), as well as our staff and volunteers, safe from infection. However, perhaps the most complicated aspect of hospice operations has been slowly and carefully opening up the hospice site to more people, as the government guidance has permitted us, without compromising on our operations or safety of patients.

During the year the Hospice delivered care for 1,551 patients (1,348 in 20/21), many of whom received support from different services across the clinical directorate. It is important to note the impact of the Covid-19 pandemic on services during the last 24 months. The Hospice maintained all key clinical services such as the Inpatient Unit and the community nursing services, but a number of groups, clinics and some face-to-face services were halted due to government guidelines; some moved to remote or 'virtual' support services. During 2021/22, we were able to re-start some of these activities at various points in the year as government guidance on Covid restrictions started to be relaxed.

The pandemic also had an impact on our ability to raise income to sustain our services. Like all charities, we had to close all our charity shops and a number of fundraising initiatives had to be curtailed significantly during 2020/21. However, during 2021/22, our charity shops re-opened and some fundraising activities were able to start again over the 12 months.

The retail and fundraising performance during 2021/22 have been extraordinary against a backdrop of significant financial and economic uncertainty for all, and this is testament mainly to our local communities and supporters, but also our very dedicated staff and volunteers who have worked so hard. As a result of the retail and fundraising performance, combined with generous government grants aimed at helping independent charities (and hospices specifically) during the pandemic, our financial reserves are such that we can continue delivering the care and support services in the coming year and invest in our new ambitious hospice strategy. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

We have used the 12 months in particular to review, rethink and re-shape our hospice and its services, with many improvements now felt across the hospice. Most notably, the hospice has reviewed the last strategic period (2018 to 2021) and has developed a bold and ambitious Hospice Strategy 2022+ that aims to sustain St Clare Hospice for the next 10 to 20 years. See <https://stclarehospice.org.uk/us/strategy-2022/> for the full document.

The Hospice Strategy 2022+ vision is that every adult in our local communities with a life limiting condition should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. We aim to provide both specialist clinical services and volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
2. We will work alongside our communities to become more resilient, to support each other and to remain independent for as long as possible.
3. We will equip healthcare colleagues to have the confidence and skills to provide outstanding end of life care.
4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

Focus on **quality** improvements across everything we do

Focus on the **sustainability** of the hospice's resources into the future

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community; volunteers, businesses, individuals, community groups, local health organisations and partners and the local NHS Clinical Commissioning Group.

The Hospice is very proud of its achievements during the year. There is much more that is needed to be done, and the coming year will be a busy one for St Clare Hospice as we begin to deliver an exciting plan for the future, and focus on the needs of local people.

Organisation, Governance and Management

Constitution and Registration

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title “St Clare Hospice”.

The Company’s Articles of Association define the Company as “the Charity”, and the Directors of the Company as “the Trustees”. To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

Governance of St Clare Hospice

Trustees are appointed by the Trust Board following interview by, and a recommendation from, a Committee of Trustees, usually including the Chair, a Vice Chair and one other. Such appointments are ratified at the following Annual General Meeting. Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a Trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee’s interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is in a position to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance and Risk, Income Generation, and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee’s area of responsibility. Each committee includes, and is supported by, the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Senior Leadership Team (SLT), led by the Chief Executive Officer, manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the SLT are invited to report on clinical, financial, workforce and general management issues.

Strong internal controls are in place to ensure that income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the SLT for approval by the Trustees, who monitor progress against such approved budgets.

The SLT meets weekly to discuss the day-to-day management of services and regularly review budgetary and clinical performance. They also use this time to explore improvements and new opportunities. The management team of each directorate meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chair every month to update on all activities and any areas of risk.

A pay and performance framework is in place which mirrors aspects of the NHS Agenda for Change pay framework, and covers hospice roles not typically found in the NHS. Analytical job evaluation and benchmarking is used to ensure pay is appropriate and competitive for the roles required to be performed by each staff member including the SLT. This whole process and framework is reviewed regularly to ensure the Hospice is paying fairly and tracking market rates to ensure that the talent can be attracted. It is overseen by the Board of Trustees to ensure equity and fairness.

Corporate Structure

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company Limited, which operates eight charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

Aims, Objectives and Activities

The Company's Memorandum of Association lays down its objectives as to meet the physical, psychological, social and spiritual needs of those with advanced and progressive life limiting illness and of their carers, primarily but not necessarily in West Essex and East Hertfordshire, through the provision of specialist palliative care services based on need as far as resources allow.

It is the Trustees' principal aim that St Clare provides a Hospice that is a centre of excellence in the delivery of specialist palliative care and support by such charitable means as the Trustees see fit. Within this principal aim, the Trustees have specific objectives, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support they wish to receive.
- Skilled counselling and support to the bereaved.
- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are regularly monitored and reviewed. The implementation of the strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The SLT and wider management team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

St Clare Hospice offers palliative care for people over the age of 18 who are living with a life-limiting illness when a cure is no longer possible. The Hospice also offers support for the families, carers and friends around the patient, including children and young people. St Clare also provides a number of support services available for anyone living in West Essex or East Hertfordshire who is affected by grief, loss, death and dying. All health and social care professionals can make a referral to our hospice services. Patients, families and friends can also seek a referral directly.

Individuals with life-limiting illnesses often have complex and multifaceted needs. In order to meet this challenge, the Hospice clinical team is a multi-professional specialist palliative care team bringing together staff with the necessary knowledge, skills and experience to ensure high quality diagnosis, treatment and compassionate care considering the patient and their family and friends, as a whole not just about treating the illness. Members of the specialist team include doctors, nurses, healthcare assistants, physiotherapists, occupational therapists, social workers, counsellors, administrative support, and chaplain and supported by a team of highly skilled and committed volunteers to support the delivery of care.

The clinical team within each service area undertakes detailed, specialised and holistic assessments of the needs of the patient across physical, psychological, social and spiritual domains. Expert management of complex symptoms is provided, which takes account of the patient's views, preferences and circumstances wherever possible when considering their advice on the care that is most appropriate for the patient's condition.

The St Clare Hospice clinical services include the Inpatient Unit, Wellbeing Hub and outpatient services, community nursing service (comprising a Clinical Nurse Specialist Service and a Hospice at Home Service) and patient and family support services such as bereavement counselling and social work advice. This is complemented by non-clinical models of care and a community engagement programme which aims to identify local population needs and develop new models of care. The activity levels for the year are set out below.

The Hospice also provides clinical sessions and multidisciplinary team meetings input to Princess Alexandra Hospital, Harlow. On a weekly basis, there are four clinical sessions provided to the hospital which offers patient reviews and hospital staff support.

Educational sessions are also delivered by hospice staff to local healthcare professionals and health and social care students. This year, the Hospice received students from medical, nursing, social work, counselling, allied healthcare professionals and physician associate backgrounds on placement. We also delivered a programme of online master classes and study days aimed at healthcare professionals, many of which needed to be repeated several times due to oversubscription and which were highly evaluated by attendees. Subjects included themes such as identifying a palliative care patient, symptom management, care of the dying patients, specialist management, ethical decision making and psychological support.

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their families and friends with a high level of care and support, ensuring dignity and respect at all times. Demand for beds was erratic at points during the year, with some families and patients reluctant to be admitted due to the necessary visiting restrictions and fear of potentially contracting the virus at the Hospice. However, the number of patient admissions during 2021/22 was only slightly below the previous year, with 204 admissions compared to 214 in 2020/21. Bed occupancy remained at a similar level to the previous year at 77% which is our target bed occupancy rate, but is lower than 2019/20 which saw bed occupancy at 82%.

The Day Therapy and Outpatient services were significantly affected during the year and all face to face groups and clinics had to close during the pandemic in March 2020. A number of services were moved online and regular telephone calls were made to patients for assessment and support. During 2021/22 we were able to move back to some face to face assessments and clinics, and referrals to our therapists (e.g. physiotherapists and occupational therapists) increased from 424 in 2020/21 to 450. Significant work continued in developing the new model of outpatient and day therapy type services, to create a Wellbeing Hub which was launched during the year.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals. The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required. Throughout the last 24 months, the Clinical Nurse Specialist Service has continued to operate, with home visits to patients with unstable or complex symptoms and increased alignment and profile with GP surgeries through the six Primary Care Networks.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and cared for 512 patients in their own homes (last year 482).

The Compassionate Neighbours volunteer scheme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. The project has now benefited 185 people who have come to the end of their life, with just over 100 active Compassionate Neighbours. A lot of work has gone on behind the scenes during this year to shore up how the project runs safely, with all the contact information of Compassionate Neighbour and their community members transferred securely across to a database. This has been a large piece of work and with personnel changes during the year has meant the project's expansion slowed considerably. However, we are confident the work into robust 'back office' functions and new personnel recently recruited to the project will pay dividends in the coming year.

During the year, the Hospice continued to deliver monthly bereavement cafés. When the pandemic hit in 2020, all venues needed to close, so the cafés were moved to online Facebook groups and zoom meetings. During 2021/22, the 'in person' cafés were able to reopen again as government restrictions on public spaces eased. We are proud of the profound impact on local people who were able to meet either online or in person as they supported each other through their grief.

During the year we were able to expand our range of bereavement services further to all those affected by grief and loss in West Essex and parts of East Hertfordshire. Bereavement counselling is offered to the relatives and friends of anyone cared for by St Clare Hospice. Led by qualified counsellors, the support offered follows nationally approved guidelines and is tailored to each person's need. The Children's Bereavement Service, funded by BBC Children in Need, offers counselling to any young person affected by grief in West Essex, and includes support and training for school teachers and staff where bereavement is experienced. The telephone helpline that was set up in June 2020 with funding from Barclays has offered support and signposting to any person affected by loss and bereavement

Service		2020-21	2021-22
IPU	Total Admitted Patients	201 patients 214 admissions	186 patients 204 admissions
	Available Beds Day	2834	2752
	% Bed Occupancy	77%	77%
	Median Length of Stay in IPU (days)	8	7
Clinical Nurse Specialist	Total referrals	1196	1123
	Patients referred	892	991
Hospice at Home	Total referrals	783	718
	Patients referred	482	512
Therapy Team	Total referrals	713	576
	Patients referred	424	450
Patient and Family Support Service	Total referrals	494	633
	Patients referred	417	536
Café Clare	Attendances	344	515
Bereavement Café	Attendances	634	993
Compassionate Neighbours	Trained volunteers	61 (173 in total across the project)	19 (108 in total across the project)
	Matches made during the year	63 (168 in total across the project)	17 (185 in total across the project)

Public Benefit

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities undertaken continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance on public benefit published by the Charity Commission. It is intended that the Charity should maximise the benefit that it provides to the local community given the constraints of size and funds.

The Charity is an important professional organisation that is proud of its local associations. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning groups). For this reason, the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and East Hertfordshire.

Volunteers

Volunteers have always played an important role in how we deliver services to patients, families, community members and the wider community. Our volunteers offer an extra layer of support to make the journey with St Clare Hospice a positive experience.

The pandemic was an opportunity for us to review all areas of the Hospice, including volunteering, and how it underpins and supports all areas of our work to support how we deliver our care, but also areas that could be developed to improve services.

A number of volunteer roles have been developed or changed during the pandemic. The new Volunteer Development Team are ensuring a refreshed focus on the talents, skills, interests and availability of volunteers to ensure people's skills and expertise are brought to the hospice.

The shop volunteers returned back to volunteering first following the relaxation of Covid-19 restrictions and were instrumental in ensuring the safety of customers and that the hospice retail function was working well.

A clear volunteering Development Team plan has been created to underpin the exciting Hospice Strategy 2022+. A number of principles have been developed as areas to focus on:

- Improve communication with our volunteers.
- Develop a strong framework and processes to underpin work being developed.
- Create more ways to be connected to the work we deliver.
- Ensure we have embedded ways to say thank you and recognise a volunteer's impact and we create opportunities for volunteers to connect together as a bigger team.
- Develop a stronger support mechanism for volunteers when problems arise.
- Invest in volunteers by creating a strong training programme, induction process and ways to engage together.

Looking to the future of volunteering, we have some exciting ideas and potential to create more opportunities in areas that we have not had volunteers working before. All of this will increase the impact of our work and support more people in our community.

Strategic Report

Achievements and Performance

The Hospice Strategy 2022+ vision is that every adult in our local communities with a life limiting condition should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. We aim to provide both specialist clinical services and volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
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4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

Focus on **quality** improvements across everything we do

Focus on the **sustainability** of the hospice's resources into the future

How will we achieve this?

Improving Access:

We will:

- Expand our reach
- Offer more services on our hospice site
- Prepare for an increase in care home residents who need our care, and for those who wish to be cared for at home
- Work to reduce hospital admissions so more people can benefit from hospice care
- Ensure everyone has fair access to hospice services, employment and volunteering opportunities
- Help local communities articulate what they need

Quality

We will:

- Demonstrate the impact we have made
- Continue to develop St Clare as an effective, open organisation that values integrity
- Continue to develop frameworks to ensure we are well-led, governed and effective

Sustainability

We will:

- Create an empowered, motivated and skilled workforce (both staff and volunteers)
- Optimise income generation to enable us to remain independent and afford our services
- Invest in IT, digital services and data functions
- Aspire to reach carbon neutral by 2040

Achievements in 2021/22

It has been another very busy year for St Clare Hospice, still marked by the impact of Covid-19. Despite the obvious focus on maintaining operations with stringent infection control procedures in place, we achieved a lot of positive changes that have helped deliver quality care for more people.

A key piece of work for the year has perhaps been the development and launch of the new hospice strategy 2022+ following consultation with staff, volunteers, local communities, supporters, NHS partners and commissioners. Additionally, the hospice commissioned a piece of research from Healthwatch Essex to identify and hear from the voices of those who don't traditionally access hospice services, and a large range of regional and national health and social care strategies and research papers were considered in the development of the strategy.

We have also developed a range of new services during 2021/22, such as the First Contact Team, a triaging and advice service that ensure robust and timely responses to referrals on an equitable basis. The addition of a senior nurse and two paramedics, and the training of skilled and motivated clinical administrators shows early signs of delivering the desired objectives. The service has also started to move towards face to face assessments of new patients referred to hospice services, which means patients are receiving a warm introduction to the hospice and clinicians involved in their care. We plan to extend and expand this service during the coming year. We launched the Wellbeing Hub, a refreshed and remodelled version of Day Hospice type services with a range of condition-led programmes and outpatient clinics and sessions. We were also able to expand our bereavement services with GriefLine, a telephone helpline for anyone across West Essex and into East Hertfordshire affected by loss and grief, as well as expansion of bereavement café network.

Partnership working has been a key focus for the hospice during the year, with the hospice playing a significant role in a collaborative programme across West Essex called the 'Out of Hospital' model which aims to reduce unnecessary hospital admissions.

Following our collaborative partnership with the West Essex CCG and the Essex Partnership University Trust (EPUT) the collaboration won a national 'Our Health Heroes' award for 'Most Progressive Integrated Care Workforce Programme' in April 2022.

We also invested in our business intelligence functions, with significant improvements made in our clinical reporting functions on clinical performance and incident and complaint reporting. The resulting clinical quality reports are now much improved and the reporting enables the hospice management, staff, commissioners and funders to better monitor hospice performance, risks and help shape decision making.

We have seen a significant improvement across our income generation functions, despite the challenges posed by the pandemic. Significant work took place during the year to remove unnecessary costs in the retail function and we have seen real improvement in the financial contribution of the charity shops as a result of changes in shop layouts and as the skills and confidence of the retail team members has increased. The St Clare Hospice lottery has had a difficult year with our face to face canvassing activities (the majority of the lottery expansion operations) unable to take place during the year. As a result, the overall net contribution of the lottery to the hospice's finances has looked healthy (as our expenditure on canvassing has been minimal) but this masks an underlying fall in lottery players as we have not been able to mitigate natural player attrition. This is likely to be felt as an impact on the lottery contribution figures in the next couple of years as we catch up, although early indications on a new canvassing company who are contracted to provide services to the hospice are promising.

We have also seen significant improvement in the overall contribution from the fundraising team as targeted investments and development of team members has paid off. The team overall is enthusiastic, motivated and skilled, focusing on the needs of our supporters which is paying off in the results.

It has been fantastic to see the progress of St Clare Hospice over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non-clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff, with support from dedicated volunteers and our local communities enables the Hospice to continue to deliver high quality patient care, which is at the heart of all that St Clare Hospice does.

Financial Review

The outcome for the year was a surplus of £1.1m, which is down against the prior year surplus of £2.47m. The result was achieved mainly due to one-off Government funding related to Covid-19, and the ongoing focus on controlling and managing expenditure in all areas across the Hospice.

There was increase in total expenditure which was mainly due to higher patient care expenditure where services continued to be developed and expanded.

NHS income was slightly lower than the previous year, and represented 39% of expenditure in 2021/22. This percentage was lower than the prior year, resulting from a combination of decreased NHS income and higher overall costs. The receipt of the non-recurrent Government funding will enable the Hospice to cover future shortfalls in income arising due to the pandemic.

St Clare held net assets of £11.12m at 31 March 2022. Of this amount, £2.28m had been invested in land, buildings and equipment, leaving net current assets of £8.85m. The Trustees have reviewed financial forecasts and have agreed for reserves to be used to develop services as part of the developing St Clare Hospice Strategy 2022+ to reach more people affected by life-limiting illness, death, dying and loss.

A going concern assessment has been undertaken in accordance with the Charities SORP (FR102), which reflected the expected financial impact from the Covid-19 pandemic. Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

St Clare Hospice is committed to maintaining high standard of fundraising, retail and lottery activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are committed to fundraising by the standards set out in the Fundraising Code of Practice, and our contracted professional canvassing agency for new lottery players is also required to maintain the Codes of Practice. We are members of the Charity Retail Association, Hospice UK, and the Institute of Fundraising.

A range of public facing fundraising activities are undertaken including events, direct mailings, corporate fundraising and telephone appeals. Fundraising activities are reported to the Income Generation Trustee Committee on a quarterly basis.

The Hospice commits to its fundraising policies and practice being legal, open and honest. Staff training and robust procedures are in place to ensure that these standards are maintained, and that no-one who is potentially vulnerable is asked to commit to giving.

From time to time, the Hospice may work with established and reputable service providers which include mailing houses, event management companies and fundraising agencies. Monitoring of activities is done by investigating complaints, seeking supporter feedback, mystery shopping and audits.

St Clare Hospice is GDPR compliant, and uses a number of methods to ensure regular review and accurate record keeping. In addition, the Hospice has signed up to receiving marketing suppressions under the Fundraising Preference Service, and also will not make fundraising calls to telephone numbers registered with the Telephone Preference

Service. Detailed supporter contact preferences and giving history are recorded on the fundraising database which is managed within the fundraising team.

Supporter experience is a priority for all teams within the Income Generation directorate and as such any complaints are investigated and dealt with in line the Hospice complaints policy. It is pleasing to report, that during the year, there were no complaints received about fundraising activities.

Fundraising income generated in 2021/22 was £1,565k compared to a prior year figure of £1,687k. The Fundraising Income figure is made up of Donations and Gifts, Fundraising Events and St Clare Friends Groups, less any income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

The local community once again demonstrated their generosity and commitment to their hospice this financial year. Pressures from the pandemic remained, with a slow participation return to some more traditional fundraising activities and income. However, we were able to complete all planned fundraising activity with no curtailment due to pandemic restrictions, and so saw a significant improvement year on year with our community and individual focused activity.

The focus for 2022/23 is on recovery and rebuilding our activities to suit our audience and the changing social and economic climate. The launch of the 2022+ Hospice Strategy in April 2022 is a key event for fundraising, and we are committed to achieving income growth to support the organisations ambitions.

Retail and Lottery Performance

St Clare Hospice shops saw an excellent recovery from the previous year. All physical stores reopened when permitted by government restrictions, and trade over the year exceeded pre-pandemic levels. The net contribution of all retail activity (including e-commerce) for 2021/22 was £449k as opposed to a deficit of £37k in 2020/21.

We have been fortunate to benefit from a high level of stock donations from our community, and we are looking to grow our retail offering over the next few years to meet customer demand.

The St Clare weekly lottery is a key income stream for the hospice, with excellent player numbers across our region. Face-to-face player recruitment continued to be a struggle this year, particularly with venues reluctant to allow the activity, and the financial pressures that are facing the local population. Therefore, expected player recruitment fees were less than had been planned, and lottery contribution to the charity reached £512k in 2021/22 as opposed to £524k in the previous financial year.

Player recruitment will be our main focus for the 2022/23, and so we expect to see higher player numbers but reduced contribution as a result.

Investment

The Trustees' investment policy is governed by the Company's Memorandum of Association, which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law. However, the Trustees have made a decision to prioritise security of funds, and therefore the organisation currently does not hold any investments other than cash.

Beyond a small working balance, all cash is held in interest bearing accounts. That cash which is not required in the short term is invested in immediate, notice or fixed term deposits to secure the highest rate of interest available, which is consistent with the security of the investment.

The current policy set by the Trustees for investment of cash, limits the amount that can be invested with a single financial institution and also prohibits investment in any financial product except term deposits in pounds sterling.

Reserves Policy and Objectives

The Trustees have been reviewing St Clare's Reserves Policy for some time, particularly in light of the impact of the Covid pandemic and the growth of reserves to levels which met the target levels in the previous Reserves Policy and which assure the charity of considerable financial stability. This review has also taken into account the proposed development of services provided by St Clare Hospice, as contemplated in the Hospice's Strategy 2022+.

In line with recommendations from the Charity Commission, it is view of the Board of Trustees that St Clare Hospice should provide reliable and consistent services to its beneficiaries beyond the immediate future. The Hospice needs to be able to meet unexpected expenses, absorb setbacks and take advantage of change and opportunities for development when they arise. Taking all these factors into account the Trustees approved a new Reserves Policy at its meeting in September, 2022.

The Trustees have agreed on a target level of reserves informed by the nature of the financial position of St Clare Hospice and the risks facing it. Factors taken into account by the Trustees include the categories of income received by the Hospice and the risk factors applicable to these categories.

For example:

- The absence of a long-term funding commitment for those services provided by the Hospice for which income is received from the NHS or other government agencies.
- The volatility of fundraising income, as demonstrated during and following the Covid pandemic.
- The uncertainties of legacy income, both as regards amounts and timing.
- The uncertainty of the amount of income which may be forthcoming from trading activity in the Hospice's subsidiary, including the uncertainty of trading income in the retail and lottery markets and the risks of undertaking that trading.
- The inherent risks of providing medical and clinical services.

In addition, it is planned that the Hospice will have an annual deficit for the next few years in order to balance the two priorities of investing in services and increasing overall income to sustain this investment long term. This investment is a key part of the 2022+ strategy, and has also been enabled by a budget surplus in recent years. This approach is an acknowledgement by the trustees of the need to avoid excessive reserves and to utilise funds as quickly as possible to support our charitable objectives. The target level of reserves agreed by the Trustees is six months of forecast expenditure for the Hospice and its trading subsidiary. Thus in each financial year the Hospice will aim to have reserves equal to half the budgeted expenditure for that financial year.

Further amounts may be designated for specific projects, initiatives or liabilities. These designated funds, if designated, will be for areas of work that directly further the Hospice's strategic objectives as recommended by the relevant Committee. The approach to designation will be recommended by the Finance and Risk Committee. These designated funds will not be taken into account in comparing the amount of reserves with the target level.

The reserves policy target will be calculated on an annual basis, and agreed by the Board prior to approving the Annual Report and Accounts.

Designated funds

At their meeting in September, 2022 the Trustees designated certain amounts for anticipated future expenditure arising from St Clare's Strategy 2022+ and are divided into strategic areas we consider a priority. It is anticipated that this expenditure will be across the coming five years after plans are further developed and projects identified in detail. The designated funds are the following:

Improving Access: Clinical services and digital £1m

Improving Access: Capital Development £3m

Quality: Impact development £100k

Sustainability: Income generation £500k

Sustainability: People development £400k

Level of reserves

As at 31 March, 2022 St Clare Hospice held net assets of £11.1m, of which £2.3m is represented by tangible fixed assets, leaving £8.8m. After deducting restricted funds of £268k and designated funds (see above) of £5m, £3.3m is available as free reserves.

The reserves policy target for 2022-23 is £3.3m, so reserves are in line with this target. It would be the expectation of the Trustees that the level of reserves will broadly align with the target over the next few years as St Clare's Strategy 2022+ is implemented.

Risk Management

The Senior Leadership Team, which meets weekly under the chairmanship of the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The SLT reports to the Finance and Risk Committee where risks are considered, as well as the relevant Board committee. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer, and a summary of the main risks are reported on a quarterly basis to the main Board of Trustees. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources, and reported to the Board of Trustees. In short, risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing possible exposure to any identified risks:

- All professional and other Codes of Practice applying to Hospice activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.
- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

The SLT has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc.) they are accepted.

St Clare Hospice believes that a high quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register and actions are agreed to ensure that the risk is either removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which can be affected by significant issues such as a global pandemic, but also the changes in commissioning and contracting from the NHS as the NHS system reorganises from Clinical Commissioning Groups to larger Integrated Care Systems mid-2022. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided. Thankfully, a number of mitigating actions to secure our Income Generating capability has paid off, and the hospice's ability to generate sustainable income streams has improved significantly over the year.

There is a dedicated team of fundraising, lottery and retail staff, who supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. The SLT and the Income Generation Committee closely monitor

income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place. Where there have been income areas which have been adversely affected by the pandemic, plans have been developed for these income streams to recover or be mitigated by growth in other areas.

The move from the Clinical Commissioning Groups to Integrated Care Systems remains a fluid situation at the time of writing, and is a change nationwide. The risk to St Clare Hospice is that with the changes in commissioning structures, there may be a risk to the value of the contract which presents the Hospice with a slightly elevated risk of not being able to survive financially if the contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with the CCG and other NHS partners during the year, and believe the Hospice's positive attitude and willingness to support the wider system during the pandemic has helped support a higher profile and improved reputation.

Lastly, like all hospices, the ability to recruit into clinical roles, particularly Registered Nurses is a high risk area for the Hospice. With a nationwide shortage of nurses, and a stretched NHS that is still recovering from a global pandemic, recruitment is a struggle and may impact upon the plans to expand and develop services. The Hospice has developed a plan to combat this issue, ranging from a market review of salaries, terms and conditions, to innovative ways of advertising new roles. However, this is likely to remain an issue for the Hospice for some time.

Commentary on Last Year's Plans for 2021/22

- On 1st March 2022 the Board of Trustees approved a new ambitious St Clare Hospice Strategy 2022+ that identifies the local health needs for the future and outlines the shape of a robust and relevant hospice able to cope with the uncertainties of the future and a significantly growing need for end of life care services.
- Throughout the year we have worked as a hospice to support NHS system partners with the development of the 'Out of Hospital' model which aims to reduce unnecessary hospital admissions across West Essex. St Clare Hospice has been an enthusiastic and committed player in this important partnership programme and we were delighted to be nationally recognised by a panel of expert judges for this work by winning the 'Most Progressive Integrated Care Workforce Programme' at the 'Our Health Heroes Awards 2022' with our collaboration with the West Essex Clinical Commissioning Group and Essex Partnership University NHS Trust (EPUT).
- Throughout a year marked by Covid restrictions, we have worked hard with the Princess Alexandra Hospital (PAH) Trust on improving patient care pathways between the hospital, hospice and patient homes. Our medical team continue to offer 4 clinical sessions per week to the hospital's specialist palliative care team (SPCT), and have at points attended a number of daily patient panel meetings to help identify hospital patients who might require hospice services to enable speedy discharge from hospital wards. We continue to offer the PAH Specialist Palliative Care Team daily referral meetings to discuss hospital patients who might benefit hospice services, and a range of other joint sessions and meetings to strengthen the relationships and pathways between the hospital and hospice.
- We made significant progress in early 2022 with nursing recruitment; the Community Palliative Care Service of Clinical Nurse Specialists had held significant vacancies for a number of years, and with the hospice building a

higher profile and better reputation, the hospice has been able to attract a number of highly experienced and motivated senior nurses to the team. We have also recruited a number of Registered Nurses (RNs) and skilled Nursing Assistants from outside the hospice for our In Patient Unit, and have a couple of RNs in development roles to offer more experience and a career pathway that is more attractive.

- We have identified in the St Clare Hospice Strategy 2022+ a programme to focus on how we listen and act on the needs of local communities to shape our services. This has been difficult to facilitate whilst so many restrictions have been in place to prevent face to face meetings, although we have used a number of online meetings and 'open hospice' sessions to ask local people in an informal way their views on hospice services.
- We have developed a number of specialist interest groups of both hospice and colleagues from across West Essex in other organisations and community groups to develop ways of working and services that better meet the needs of people living with dementia, people who are homeless, care home residents and for people with learning disabilities. We have made most progress with care home residents, as the pandemic found care homes particularly struggling for support with end of life patients, and for people with dementia, as our Namaste programme continued to be rolled out. However, a number of groups and protocols such as care pathways have been developed for people who are homeless and for people with learning disabilities, with more work to be done in the coming year.

Future Plans 2022/23

The Hospice plans for the coming financial year of 2022/23 are as follows:

- The hospice has the ambition of a 'One Hospice' approach by taking advantage of technologies and digital approaches. We want to widen access to services, employment and volunteering opportunities, and support all hospice functions (including income generation). The aim of the hospice during 2022/23 is to review our activity and services and scope the resources and opportunities we have for digital development.
- We are also looking to ensure our hospice is fit for the future and that our hospice site is future-proofed, so that it is sustainable and suitable for the next 15 to 25 years. During 2022/23 we will work with our key stakeholder groups such as the hospice workforce, commissioners, and local community to establish the future health and hospice accommodation requirements in the future for a proposed capital project that improves the hospice site and maximises the use of hospice resources.

- We plan to further develop the Wellbeing Hub programme of clinics and programmes that meet the needs of our patient cohort and reach more people both at the Hastingwood site and in venues around West Essex.
- We plan to implement a full Equality, Diversity and Inclusion programme that identifies how the hospice will address inequalities in our organisation so that everyone has fair access to hospice services, as well as employment and volunteering opportunities.
- We will continue to develop our bereavement support programme including elements such as online chat functions as well as extending GriefLine and the bereavement café model.
- We will conduct a full hospice governance review to ensure effective and safe decision making.
- We will develop a number of new business models and plans to develop a step change in hospice income for future sustainability.

Statement of Trustees' Responsibilities for Financial Statements

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes 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 Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Disclosure of information to auditors

As far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

People

In my role as Chair and on behalf of the Board of Trustees, I express my deep appreciation and gratitude to the staff and volunteers who have all made such a significant contribution to St Clare over the past year. They continue to demonstrate tremendous commitment, professionalism and enthusiasm that is so necessary to ensure the smooth running of the Hospice.

Graham Randall retired from the Board in September due to ill health after 5 years of dedicated service to the hospice. Graham sadly died in October 2021 and he is greatly missed by us all. Graham served on a number of committees, particularly as Vice Chair in the last couple of years of his service to the hospice. He made a significant contribution to the hospice's brave decision-making to invest in key clinical services and his gentle humour and challenge to ensure hospice decision making followed good governance. An engraved leaf is dedicated to him on the hospice memory tree in the hospice reception.

Dr Ron Morgan retired from the Board having served as a Trustee for the maximum nine years permitted under the hospice's Articles of Association. Ron contributed significantly to the hospice whilst a trustee, serving as Chair of the Clinical Governance Committee and as Interim Chair of Trustees from the end of July 2021 to the end of January 2022. He has offered kind and gentle support to the Chief Executive and Senior Leadership Team, but his association with the hospice pre-dates his membership of the Board; he has contributed significantly with his medical expertise and support for the medical team as the hospice was being developed and built some 32 years ago.

Deborah Fielding retired from the Board as Chair at the end of her three-year term in July 2021. She supported the CEO and Senior Leadership Team to implement and successfully deliver the hospice strategy 2018-2021 and secure the 'Outstanding' rating from the Care Quality Commission. The hospice is very grateful to Deborah for her contribution and service.

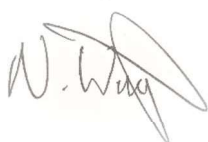
I must also thank those trustees who have served on the Board and whose terms of office came to an end during the year; Mike Guinan, Wendy Adams, Fabian Bullen, Barney Bannington and Andy Skelton. Each have given significant time and effort towards the hospice over their respective periods of office, and I am grateful to each of them for their dedicated service.

I would like to offer my thanks to all my colleagues on the Board of Trustees for their continuing support for the hospice, which has been incredibly valuable. The experience and expertise of Board members as volunteers not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am thankful to all involved and am very proud to be part of St Clare.

Finally, I must thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice and it would be

impossible for us to continue our work without their support. On behalf of the Board of Trustees, St Clare Hospice staff and volunteers, patients and their families, I am very grateful for the unstinting support of our local community.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 30 September 2022.

A handwritten signature in black ink, appearing to read 'N. Wright', with a large, sweeping flourish extending from the end.

Nik Wright
Chair of Board of Trustees

Independent Auditors' Report to the Members of St Clare West Essex Hospice Care Trust

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements

does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates 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 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 23 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern,

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Gambling Commission, Fundraising Regulations, Charity Commission, employment law and health and safety regulations, 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 preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

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 recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting 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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Lee Stokes (Senior statutory auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place,
London,
EC4R 1AG.

30 September 2022

**Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income:					
Donations and gifts	4	1,604,395	262,753	1,867,148	1,719,834
Legacies	5	595,999	-	595,999	927,233
Other trading activities					
Fundraising events & similar income		135,641	-	135,641	62,699
Friends of St Clare branches	6	518	-	518	183
Trading Company turnover	7	1,700,314	-	1,700,314	1,171,815
		<u>1,836,473</u>	<u>-</u>	<u>1,836,473</u>	<u>1,234,697</u>
Income from charitable activities	8	2,136,128	943,691	3,079,819	4,299,678
Investment income and interest		10,716	-	10,716	14,217
Other income		50,163	-	50,163	13,495
Total income		<u><u>6,233,874</u></u>	<u><u>1,206,444</u></u>	<u><u>7,440,318</u></u>	<u><u>8,209,154</u></u>
Expenditure:					
Raising funds					
Fundraising expenditure	9	679,483	-	679,483	619,654
Friends of St Clare branches	6	90	-	90	-
Trading Company expenses	7	1,193,967	-	1,193,967	1,091,912
		<u>1,873,540</u>	<u>-</u>	<u>1,873,540</u>	<u>1,711,566</u>
Charitable activities					
Patient care	10	3,306,162	1,160,129	4,466,291	4,025,798
Education and research		-	5,233	5,233	1,954
		<u>3,306,162</u>	<u>1,165,362</u>	<u>4,471,524</u>	<u>4,027,752</u>
Total expenditure	12	<u><u>5,179,702</u></u>	<u><u>1,165,362</u></u>	<u><u>6,345,064</u></u>	<u><u>5,739,318</u></u>
Net income for year		<u><u>1,054,172</u></u>	<u><u>41,082</u></u>	<u><u>1,095,254</u></u>	<u><u>2,469,836</u></u>
Transfers between funds	22	41,847	(41,847)	-	-
Net movement in funds		<u><u>1,096,019</u></u>	<u><u>(765)</u></u>	<u><u>1,095,254</u></u>	<u><u>2,469,836</u></u>
Reconciliation of funds:					
Total funds brought forward at 1 April		9,760,611	268,843	10,029,454	7,559,618
Total funds carried forward at 31 March	22	<u><u>10,856,630</u></u>	<u><u>268,078</u></u>	<u><u>11,124,708</u></u>	<u><u>10,029,454</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities of the group.

The detailed comparative information for the statement of financial activities is included in note 25.

Group and Charity Balance Sheets as at 31 March 2022

		Group		Charity	
	Notes	2022	2021	2022	2021
		£	£	£	£
Fixed assets					
Intangible assets	14	9,640	13,145	9,640	13,145
Tangible assets	15	2,266,292	2,385,269	2,260,588	2,366,835
Investments	16	-	-	2	2
		<u>2,275,932</u>	<u>2,398,414</u>	<u>2,270,230</u>	<u>2,379,982</u>
Current assets					
Stocks		2,031	-	-	-
Debtors	17	1,071,931	1,232,173	1,661,064	1,831,743
Bank deposits		7,936,852	6,495,610	7,365,104	5,888,837
Cash at bank and in hand		221,197	206,675	77,702	103,269
Friends branch funds	6	843	415	843	415
		<u>9,232,854</u>	<u>7,934,873</u>	<u>9,104,713</u>	<u>7,824,264</u>
Creditors: amounts falling due within one year	18	(384,078)	(303,833)	(250,923)	(175,480)
Net current assets		<u>8,848,776</u>	<u>7,631,040</u>	<u>8,853,790</u>	<u>7,648,784</u>
Net assets		<u>11,124,708</u>	<u>10,029,454</u>	<u>11,124,020</u>	<u>10,028,766</u>
Funds:					
Unrestricted general funds	22	3,580,698	7,362,197	3,585,712	7,379,941
Unrestricted designated funds	22	7,275,932	2,398,414	7,270,230	2,379,982
Restricted funds	22	268,078	268,843	268,078	268,843
Total funds		<u>11,124,708</u>	<u>10,029,454</u>	<u>11,124,020</u>	<u>10,028,766</u>

The surplus of the parent charity was £1,095,254 (2021: £2,469,836)

Approved by the Board of Trustees and authorised for issue on 30 September 2022

and signed on its behalf by:



Nik Wright
Chair of the Board of Trustees



Andrew Balfour
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2022

	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities:				
Net cash inflow from operating activities (note 1 below)		1,523,452		1,929,185
Cash flows from investing activities:				
Interest received	10,716		14,217	
Acquisition of intangible fixed assets	-		(14,021)	
Purchase of tangible fixed assets	(77,976)		(42,020)	
Net cash outflow from investing activities		(67,260)		(41,824)
Increase in cash and cash equivalents in the year		1,456,192		1,887,361
Analysis of changes in cash and cash equivalents during the year:				
Total as at 1 April		6,702,700		4,815,339
Increase in cash and cash equivalents in the year		1,456,192		1,887,361
Total as at 31 March (note 2 below)		8,158,892		6,702,700

Notes to the Group Cash Flow Statement

1 Reconciliation of net income to net cash flow from operating activities	2022 £	2021 £
Net income (as per statement of financial activities)	1,095,254	2,469,836
Adjustments for:		
Interest received	(10,716)	(14,217)
Amortisation of intangible fixed assets	3,505	6,280
Depreciation of tangible fixed assets	189,811	218,366
Loss on disposal of tangible fixed assets	7,142	-
(Increase) / decrease in stocks	(2,031)	15,517
Decrease / (increase) in debtors	160,242	(749,186)
Increase / (decrease) in creditors	80,245	(17,411)
Net cash inflow from operating activities	1,523,452	1,929,185
2 Analysis of cash and cash equivalents	2022 £	2021 £
Bank deposits	7,936,852	6,495,610
Cash at bank and in hand	221,197	206,675
Friends branch funds	843	415
Total as at 31 March	8,158,892	6,702,700

**Notes forming part of the financial statements
for the year ended 31 March 2022**

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

The Hospice 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 note(s).

(b) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

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. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed.

The going concern assessment included Trustees considering cash projections and financial plans. They are satisfied that the Charity has effective financial controls in place, and that there are robust risk and reserves policies which are regularly reviewed. The Trustees are able to monitor actual results against budget during the year and analyse the Charity's sources of income and expenditure.

Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

(d) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

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.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

(f) Income

Income is recognised when the Charity has entitlement 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation 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 tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

Notes forming part of the financial statements for the year ended 31 March 2022

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

(g) Donated goods and services

Donated services or facilities 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 the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount. Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

(h) Expenditure

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

(i) Volunteers services

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

(j) Pension costs

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with FRS 102.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 102, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

**Notes forming part of the financial statements
for the year ended 31 March 2022**

(k) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accruals basis and in line with FRS 102.

(l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
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(m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	between 34 and 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

(n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items 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 which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweigh the benefits.

(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) Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2 Judgements and key sources of estimation uncertainty

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

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

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

Notes forming part of the financial statements for the year ended 31 March 2022

3 Financial activities of the Charity

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	2022 £	2021 £
Total income	6,246,351	7,117,242
Total expenditure	(5,151,097)	(4,647,406)
Net income for year	1,095,254	2,469,836
Total funds brought forward	10,028,766	7,558,930
Total funds carried forward	11,124,020	10,028,766
Represented by:		
Unrestricted income funds	10,855,942	9,759,923
Restricted income funds	268,078	268,843
	11,124,020	10,028,766

4 Donations and gifts

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Individuals	551,600	5,200	556,800
Appeals	74,006	-	74,006
Charitable Trusts	147,705	257,553	405,258
Community	156,027	-	156,027
Corporate	236,319	-	236,319
Donations from retail Gift Aid scheme	350,886	-	350,886
Retail Gift Aid	87,852	-	87,852
	1,604,395	262,753	1,867,148
	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Individuals	612,503	153	612,656
Appeals	130,773	-	130,773
Charitable Trusts	233,265	292,186	525,451
Community	97,191	-	97,191
Corporate	252,825	5,000	257,825
Donations from retail Gift Aid scheme	76,744	-	76,744
Retail Gift Aid	19,194	-	19,194
	1,422,495	297,339	1,719,834

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have not been included in the financial statements, as neither entitlement to the legacies has been established nor is it considered probable that they will be received nor can they be reliably quantified.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2022

6 Net income from Friends branches

There are four Friends groups that raise funds for the Hospice. Their accounts are consolidated within the Charity's accounts.

	2022	2021
	£	£
Income	518	183
Fundraising expenditure	(90)	-
Net income	428	183
Amount remitted to St Clare West Essex Hospice Care Trust	-	1,000
Increase in retained funds	428	(817)
Friends branch funds brought forward	415	1,232
Balance at 31 March	843	415

7 Net income from trading activities of subsidiary company

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

St Clare Hospice Trading Company Limited	2022	2021
Profit and loss account	£	£
Turnover	1,700,314	1,171,815
Coronavirus Job Retention Scheme grants	10,577	170,300
Local Authority retail grants	5,500	140,912
Cost of sales & administration expenses	(1,193,967)	(1,091,912)
Rent and IT charge payable to St Clare West Essex Hospice Care Trust	(12,880)	(12,880)
Net profit	509,544	378,235
Distributions to St Clare West Essex Hospice Care Trust	509,544	378,235
Retained in subsidiary	-	-
	509,544	378,235

The aggregate of the assets, liabilities and funds at 31 March was:

Assets	806,348	864,217
Liabilities	(805,658)	(863,527)
Funds	690	690

**Notes forming part of the financial statements
for the year ended 31 March 2022**

8 Income from charitable activities

	2022 £	2021 £
NHS West Essex Clinical Commissioning Group		
Contract for patient care services	1,948,883	1,941,643
NHS East and North Hertfordshire Clinical Commissioning Group		
Contract for patient care services	49,164	49,066
Other NHS income	-	59,426
Reimbursement of medical consultant costs	103,596	32,584
Coronavirus Job Retention Scheme grants	28,985	233,292
Local Authority retail grants	5,500	140,912
Covid-19 Government support for hospices (restricted income)	933,933	1,829,635
Research & development (restricted income)	9,758	13,120
	<u>3,079,819</u>	<u>4,299,678</u>

9 Costs of raising funds

	Direct costs £	Support costs (note 11) £	Total 2022 £
Fundraising expenditure	524,931	154,552	679,483
Trading Company expenses	1,193,967	-	1,193,967
	<u>1,718,898</u>	<u>154,552</u>	<u>1,873,450</u>
	Direct costs £	Support costs (note 11) £	Total 2021 £
Fundraising expenditure	484,773	134,881	619,654
Trading Company expenses	1,091,912	-	1,091,912
	<u>1,576,685</u>	<u>134,881</u>	<u>1,711,566</u>

10 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2022 £
Inpatient unit	1,256,003	774,729	2,030,732
Wellbeing and Outpatients	248,874	268,212	517,086
Community service	494,309	112,139	606,448
Hospice at Home	645,810	133,624	779,434
Patient and Family Support	482,674	49,917	532,591
	<u>3,127,670</u>	<u>1,338,621</u>	<u>4,466,291</u>
	Direct costs £	Support costs (note 11) £	Total 2021 £
Inpatient unit	1,135,028	698,285	1,833,313
Wellbeing and Outpatients	250,254	233,259	483,513
Community service	478,598	97,955	576,553
Hospice at Home	646,345	117,423	763,768
Patient and Family Support	326,148	42,503	368,651
	<u>2,836,373</u>	<u>1,189,425</u>	<u>4,025,798</u>

Notes forming part of the financial statements for the year ended 31 March 2022

11 Support costs

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2022 £
Management and HR	35,452	174,038	38,675	32,229	32,229	9,669	Staff Time	322,292
Insurance costs	1,344	18,003	5,105	806	1,075	537	Floor space	26,870
Volunteer services	8,190	23,080	33,503	-	1,489	8,188	Usage	74,450
Premises and facilities	16,752	224,473	60,306	10,051	16,752	6,700	Floor space	335,034
Catering and cleaning	7,613	131,324	38,065	3,806	3,806	5,710	Staff Time	190,324
Communications	21,791	34,866	21,791	11,985	14,164	4,360	Staff Time	108,957
I T	27,338	70,298	39,054	23,433	27,338	7,811	Staff Time	195,272
Office costs	34,265	87,803	27,840	25,698	32,123	6,425	Staff Time	214,154
Governance costs	1,807	10,844	3,873	4,131	4,648	517	Usage	25,820
Legal fees	-	-	-	-	-	-	Usage	-
TOTALS	154,552	774,729	268,212	112,139	133,624	49,917		1,493,173

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2021 £
Management and HR	30,177	148,143	32,921	27,434	27,434	8,230	Staff Time	274,339
Insurance costs	1,013	13,570	3,848	608	810	405	Floor space	20,254
Volunteer services	5,428	15,298	22,206	-	987	5,428	Usage	49,347
Premises and facilities	17,284	231,601	62,221	10,370	17,284	6,913	Floor space	345,673
Catering and cleaning	6,569	113,314	32,845	3,284	3,284	4,927	Staff Time	164,223
Communications	18,322	29,315	18,322	10,077	11,909	3,664	Staff Time	91,609
I T	22,590	58,089	32,272	19,363	22,590	6,455	Staff Time	161,359
Office costs	31,726	81,298	25,777	23,794	29,743	5,949	Staff Time	198,287
Governance costs	1,247	7,482	2,672	2,850	3,207	357	Usage	17,815
Legal fees	525	175	175	175	175	175	Usage	1,400
TOTALS	134,881	698,285	233,259	97,955	117,423	42,503		1,324,306

12 Total expenditure

Net income is stated after charging:

	2022 £	2021 £
Amortisation of intangible fixed assets	3,505	6,280
Depreciation of tangible fixed assets	189,811	218,366
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	16,600	15,822
- Tax services	2,965	4,050
Trustees' indemnity insurance	980	840
Operating leases	207,927	206,614

Notes forming part of the financial statements for the year ended 31 March 2022

13 Trustees' remuneration

No Trustees received emoluments in the current or comparative year. One Trustee was reimbursed expenses totalling £123 (2021 : £0).

14 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

	£
Cost	
At 1 April 2021	39,957
Additions	-
Disposals	-
At 31 March 2022	39,957
Amortisation	
At 1 April 2021	26,812
Charge for year	3,505
Disposals	-
At 31 March 2022	30,317
Carrying value at 31 March 2022	9,640
Carrying value at 31 March 2021	13,145

15 Tangible fixed assets

Group

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2021	4,296,286	727,760	5,024,046
Additions	34,310	43,666	77,976
Disposals	-	(90,614)	(90,614)
At 31 March 2022	4,330,596	680,812	5,011,408
Depreciation			
At 1 April 2021	2,031,539	607,238	2,638,777
Charge for year	135,377	54,434	189,811
Disposals	-	(83,472)	(83,472)
At 31 March 2022	2,166,916	578,200	2,745,116
Net book value at 31 March 2022	2,163,680	102,612	2,266,292
Net book value at 31 March 2021	2,264,747	120,522	2,385,269

Notes forming part of the financial statements for the year ended 31 March 2022

15 Tangible fixed assets (continued)

Charity

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2021	4,296,286	560,514	4,856,800
Additions	34,310	41,616	75,926
Disposals	-	(53,121)	(53,121)
At 31 March 2022	4,330,596	549,009	4,879,605
Depreciation			
At 1 April 2021	2,031,539	458,426	2,489,965
Charge for year	135,377	46,796	182,173
Disposals	-	(53,121)	(53,121)
At 31 March 2022	2,166,916	452,101	2,619,017
Net book value at 31 March 2022	2,163,680	96,908	2,260,588
Net book value at 31 March 2021	2,264,747	102,088	2,366,835

16 Fixed asset investments

	Charity	
	2022 £	2021 £
Shares in subsidiary company:		
St Clare Hospice Trading Company Limited	2	2

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

17 Debtors

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
St Clare Hospice Trading Company Limited	-	-	672,503	735,174
HMRC - income tax recoverable	36,006	19,907	36,006	19,907
Accrued legacy income	68,130	468,910	68,130	468,910
Interest due	2,259	1,888	2,259	1,888
Prepayments and other debtors	965,536	741,468	882,166	605,864
	1,071,931	1,232,173	1,661,064	1,831,743

Notes forming part of the financial statements for the year ended 31 March 2022

18 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Interest free loans	2,500	2,500	2,500	2,500
Taxation and social security	104,260	82,495	104,260	82,495
Trade creditors	85,180	63,260	54,061	37,775
Other creditors	158,446	129,918	56,410	27,050
Accruals	33,692	25,142	33,692	25,142
Deferred income	-	518	-	518
	<u>384,078</u>	<u>303,833</u>	<u>250,923</u>	<u>175,480</u>

Included in other creditors are pension contributions amounting to £56,410 (2021: £27,050).

Deferred income reconciliation:

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Brought forward at 1 April	518	-	518	-
Released to the statement of financial activities	(518)	-	(518)	-
Deferred during the year	-	518	-	518
Carried forward at 31 March	<u>-</u>	<u>518</u>	<u>-</u>	<u>518</u>

19 Staff costs

	2022	2021
	£	£
Salaries	4,104,135	3,745,357
Social security costs	372,620	327,260
Pension costs	334,327	312,986
	<u>4,811,082</u>	<u>4,385,603</u>

Included in the above are redundancy and termination payments totalling £15,488 (2021: £52,314).

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 during the year was as follows:

	2022	2021
£60,001 - £70,000	3	2
£80,001 - £90,000	1	2
£90,001 - £100,000	1	1
£100,001 - £110,000	1	-
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-

The average number of employees during the year was:

	2022	2021
Full time	76	77
Part time	57	61
	<u>133</u>	<u>138</u>

The average number of full time equivalent employees in the year was 112.0 (2021: 113.5).

20 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Charity were £574,787 (2021: £530,947).

Notes forming part of the financial statements for the year ended 31 March 2022

21 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2022:				
Intangible fixed assets	-	9,640	-	9,640
Tangible fixed assets	-	2,266,292	-	2,266,292
Current assets	3,964,776	5,000,000	268,078	9,232,854
Current liabilities	(384,078)	-	-	(384,078)
Total net assets	<u>3,580,698</u>	<u>7,275,932</u>	<u>268,078</u>	<u>11,124,708</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2021:				
Intangible fixed assets	-	13,145	-	13,145
Tangible fixed assets	-	2,385,269	-	2,385,269
Current assets	7,666,030	-	268,843	7,934,873
Current liabilities	(303,833)	-	-	(303,833)
Total net assets	<u>7,362,197</u>	<u>2,398,414</u>	<u>268,843</u>	<u>10,029,454</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2022:				
Intangible fixed assets	-	9,640	-	9,640
Tangible fixed assets	-	2,260,588	-	2,260,588
Investments	-	2	-	2
Current assets	3,836,635	5,000,000	268,078	9,104,713
Current liabilities	(250,923)	-	-	(250,923)
Total net assets	<u>3,585,712</u>	<u>7,270,230</u>	<u>268,078</u>	<u>11,124,020</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2021:				
Intangible fixed assets	-	13,145	-	13,145
Tangible fixed assets	-	2,366,835	-	2,366,835
Investments	-	2	-	2
Current assets	7,555,421	-	268,843	7,824,264
Current liabilities	(175,480)	-	-	(175,480)
Total net assets	<u>7,379,941</u>	<u>2,379,982</u>	<u>268,843</u>	<u>10,028,766</u>

Notes forming part of the financial statements for the year ended 31 March 2022

22 Statement of funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Unrestricted funds:					
General funds	7,362,197	1,233,874	(4,979,244)	(36,129)	3,580,698
Designated funds					
Net Book Value of Fixed Assets	2,398,414	-	(200,458)	77,976	2,275,932
Clinical Services and Digital		1,000,000			1,000,000
Capital Development		3,000,000			3,000,000
Impact Development		100,000			100,000
Income Generation		500,000			500,000
People Development		400,000			400,000
	<u>9,760,611</u>	<u>6,233,874</u>	<u>(5,179,702)</u>	<u>41,847</u>	<u>10,856,630</u>
Restricted funds:					
Patient Care fund	44,976	1,081,847	(1,012,582)	(41,847)	72,394
Community Engagement fund	2,034	79,226	(46,539)	-	34,721
Bereavement Service fund	143,281	35,613	(101,008)	-	77,886
Education & Research fund	78,552	9,758	(5,233)	-	83,077
	<u>268,843</u>	<u>1,206,444</u>	<u>(1,165,362)</u>	<u>(41,847)</u>	<u>268,078</u>
Total funds	<u>10,029,454</u>	<u>7,440,318</u>	<u>(6,345,064)</u>	<u>-</u>	<u>11,124,708</u>
	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Unrestricted funds:					
General funds	4,785,139	6,069,060	(3,470,436)	(21,566)	7,362,197
Designated funds	2,567,019	-	(224,646)	56,041	2,398,414
	<u>7,352,158</u>	<u>6,069,060</u>	<u>(3,695,082)</u>	<u>34,475</u>	<u>9,760,611</u>
Restricted funds:					
Patient Care fund	82,613	1,902,427	(1,896,399)	(43,665)	44,976
Community Engagement fund	1,729	12,000	(10,885)	(810)	2,034
Bereavement Service fund	55,732	212,547	(134,998)	10,000	143,281
Education & Research fund	67,386	13,120	(1,954)	-	78,552
	<u>207,460</u>	<u>2,140,094</u>	<u>(2,044,236)</u>	<u>(34,475)</u>	<u>268,843</u>
Total funds	<u>7,559,618</u>	<u>8,209,154</u>	<u>(5,739,318)</u>	<u>-</u>	<u>10,029,454</u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves and £5 million to support our strategic goals. These new funds are expected to be released in the next 5 years.

Restricted funds:

The Patient Care fund represents funds given by organisations and individuals to purchase equipment and fund other costs for patient care services.

The Community Engagement fund represents funds given by organisations to contribute towards costs of the Compassionate Neighbours project.

The Bereavement Service fund represents funds given by organisations to contribute towards bereavement services.

The Education & Research fund represents funds for the further education of Doctors.

Transfers between funds represent the purchase of fixed assets in the year.

23 Related party transactions

During the year, the Charity provided rental of office accommodation, IT equipment and non-retail staff support to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £12,880 (2021: £12,880). In addition, the Charity received a Gift Aid donation of £509,544 during the year (2021: £378,235).

At the Balance Sheet date, the Charity was due £672,503 from St Clare Hospice Trading Company Limited (2021: £735,174).

There were no other related party transactions in the current or comparative year which required disclosure.

Notes forming part of the financial statements for the year ended 31 March 2022

24 Commitments under operating leases

At 31 March, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2022	2022	2021	2021
	£	£	£	£
	Other	Land & Buildings	<i>Other</i>	<i>Land & Buildings</i>
Operating leases which expire:				
not later than one year	2,528	152,453	2,528	186,250
later than one year and not later than five years	800	292,960	1,280	414,188
later than five years	-	81,667	-	143,167
	<u>3,328</u>	<u>527,080</u>	<u>3,808</u>	<u>743,605</u>

Notes forming part of the financial statements for the year ended 31 March 2022

25 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income:			
Donations and gifts	1,422,495	297,339	1,719,834
Legacies	927,233	-	927,233
Other trading activities			
Fundraising events & similar income	62,699	-	62,699
Friends of St Clare branches	183	-	183
Trading Company turnover	1,171,815	-	1,171,815
	<u>1,234,697</u>	<u>-</u>	<u>1,234,697</u>
Income from charitable activities	2,456,923	1,842,755	4,299,678
Investment income and interest	14,217	-	14,217
Other income	13,495	-	13,495
Total income	<u>6,069,060</u>	<u>2,140,094</u>	<u>8,209,154</u>
Expenditure:			
Raising funds			
Fundraising expenditure	619,654	-	619,654
Trading Company expenses	1,091,912	-	1,091,912
	<u>1,711,566</u>	<u>-</u>	<u>1,711,566</u>
Charitable activities			
Patient care	1,983,516	2,042,282	4,025,798
Education and research	-	1,954	1,954
	<u>1,983,516</u>	<u>2,044,236</u>	<u>4,027,752</u>
Total expenditure	<u>3,695,082</u>	<u>2,044,236</u>	<u>5,739,318</u>
Net income for year	<u>2,373,978</u>	<u>95,858</u>	<u>2,469,836</u>
Transfers between funds	34,475	(34,475)	-
Net movement in funds	<u>2,408,453</u>	<u>61,383</u>	<u>2,469,836</u>
Reconciliation of funds:			
Total funds brought forward at 1 April	7,352,158	207,460	7,559,618
Total funds carried forward at 31 March	<u>9,760,611</u>	<u>268,843</u>	<u>10,029,454</u>

ST CLARE WEST ESSEX HOSPICE CARE TRUST

England & Wales - Charity number 1063631

Accounts

Annual Report & Financial Statements 2020/21

St Clare West Essex Hospice Care Trust



Annual Report and Financial Statements 2021

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stclarehospice.org.uk

Company Limited by Guarantee, Registered in England and Wales No. 3398955
Registered Charity No. 1063631

Reference and Administrative Information about the Charity, its Trustees, Management and Advisors

Patrons

Dame Claire Bertschinger *DBE DL*
Mr Michael Chapman *DL*
Mr Robert Halfon *MP*
Mrs Melissa Jones
Dame Eleanor Laing *DBE MP*
Mr Gary Neill *MBIE*
Lord Petre *KCVO*
Mr Bob Weston
Mr John Wickens

Trustees (and Directors as defined by the Companies Act 2006)

Mrs Deborah Fielding <i>Msc RGN RM HVDip</i>	(Chair)
Mr Graham Randall <i>FCA</i>	(Vice Chair)
Mr Nik Wright	<i>Resigned 01/06/2021</i>
Mr David Thomson <i>BAcc CA</i>	<i>Retired* 02/12/2020</i>
Dr Ronald Morgan <i>MB ChB FRCP Dip Pall Med</i>	
Mr Andy Skelton	
Mrs Wendy Adams <i>RGN</i>	
Mr Phil Birch	
Mrs Jill Rowlinson <i>FCIS MBA</i>	
Mr Mark Astarita <i>OBE</i>	
Mr Adrian John Bannington <i>FCA C.Dir FIOD CII</i>	
Dr Monica Bose <i>MBBS BSc FRCP</i>	
Mr Mike Guinan <i>BA (Hons) FCMA</i>	

**Retired at AGM under Article 30(3) having served maximum term permitted.*

Company Secretary

Mrs Jill Rowlinson *FCIS MBA*

Registered Office & Principal Office

St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

Dr Syed Qamar Abbas *MBBS FRCP (UK) CEPC Dip Pall Med Dip Med Ethics PGC Med Ed*

Director of Finance and Resources

Mr Riyad Islam *BA (Hons) FCMA CGMA DChA*

Director of Patient Care

Ms Carolanne Brannan *BSc Dip HE RN*

Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

Director of Income Generation

Miss Rosie Knowles *BSc (Hons) MInstF*

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN

HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors

Whiskers LLP, 6 Mitre Buildings, Kitson Way, Harlow, Essex, CM20 1DR

Attwaters Jameson Hill, 72-74 Fore St, Hertford, Hertfordshire, SG14 1BY

Insurance Brokers

Towergate Insurance, Kings Court, London Road, Stevenage, Hertfordshire, SG1 2GA

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2020/21.

As an independent hospice we aim to work collaboratively with a wide range of partners and stakeholders to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire. We are very proud that last year, in March 2020, just as the Covid-19 pandemic hit, we were rated as 'Outstanding' by the Care Quality Commission (CQC) which is the national regulator for all healthcare services in the United Kingdom. This enables local people to understand that they can expect a very high standard of care from St Clare Hospice and is testament to the hard work and commitment of all our staff and volunteers.

The year 2020/21 has been significantly marked by the Covid-19 pandemic which has affected every aspect of the Hospice operations. From our topmost priority in keeping our patients and staff safe from infection to our income-generating capability, every single aspect of how the Hospice is run and operated has had to be re-thought during the last 12 months. This has been very difficult for all organisations delivering 24/7 healthcare services to navigate, but as a small organisation with extremely dedicated, creative and responsive staff, we are proud that we have found ways around the different barriers and obstacles the pandemic threw at us – we believe St Clare Hospice has more than survived the last 12 months and has in fact become stronger in many ways.

During the year the Hospice delivered care for 1,348 patients, many of whom received support from different services across the clinical directorate. It is important to note the impact of the Covid-19 pandemic on services during the early part of 2020. The Hospice maintained our key clinical services such as the Inpatient Unit and the community nursing services, but a number of groups, clinics and some face-to-face services were halted due to government guidelines; some moved to remote or 'virtual' support services.

The pandemic also had an impact on our ability to raise income to sustain our services, as like all charities, we had to close all our charity shops and a number of fundraising initiatives had to be curtailed significantly. Our financial reserves are such that, combined with the generous support of our local communities and the government grants aimed at helping independent charities (and hospices specifically), we can continue delivering the care and support services in the coming year. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

At the end of 2021 we will come to the end of our current strategic period. We will be developing bold plans to deliver more outstanding clinical services and social support programmes for our local community. We plan to review what we've achieved from 2018 to 2021, seek to listen and understand the views of local people, healthcare professionals, staff, volunteers and supporters about what they need from the Hospice in the coming years. Of particular importance will be to seek the experiences of those people who did not access St Clare Hospice services and understand how we might make our services more widely available and known to people who need support. Our financial position means that we will be able to weather uncertainty as well as invest in our services in the future.

St Clare West Essex Hospice Care Trust

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community; volunteers, businesses, individuals, community groups, local health organisations and partners and the local NHS Clinical Commissioning Group.

The Hospice is very proud of its achievements during the year. There is much more that is needed to be done, and the coming year will be a busy one for St Clare Hospice as we plan for the future and focus on the needs of local people.

Organisation, Governance and Management

Constitution and Registration

St Clare West Essex Hospice Care Trust is registered under the Companies Act 2006 (Registered No: 3398955) as a company limited by guarantee and not having a share capital. The Company is registered as a charity under the Charities Act 2011 (Registered No: 1063631) and operates under the simple title “St Clare Hospice”.

The Company’s Articles of Association define the Company as “the Charity”, and the Directors of the Company as “the Trustees”. To avoid confusion, the Directors of the Company are referred to as Trustees throughout this document.

Governance of St Clare Hospice

Trustees are appointed by the Trust Board following interview by, and a recommendation from, a Committee of Trustees, usually including the Chair, a Vice Chair and one other. Such appointments are ratified at the following Annual General Meeting. Trustees are required to undergo training and ongoing development in the same way as executive staff. The Board advertises for new Trustees against a defined skills set.

The Trustees maintain a register of their interests consisting of an annual declaration by each Trustee of his or her interests and confirmation that he or she is not debarred from acting as a Trustee under section 178 of the Charities Act 2011. The Company Secretary holds the Register; any changes in a Trustee’s interests between declarations are notified to the Company Secretary. The Register is made available to the Board, when required, so that the Board is in a position to make judgements on potential conflicts of interest. Trustees are required at the start of every Trustee meeting, to declare their actual or potential interest in any item on the agenda for that meeting.

The Trustees have a structure of governance committees including Clinical, Finance and Risk, Income Generation, and Human Resources, each chaired by a Trustee with appropriate skills and experience in the committee’s area of responsibility. Each committee includes, and is supported by, the appropriate member of the Executive Team. To these committees, the Board delegates much of the governance and performance monitoring, leaving it free to consider matters of a more strategic nature.

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

The Trustees are non-executive and take no part in the day-to-day management of the Hospice. Although the Trustees have delegated day-to-day management of St Clare to a professional management team led by the Chief Executive Officer, who is not a Trustee, they remain ultimately responsible for the activities of St Clare. The Senior Leadership Team (SLT) led by Chief Executive Officer manage St Clare in accordance with regularly reviewed policies agreed and approved by the Trustees. The Trustees

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monitor the proper discharge of their responsibilities through the structure of the governance committees and quarterly Board meetings, at which the SLT are invited to report on clinical, financial, workforce and general management issues.

Strong internal controls are in place to ensure that income and expenditure are tightly monitored and controlled, and that its assets are secure. Annual budgets are prepared by the SLT for approval by the Trustees, who monitor progress against such approved budgets.

The SLT currently meets daily to discuss the day-to-day management of services and regularly review budgetary and clinical performance. They also use this time to explore improvements and new opportunities. The management team of each directorate meet quarterly to share operational information and discuss strategic service developments and improvements. The Chief Executive Officer meets with the Chair every month to update on all activities and any areas of risk.

A pay and performance framework is in place which mirrors aspects of the NHS Agenda for Change pay framework, and covers hospice roles not typically found in the NHS. Analytical job evaluation and benchmarking is used to ensure pay is appropriate and competitive for the roles required to be performed by each staff member including the SLT. This whole process and framework is reviewed regularly to ensure the Hospice is paying fairly and tracking market rates to ensure that the talent can be attracted. It is overseen by the Board of Trustees to ensure equity and fairness.

Corporate Structure

The Trust has one wholly owned subsidiary, St Clare Hospice Trading Company Limited, which operates eight charity shops and a lottery. St Clare Hospice Trading Company has a separately constituted Board of Directors, which reports to the Board of Trustees.

Aims, Objectives and Activities

The Company's Memorandum of Association lays down its objectives as to meet the physical, psychological, social and spiritual needs of those with advanced and progressive life limiting illness and of their carers, primarily but not necessarily in West Essex and East Hertfordshire, through the provision of specialist palliative care services based on need as far as resources allow.

It is the Trustees' principal aim that St Clare provides a Hospice that is a centre of excellence in the delivery of specialist palliative care and support by such charitable means, as the Trustees see fit. Within this principal aim, the Trustees have specific targets, which are to provide:

- Continuity of care in the management of physical and non-physical symptoms of advanced disease with the purpose of maintaining optimal quality of life for the patient.
- Appropriate and accessible support to patients enabling them to remain in their own homes for as long as both desirable and possible.
- A sensitive response to ethnic, cultural and spiritual wishes, which recognises and cares for the individual needs of patients, their families and carers.
- Assistance to the patient and family to retain their independence for as long as possible by providing easy access to information that will enable them to make choices about the form of help and support they wish to receive.
- Skilled counselling and support to the bereaved.

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- Continuing education and training of staff and volunteers.

All objectives, strategies and activities are regularly monitored and reviewed. The strategy is formally reviewed every three months and a report prepared by the Chief Executive Officer is shared with the Board of Trustees. The SLT and wider management team are responsible for the delivery of activities and services in line with the Hospice strategy and overarching mission statement.

St Clare Hospice offers palliative care for people over the age of 18 who are living with a life-limiting illness when a cure is no longer possible. The Hospice also offers support for the families, carers and friends around the patient, including children and young people. St Clare also provides a number of support services available for anyone living in West Essex or East Hertfordshire who is affected by grief, loss, death and dying. All health and social care professionals can make a referral to our hospice services. Patients, families and friends can also seek a referral directly.

Individuals with life-limiting illnesses often have complex and multifaceted needs. In order to meet this challenge, the Hospice clinical team is a multi-professional specialist palliative care team bringing together staff with the necessary knowledge, skills and experience to ensure high quality diagnosis, treatment and compassionate care considering the patient and their family and friends, as a whole not just about treating the illness. Members of the specialist team include doctors, nurses, healthcare assistants, physiotherapists, occupational therapists, social workers, counsellors, administrative support, and chaplain and supported by a team of highly skilled and committed volunteers to support the delivery of care.

The clinical team within each service area undertakes detailed, specialised and holistic assessments of the needs of the patient across physical, psychological, social and spiritual domains. Expert management of complex symptoms is provided, which takes account of the patient's views, preferences and circumstances wherever possible when considering their advice on the care that is most appropriate for the patient's condition.

The St Clare Hospice clinical services include the inpatient unit, day therapy and outpatient service, community nursing service and patient and family support services such as counselling and social work advice. This is complemented by non-clinical models of care and a community engagement programme which aims to identify local population needs and develop new models of care. The activity levels for the year are below.

The Hospice also provides clinical sessions and multidisciplinary team meetings input to Princess Alexandra Hospital, Harlow. On a weekly basis, there are four clinical sessions provided to the hospital which offers patient reviews and hospital staff support.

Educational sessions are also delivered by hospice staff to local healthcare professionals and health and social care students. This year, the Hospice received students from medical, nursing, social work, counselling, allied healthcare professionals and physician associate backgrounds on placement. We also delivered a new programme of online master classes and study days aimed at healthcare professionals, many of which needed to be repeated several times due to oversubscription and which were highly evaluated by attendees. Subjects included variable themes including identifying a palliative care patient, symptom management, care of the dying patients, specialist management, ethical decision making and psychological support.

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their family and friends with a high level of care and support, ensuring dignity and respect at all times. Demand for beds was erratic during the year, with several families and patients reluctant to be admitted due to the necessary visiting restrictions and fear of potentially contracting

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the virus at the Hospice. However, the number of patient admissions during 2020/21 was only slightly below the previous year, with 214 admissions compared to 218 in 2019/20. Bed occupancy was significantly down from 82% in 2019/20 to just 77% in 2020/21.

The Day Therapy and Outpatient service was significantly affected during the year and needed to close all face-to-face clinics and groups. A number of services were moved online and regular telephone calls were made to patients for assessment and support. During the year, a Nurse Consultant was recruited to the Hospice to review the service and to develop a refreshed model of care. We plan to launch this new service during the second half of 2021/22.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals. The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required. Throughout the last 15 months, the Clinical Nurse Specialist Service has continued to operate, with urgent home visits to patients with unstable or complex symptoms.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and received 783 referrals (last year 814).

The Compassionate Neighbours volunteer scheme was in its third year and expanded further during 2020/21, despite the pandemic. The programme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. By the end of the year 71 new Compassionate Neighbours had been trained, making a total of 183 trained Compassionate Neighbours for the scheme. In the year, 63 new 'matches' were made (compared to 54 the year before) meaning that over the short lifetime of the project, 168 local people coming to the end of their lives had benefited from the project.

During the year, the Hospice continued to deliver monthly bereavement cafés. When the pandemic hit, all venues needed to close, so the cafés were moved to online Facebook groups and zoom meetings. The bereavement cafés are open to anyone living in West Essex and East Hertfordshire, not just those people connected to hospice services. The cafés started in February 2019 in a range of venues across the catchment area and we plan to reopen the cafés once venues open and restrictions are eased sufficiently.

The bereavement counselling service is offered to the relatives and friends of anyone who has been cared for by St Clare Hospice. Led by qualified counsellors, the support provided follows nationally approved guidelines and is tailored to each person's need. In 2020/21, the service provided support for 417 family members compared to 396 the year before. The Children's Bereavement Service is led by a Children, Young Person and Family Therapist. Following an assessment, and based on the child or young person's needs, children can attend one-to-one counselling, family therapy, group therapy and peer support. During the year, we listened to our local community and sought funding for a bereavement telephone helpline. With thanks to support from the National Lottery and the Barclays 100x100 UK COVID-19 Community Relief Fund, we were able to set up the

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helpline in June 2020 and offer the service widely to all local residents in our communities affected by grief and loss, not just those connected to hospice services.

Service		2019-20	2020-21
IPU	Total Admitted Patients	194 patients 218 admissions	201 patients 214 admissions
	Available Beds Day	2900	2834
	% Bed Occupancy	82%	77%
	Median Length of Stay in IPU (days)	9	8
Clinical Nurse Specialist	Total referrals	1007	1196
	Patients referred	780	892
Hospice at Home	Total referrals	814	783
	Patients referred	467	482
Therapy Team	Total referrals	835	713
	Patients referred	478	424
Patient and Family Support Service	Total referrals	448	494
	Patients referred	396	417
Café Clare	Attendances	485	344 (virtual)
Bereavement Café	Attendances	676	634 (virtual)
Compassionate Neighbours	Trained volunteers	48 (112 in total across the project)	71 (183 in total across the project)
	Matches made during the year	54 (105 in total across the project)	63 (168 in total across the project)

Public Benefit

In reviewing the objectives and the activities for the year, the Trustees have satisfied themselves that both the objectives of the Charity and those activities undertaken continue to reflect the aims of the Charity. In carrying out their review the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary guidance on the advancement of health, especially as it relates to the relief of sickness, human suffering and palliative care.

The Trustees confirm that they comply with their duty under section 17 of the Charities Act 2011, to have due regard to the guidance in public benefit published by the Charity Commission. It is intended that the Charity should maximise the benefit that it provides to the local community given the restraints of size and funds.

The Charity is an important professional organisation that is proud of its local associations. It receives the majority of its funding from local individuals and organisations (including local NHS commissioning groups). For this reason, the beneficiaries tend to be predominantly, though not exclusively, from a catchment area covering West Essex and East Hertfordshire.

Volunteers

Volunteers have always been an important part of how we deliver our support to patients, families, community members and the wider community. Our volunteers offer an extra layer of support to make the journey with St Clare Hospice a positive experience.

The last year has been challenging to everyone's daily lives, and have certainly changed the way that we do many things in the Hospice. The Covid-19 pandemic was an opportunity us to review all areas of the Hospice, including our volunteering, and how it underpins and supports all areas of our work to support how we deliver our care.

Many of the volunteer roles that have been launched and thrived during this time, are those that have a community engagement approach to the delivery of support. These include:

- Bereavement Support Helpline volunteers, who have given hundreds of hours of support since the Helpline launched in June 2020.
- Compassionate Neighbours continued to call (rather than visit face to face) their community members throughout the pandemic.
- Bereavement Cafés continued to be facilitated by volunteers via Zoom.
- Bereavement Support was facilitated by volunteers in new Facebook groups, supporting more than 200 local people since they launched in April 2020.
- Developing our work in supporting people with end stage Dementia using Namaste Care through the new role of Namaste Volunteer Champions
- Namaste Volunteer Champions delivered and hosted training sessions for healthcare professionals.

The Government restrictions meant that our shops had to close and activity at the Hospice site was reduced to maintain the safety of everyone. Unfortunately this resulted in many of our volunteers being unable to carry out their roles in their usual way.

As we begin to look at improving volunteering for all, we are listening, reviewing and addressing areas of work in all our teams. For example: introducing a clearer induction process; a new framework that supports the volunteer; and the work we are doing to identify volunteers' skills. We are encouraging creative approaches across all teams to try and create new volunteer opportunities, to ensure that each volunteer experience is great for everyone and there is true reciprocity.

Another area we are working on, in response to the requests of our current volunteers, has been to create opportunities for engagement and find ways to safely bring volunteers together once again. This is a huge milestone for the Hospice, and an important part of our 'roadmap' back to having more people back on the Hospice site, and we hope with careful planning to host volunteer events on site in 2021. We are looking forward to welcoming hospice volunteers back to the hospice site once restrictions ease and we have identified it is safe for our more vulnerable patients and staff to do so. We remain extremely grateful for all hospice volunteers who have supported the hospice throughout this difficult period.

Strategic Report

Achievements and Performance

St Clare Hospice's vision is that every adult with a life limiting condition or illness in the local communities should have access to palliative care services wherever and whenever they need them so that they can make the most of every moment, no matter how long they have left to live. The Hospice aims to provide both specialist clinical services and

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volunteer-led support that meet the complex medical and social needs of local people around the issues of death, dying and loss.

As an independent hospice, St Clare aims to work collaboratively with a wide range of partners and stakeholders in order to deliver the highest quality services for local people who need end of life care across West Essex and East Hertfordshire.

The Hospice has four strategic aims:

- 1. We will reach significantly more people who are facing death, dying and loss in our local communities.**
- 2. We will support our communities to become more resilient, to support each other and to remain independent for as long as possible.**
- 3. We will seek partnerships with other organisations and communities to deliver better care for patients.**
- 4. We will grow as a strong, sustainable and effective organisation.**

What do we want to change?

- We want to reduce the numbers of hospital deaths and unnecessary emergency hospital admissions.
- We want to provide a robust service across a 24 hour period so that people with a life limiting illness don't need to ring 111 or 999 for help.
- We want to make it as easy as possible for people to get help from us so that they are given the right support they need wherever they are and whatever their condition.
- We want to shape our services around what local people and patients tell us they need.
- We want all healthcare staff like GPs, care home staff and ambulance crews to know how to care for a dying patient with confidence so that they don't need to go unnecessarily to hospital.
- We want everyone in West Essex and East Herts to live independently and to die well - and know that their families and friends are well-supported after their death.
- We want to provide high quality service that is affordable and excellent value.

How will we do this?

We champion a model that is outward facing, flexible and responsive to best serve our local community. This model has afforded St Clare Hospice to become a key leader in collaboration with others, such as the voluntary sector, healthcare providers and local communities, to deliver the highest quality care to patients and their families. We are increasingly seeking feedback from our service users and local communities as we believe wholeheartedly that local people are best equipped to inform us of positive changes we can make.

We are fully committed to respond to and embrace the changes that are synonymous with healthcare delivery in the current healthcare system. This commitment sees us having made huge strides with our NHS partners in planning system-wide improvements in end of life care as well as ensuring our internal systems, assessment tools and treatment plans mirror national standards and frameworks to improve patient care as well as demonstrate to our funders the impact we are making to people's health and wellbeing.

Our vision, underpinned by the 3-year strategy set out by the Trustees is to develop an ethos of 'hospice without walls' ensuring that the hospice services that we are committed to delivering are taken far and wide across the communities to the people that we serve, ensuring equity of our services for all patients and local people.

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By the end of 2021 we will have reached the end of our current strategic period. So we are spending much of 2021 gathering the ideas and needs of the local community, healthcare professionals, NHS partners and staff, volunteers and supporters to develop a new strategy for 2022 and beyond. We are looking to the long-term future and what the needs of our local population might look like in 5-10 years' time. We plan to launch the new hospice strategy in January 2022.

Meanwhile we will continue to focus on developing our services to meet the needs of local communities and developing a quality improvement culture in the Hospice that will encourage departments and services to integrate and work together and encourage excellence in performance across the Hospice.

Achievements in 2020/21

It has been a very busy year for St Clare Hospice, significantly marked by the impact of Covid-19. Despite the obvious focus on maintaining operations with stringent infection control procedures in place, we achieved a lot of positive changes that have helped deliver quality care for more people.

We have reviewed and revised some of our services to improve reach to the local community; we have been developing a new model of Day and Out Patient services during the year, including wide consultation with the local community, healthcare professionals, patients and staff; we worked with our NHS partners on streamlining care pathways between hospital, hospice and home. New services were also developed during the year, including for those people with dementia with the Namaste programme. This programme aims to support both the person with dementia and their carer and was rolled out via online teaching and training.

Early on in the pandemic which started in March 2020, it became clear that local people needed more bereavement support due to the social isolation experienced by grieving people during the lockdowns. As a result, we set up more Facebook online bereavement groups, with online bereavement 'cafés' operating via Zoom. Additionally, we secured funding for a bereavement telephone helpline which we plan will become a long-term element of our bereavement service for all adult residents across West Essex. We remain committed to listening to local people about their needs for support around the issues of death, dying and loss and hope to be able to re-open the bereavement cafés in various venues across West Essex over the coming year.

During the year, the Hospice implemented plans for the First Contact Team to ensure there is one referral route to the Hospice and that a Multi-Disciplinary Team make joint clinical decisions about the services that patients might need. The First Contact Team is the first port of call for all clinicians, families and patients who need support or help and triages all referrals received for hospice services. The implementation of the team was initially halted by the Covid-19 pandemic but the main positions in the team are not filled.

In terms of quality improvement, the Hospice has focused during the year on the development and improvements in the use of the electronic patient records system (SystemOne) which will help the Hospice further shape and improve the quality of patient care and demonstrate the impact of its services to its funders and the wider public. We have further strengthened our middle management team and developed a range of leadership workshops and competency frameworks to help our managers support staff to improve their performance.

Additionally, an Equality, Diversity and Inclusion group has been set up from across the Hospice and has met on a quarterly basis with an agreed action plan and set of priorities to help ensure that all services are available and accessible to all local people, especially

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underserved communities, and that all employment and volunteering opportunities are also accessible to all.

In order to meet the challenge of pandemic, increased deaths at home and difficulties with education provisions, the Hospice carried out a consultation programme and developed a revitalised and refreshed Education programme. This continues to be delivered by our team of specialists to support the skills and confidence of healthcare colleagues from across West Essex and East Hertfordshire. The Hospice ran six 'End of life care webinar days' which were attended in total by more than 250 attendees. The topics ranged from inspiration to look after dying patients, pain management, gastrointestinal symptoms, psychological issues, syringe drivers, advance care planning, care of the dying patient and ethical dilemmas. There were also lunchtime masterclasses on palliative care for patients with dementia, total pain, symptom management, opioid prescribing in renal failure etc. Additionally, we provided face-to-face advance communication skills training for its staff in partnership with St Francis Hospice. All these days were heavily subscribed and all highly evaluated.

The pandemic also had an impact on our ability to raise income to sustain our services, as like all charities, we had to close all our charity shops and a number of fundraising initiatives had to be curtailed significantly. Our financial reserves are such that, combined with the generous support of our local communities and the government grants aimed at helping independent charities and hospices specifically, we are able to continue delivering the care and support services in the coming year. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the difficult economic climate which is expected in the coming years.

The Senior Leadership Team continued to meet on a daily basis during the pandemic to manage the ever-evolving situation and ensure the Hospice was safe. Additionally, they met to discuss complaints, risk management, contractual performance, service development, and information exchange. During the year, policies and procedures of the Hospice continued to be reviewed, developed and enhanced, to ensure that they are in line with all legislative requirements and that the provision of safe and best practice continues.

Staff engagement and communications were particularly crucial to keep staff and volunteers informed at all times. A monthly online staff briefing was implemented during the year, supplemented by a bi-monthly team bulletin with news from across the Hospice sent to all staff and volunteers, with the Workplace intranet used for ad hoc immediate news or information. More volunteer bulletins have been developed during the year to improve volunteer engagement with the Hospice, particularly as the majority of volunteers have been unable to fulfil their roles during 2020/21.

It has been fantastic to see the progress of St Clare Hospice services over the past 12 months, with new challenges and opportunities for development being considered all the time. Clinical and non-clinical teams have risen to the many challenges they have met along the way in a rapidly changing world. The hard work of every member of staff, with support from dedicated volunteers, enables the Hospice to continue to deliver high quality patient care, which is at the heart of all that St Clare does.

Financial Review

The outcome for the year was a surplus of £2.47m, which compared very favourably against the prior year surplus of £393k. The positive financial result was achieved mainly due to growth in key voluntary income streams, one-off Government funding related to Covid-19, and the ongoing focus on controlling and managing expenditure in all areas across the Hospice.

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There was small decrease in total expenditure which was mainly because reduced retail costs where shops were closed for parts of the year. However, there was an increase in patient care expenditure where some services were developed and expanded.

NHS income was slightly higher than the previous year, and represented 44% of expenditure in 2020/21. This percentage was marginally up on the prior year, resulting from a combination of increased NHS income and lower overall costs. The receipt of the non-recurrent Government funding will enable the Hospice to cover future shortfalls in income arising due to the pandemic.

St Clare held net assets of £10.03m at 31 March 2021. Of this amount, £2.40m had been invested in land, buildings and equipment, leaving net current assets of £7.63m. The Trustees have reviewed financial forecasts and have agreed for reserves to be used to develop services as part of the developing St Clare Hospice Strategy 2022+ to reach more people affected by life-limiting illness, death, dying and loss.

A going concern assessment has been undertaken in accordance with the Charities SORP (FR102), which reflected the expected financial impact from the Covid-19 pandemic. Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

St Clare Hospice is committed to maintaining high standard of fundraising, retail and lottery activity. We are registered with the Fundraising Regulator and licensed by the Gambling Commission. We are committed to fundraising by the standards set out in the Fundraising Code of Practice, and our contracted professional canvassing agency for new lottery players is also required to maintain the Codes of Practice. We are members of the Charity Retail Association, Hospice UK, and the Institute of Fundraising.

A range of public facing fundraising activities are undertaken including events, direct mailings, corporate fundraising and telephone appeals. Fundraising activities are reported to the Income Generation Trustee Committee on a quarterly basis.

The Hospice commits to its fundraising policies and practice being legal, open and honest. Staff training and robust procedures are in place to ensure that these standards are maintained, and that no-one who is potentially vulnerable is asked to commit to giving.

From time to time, the Hospice may work with established and reputable service providers which include mailing houses, event management companies and fundraising agencies. Monitoring of activities is done by investigating complaints, seeking supporter feedback, mystery shopping and audits.

St Clare Hospice is GDPR compliant, and uses a number of methods to ensure regular review and accurate record keeping. In addition, the Hospice has signed up to receiving marketing suppressions under the Fundraising Preference Service, and also will not make fundraising calls to telephone numbers registered with the Telephone Preference Service. Detailed supporter contact preferences and giving history are recorded on the fundraising database which is managed within the fundraising team.

Supporter experience is a priority for all teams within the Income Generation directorate and as such any complaints are investigated and dealt with in line the Hospice

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complaints policy. It is pleasing to report, that during the year, there were no complaints received about fundraising activities.

Fundraising income generated in 2020/21 was £1,687k* compared to a prior year figure of £1,474k.

The impact of the Covid-19 pandemic was felt throughout the entire financial year. Many of our events and supporter-led activities were postponed or cancelled due to government restrictions. However, the support from the community continued to be generous both through individual donations and participation in activities when restrictions allowed. As a result, the fundraising income exceeded expectations and achieved a strong position.

The pandemic remains a significant negative factor in our planning for the 2021/22 financial year. In addition to continuing government restrictions curtailing events and activities, the general population is likely to be socially and economically affected. This may have a detrimental effect on the ability of all charities to achieve growth in voluntary income.

* The Fundraising Income figure is made up of Donations and Gifts, Fundraising Events and St Clare Friends Groups, less any income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

Retail and Lottery Performance

St Clare Hospice shops were significantly affected by the Covid-19 pandemic, resulting in physical stores ceasing trading for the majority of the financial year. E-commerce, cost-saving measures, and grants from the government via local councils helped to mitigate losses, however the net contribution of the retail chain was a deficit of £37k in 2020/21, compared to a positive contribution of £421k in 2019/20.

Physical stores were permitted to open in mid-April 2021, and current government stance implies that there will be no further closures. As a result, the 2021/22 planning assumes continued trading. At times of economic stress, charity shops have traditionally achieved good results, and so we are cautiously hopeful of returning to near pre-pandemic levels of trading.

The St Clare weekly lottery continues to be a good income stream, contributing £524k in 2020/21, compared to £456k in the previous year. Government restrictions during the year prevented our usual face-to-face player recruitment activity. Therefore, expected player recruitment fees were considerably less than had been planned and so resulted in a greater overall financial contribution to the Hospice. This reduced player recruitment in the year is expected to result in a lower overall contribution in 2021/22.

Investment

The Trustees' investment policy is governed by the Company's Memorandum of Association, which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law. However, the Trustees have made a decision to prioritise security of funds, and therefore the organisation currently does not hold any investments other than cash.

Beyond a small working balance, all cash is held in interest bearing accounts. That cash which is not required in the short term is invested in immediate, notice or fixed term

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deposits to secure the highest rate of interest available, which is consistent with the security of the investment.

The current policy set by the Trustees for investment of cash, limits the amount that can be invested within a financial institution and also prohibits investment in any financial product except term deposits in pounds sterling.

Reserves Policy and Objectives

There are a number of levels of financial targets towards which the Trustees aspire:

Level 1 – raising sufficient cash to build and equip the Hospice (this would include repayment of borrowings).

Level 2 – generation of sufficient income to run St Clare from day to day in cash terms (including elimination of past deficits).

Level 3 – generation of enough income to run St Clare from day to day, and cover aggregate depreciation of assets, so enabling replacement of wasting assets.

Level 4 – generation of enough excess income to build a number of specific and broadly quantifiable reserves to cover:

- six months' operating costs as a buffer to allow time to address any major income crisis;
- specific projects to enable St Clare to expand or improve its range of activities;
- liabilities that might arise on an unexpected curtailment of activities.

Whilst these targets build naturally and logically one upon another, and might be seen as staging posts on a journey to full security, they are simply a framework of intent. They should not be allowed to inhibit exploitation of opportunities to begin building specifically towards targets beyond those immediately ahead. For example, before reaching the state of equilibrium of Level 3, a large gift might present an opportunity to establish a reserve towards the cost of a new capital project (Level 4), without jeopardising fundamental progress towards Level 3. In such circumstances, the opportunity could be taken.

Currently, the Trustees are building good reserves for the expansion and improvement of St Clare Hospice services.

St Clare held net assets of £10.03m at 31 March 2021. Of which £2.40m had been invested in land, buildings and equipment, leaving net current assets of £7.63m. After deducting restricted funds, £7.36m is available to the Trustees as free reserves. The table below illustrates progress towards the Trustees' reserves targets as follows:

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	As at 01/04/2020	Movement during year	Progress towards target 31/03/2021	Level 4 Target
	£	£	£	£
Six months operating costs	3,000,000	(100,000)	2,900,000	2,900,000
Clinical development reserve	700,000	-	700,000	700,000
Strategic projects reserve	-	2,662,197	2,662,197	2,500,000
Unexpected curtailment of activities	1,085,139	14,861	1,100,000	1,100,000
Unrestricted funds	4,785,139	2,577,058	7,362,197	7,200,000
Restricted funds	207,460	61,383	268,843	-
Net current assets	4,992,599	2,638,441	7,631,040	-

During the year, the Level 4 target was increased to include an amount to cover expenditure for future strategic initiatives and projects. At the end of the year, the increased level of free reserves exceeded the revised target, and therefore the Trustees agreed further clinical expenditure and approved a budgeted deficit for the 2021/22 financial year.

The Trustees consider the Level 4 reserves target to be prudent for the security of the Hospice and to ensure that charitable activities are unaffected by unexpected income and expenditure variances or by emergencies.

Risk Management

The Senior Leadership Team, which currently meets daily under the chairmanship of the Chief Executive Officer, monitors, records, and manages risk on an operational and strategic basis. The SLT reports to the Finance and Risk Committee where risks are concerned. All areas of risk are monitored by the relevant Director and ultimately the Chief Executive Officer. Insurance cover for insurable risks is co-ordinated by the Director of Finance and Resources, and reported to the Board of Trustees. In short, risks are identified through the management structures and mitigated, managed and / or insured as appropriate.

The following general principles are applied in addressing possible exposure to any identified risks:

- All professional and other Codes of Practice applying to Hospice activities must be observed at all times.
- All statutory requirements must be complied with at all times.
- All manufacturers' operational advice, instructions and servicing requirements must be assiduously observed.
- Appropriate records of compliance with the above requirements must be maintained.
- Insurance cover is taken out where appropriate.
- Suitable review procedures including records of incidents (and their subsequent resolution) must be in place to ensure that risks are, and continue to be, properly identified and managed.
- Implementation and compliance with a full range of internal policies and procedures.

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The SLT has responsibility for the ongoing identification, monitoring and management of risk within their respective spheres of interest. Where risks are so remote that it is impracticable, uneconomic or impossible to eliminate or avoid them (e.g. acts of war, force majeure, 'plane crash etc.) they are accepted.

St Clare believes that a high quality service is one that should have minimal risks to the organisation, patients and staff. Where operational risks are identified through complaints, incidents or risk assessments and reviews, they are added to the risk register and actions are agreed to ensure that the risk is either removed or reduced to as low a level as reasonably possible.

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which has been impacted by the Covid-19 pandemic. This is closely followed by the reputational risk to the organisation. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided.

There is currently a dedicated team of fundraising, lottery and retail staff, who supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. The SLT and the Income Generation Committee closely monitor income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place. Where there have been income areas which have been adversely affected by the pandemic, plans have been developed for these income streams to recover or be mitigated by growth in other areas.

The risk of potential damage to the Hospice's reputation is mitigated by having clear policies and procedures covering all aspects of the organisation. Robust incident, accident and complaint analysis is undertaken and shared between relevant teams. There is also a comprehensive communications strategy in place, which includes the monitoring of external media coverage and responses are made where necessary.

The next highest area of risk for the Hospice is the move from a two-year contract with NHS West Essex Clinical Commissioning Group to a one-year contract. This is not unusual nationwide, but presents the Hospice with a slightly elevated risk of not being able to survive financially if the contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with the CCG and other NHS partners during the year, and believe the Hospice's positive attitude and willingness to support the wider system during the pandemic has helped support a higher profile and improved reputation.

Lastly, like all hospices, the ability to recruit into clinical roles, particularly Registered Nurses is a high risk area for the Hospice. With a nationwide shortage of nurses, and a stretched NHS that is still recovering from a global pandemic, recruitment is a struggle and may impact upon the plans to expand and develop services. The Hospice has developed a plan to combat this issue, ranging from a market review of salaries, terms and conditions, to innovative ways of advertising new roles. However, this is likely to remain an issue for the Hospice for some time.

Commentary on Last Year's Plans for 2020/21

- A bereavement telephone helpline was launched that is available to every resident living in West Essex and East Hertfordshire who is affected by grief and loss, especially in the aftermath of the Covid-19 pandemic.

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- The pandemic initially halted progress on the implementation and development of our planned First Contact Team. The First Contact Team is a one-stop referrals and triaging service to ensure all patients have access to the right hospice services, as well as an advice and support service for patients, healthcare professionals and families. By the end of the financial year 2020/21, however, we had successfully recruited to the key posts and this service is now operating.
- We became key partners involved in developing with our NHS partners an 'Out of Hospital' model. The Hospice has worked hard to prepare our clinical teams for this new location-based way of working and to build their skills and confidence to better support our generalist colleagues in prognostication and identifying vulnerable patients who may be coming towards the end of their lives.
- The Hospice continued to work with other health and social care providers to improve the knowledge and confidence of local health and social care professionals and the general public on death, dying and loss through a full programme of online study days and masterclasses. A number of awareness campaigns through social media and press targeted at the general public, and a number of Open Hospice events online gave local people and healthcare professionals to learn more about the Hospice, its services and opportunities for involvement and engagement.
- We mapped a significant part of the St Clare patient-family journey, to ensure a seamless 'one hospice' experience for everyone who engages with St Clare, resulting in a highly engaged, broad supporter base providing financial security through the pandemic and beyond.
- We consolidated our position as a teaching hospice by enhancing our teaching and training. We taught medical, nursing and physician associate students as well as train foundation year doctors, GP trainees and future palliative care consultants.
- The Hospice continued to strengthen the workforce through improved training and career pathways so that the Hospice can retain skills and experience and through a range of training and skill-building for both paid and unpaid staff. A range of competency frameworks and leadership workshops were developed and implemented during the year to better support our clinicians.
- We developed a Hospice Equality and Diversity working group to help the Hospice develop its inclusion priorities, identify inherent biases in the Hospice for patients, families, visitors, staff, volunteers, supporters and the public. The group holds the Hospice to account and reports to the Board of Trustees.

Future Plans 2021/22

The Hospice plans for the coming financial year of 2021/22 are as follows:

- To launch a strategy for the Hospice for 2022 onwards that will identify changes in local health needs, and develop the shape of a robust and relevant hospice for the future.
- To continue to support the NHS system with the development of the 'Out of Hospital' model to reduce unnecessary hospital admissions.
- To work with the Princess Alexandra Hospital Trust on improving the patient care pathways between hospital-hospice-home.
- To help address our nursing recruitment shortage by developing innovative ways to support newly qualified nurses to join the team for career development.
- To continue to listen to the needs of the local population to shape our services

- To develop new ways of working or services that meet the needs of people living with dementia, people who are homeless, care home residents and people with learning disabilities.

Statement of Trustees' Responsibilities for Financial Statements

The Trustees (who are also directors of St Clare West Essex Hospice Trust for the purposes 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 Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Disclosure of information to auditors

As far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

People

In my role as Chair and on behalf of the Board of Trustees, I express my appreciation and gratitude to the staff and volunteers who have all made such a significant contribution to St Clare over the past year. They continue to demonstrate tremendous commitment, professionalism and enthusiasm that is so necessary to ensure the smooth running of the Hospice.

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David Thomson retired from the Board having served as a Trustee for the maximum nine years permitted under the Articles of Association. David contributed significantly through supporting the Finance department and their efforts. I am extremely grateful to David for his rigorous attention to good financial governance which has led to an excellent financial position for the Hospice. I also know that the Senior Leadership Team were very grateful for his significant support for all clinical service investment and during periods of difficult change management.

I would like to offer my thanks to my colleagues on the Board of Trustees for their continuing support, which has been incredibly valuable. The experience of the Board not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am thankful to all involved and am very proud to be part of St Clare.

Finally, I must thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice and it would be impossible for us to continue our work without their support. I am most grateful.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 26 July 2021.

A handwritten signature in black ink, appearing to read 'D. Fielding', with a stylized flourish at the end.

Deborah Fielding
Chair of Board of Trustees

Independent Auditors' Report to the Members of St Clare West Essex Hospice Care Trust

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 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 Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements

does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates 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 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 20 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern,

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Charity Commission, employment law and health and safety regulations, 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 preparation of the financial statements such the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

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 recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Matters on which we are required to report by exception

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has

St Clare West Essex Hospice Care Trust

been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior statutory auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place,
London,
EC4R 1AG.

26 July 2021

**Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2021**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income:					
Donations and gifts	4	1,422,495	297,339	1,719,834	1,692,188
Legacies	5	927,233	-	927,233	595,253
Other trading activities					
Fundraising events & similar income		62,699	-	62,699	123,063
Friends of St Clare branches	6	183	-	183	2,945
Trading Company turnover	7	1,171,815	-	1,171,815	1,741,319
		<u>1,234,697</u>	<u>-</u>	<u>1,234,697</u>	<u>1,867,327</u>
Income from charitable activities	8	2,456,923	1,842,755	4,299,678	2,144,961
Investment income and interest		14,217	-	14,217	20,438
Other income		13,495	-	13,495	29,697
Total income		<u><u>6,069,060</u></u>	<u><u>2,140,094</u></u>	<u><u>8,209,154</u></u>	<u><u>6,349,864</u></u>
Expenditure:					
Raising funds					
Fundraising expenditure	9	619,654	-	619,654	629,575
Trading Company expenses	7	1,091,912	-	1,091,912	1,378,774
		<u>1,711,566</u>	<u>-</u>	<u>1,711,566</u>	<u>2,008,349</u>
Charitable activities					
Patient care	10	1,983,516	2,042,282	4,025,798	3,945,731
Education and research		-	1,954	1,954	3,187
		<u>1,983,516</u>	<u>2,044,236</u>	<u>4,027,752</u>	<u>3,948,918</u>
Total expenditure	12	<u><u>3,695,082</u></u>	<u><u>2,044,236</u></u>	<u><u>5,739,318</u></u>	<u><u>5,957,267</u></u>
Net income for year		<u><u>2,373,978</u></u>	<u><u>95,858</u></u>	<u><u>2,469,836</u></u>	<u><u>392,597</u></u>
Transfers between funds	22	34,475	(34,475)	-	-
Net movement in funds		<u><u>2,408,453</u></u>	<u><u>61,383</u></u>	<u><u>2,469,836</u></u>	<u><u>392,597</u></u>
Reconciliation of funds:					
Total funds brought forward at 1 April		7,352,158	207,460	7,559,618	7,167,021
Total funds carried forward at 31 March	22	<u><u>9,760,611</u></u>	<u><u>268,843</u></u>	<u><u>10,029,454</u></u>	<u><u>7,559,618</u></u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities of the group.
The detailed comparative information for the statement of financial activities is included in note 25.

Group and Charity Balance Sheets as at 31 March 2021

		Group		Charity	
	Notes	2021	2020	2021	2020
		£	£	£	£
Fixed assets					
Intangible assets	14	13,145	5,404	13,145	5,404
Tangible assets	15	2,385,269	2,561,615	2,366,835	2,532,384
Investments	16	-	-	2	2
		<u>2,398,414</u>	<u>2,567,019</u>	<u>2,379,982</u>	<u>2,537,790</u>
Current assets					
Stocks		-	15,517	-	-
Debtors	17	1,232,173	482,987	1,831,743	952,073
Bank deposits		6,495,610	4,653,264	5,888,837	4,156,490
Cash at bank and in hand		206,675	160,843	103,269	107,046
Friends branch funds	6	415	1,232	415	1,232
		<u>7,934,873</u>	<u>5,313,843</u>	<u>7,824,264</u>	<u>5,216,841</u>
Creditors: amounts falling due within one year	18	(303,833)	(321,244)	(175,480)	(195,701)
Net current assets		<u>7,631,040</u>	<u>4,992,599</u>	<u>7,648,784</u>	<u>5,021,140</u>
Net assets		<u>10,029,454</u>	<u>7,559,618</u>	<u>10,028,766</u>	<u>7,558,930</u>
Funds:					
Unrestricted general funds	22	7,362,197	4,785,139	7,379,941	4,813,680
Unrestricted designated funds	22	2,398,414	2,567,019	2,379,982	2,537,790
Restricted funds	22	268,843	207,460	268,843	207,460
Total funds		<u>10,029,454</u>	<u>7,559,618</u>	<u>10,028,766</u>	<u>7,558,930</u>

The surplus of the parent charity was £2,469,836 (2020: £392,597)

Approved by the Board of Trustees and authorised for issue on 26 July 2021

and signed on its behalf by:



Deborah Fielding
Chair of the Board of Trustees



Graham Randall
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2021

	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities:				
Net cash inflow from operating activities (note 1 below)		1,929,185		499,544
Cash flows from investing activities:				
Interest received	14,217		20,438	
Acquisition of intangible fixed assets	(14,021)		-	
Purchase of tangible fixed assets	<u>(42,020)</u>		<u>(41,838)</u>	
Net cash outflow from investing activities		(41,824)		(21,400)
Increase in cash and cash equivalents in the year		<u>1,887,361</u>		<u>478,144</u>
Analysis of changes in cash and cash equivalents during the year:				
Total as at 1 April		4,815,339		4,337,195
Increase in cash and cash equivalents in the year		1,887,361		478,144
Total as at 31 March (note 2 below)		<u>6,702,700</u>		<u>4,815,339</u>

Notes to the Group Cash Flow Statement

1 Reconciliation of net income to net cash flow from operating activities	2021 £	2020 £
Net income (as per statement of financial activities)	2,469,836	392,597
Adjustments for:		
Interest received	(14,217)	(20,438)
Amortisation of intangible fixed assets	6,280	12,675
Depreciation of tangible fixed assets	218,366	233,226
Loss on disposal of tangible fixed assets	-	14,962
Decrease in stocks	15,517	777
Increase in debtors	(749,186)	(138,179)
(Decrease) / increase in creditors	(17,411)	3,924
Net cash inflow from operating activities	<u>1,929,185</u>	<u>499,544</u>
2 Analysis of cash and cash equivalents	2021 £	2020 £
Bank deposits	6,495,610	4,653,264
Cash at bank and in hand	206,675	160,843
Friends branch funds	415	1,232
Total as at 31 March	<u>6,702,700</u>	<u>4,815,339</u>

Notes forming part of the financial statements for the year ended 31 March 2021

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities SORP (FRS 102), Companies Act 2006 and Charities Act 2011.

The Hospice 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 note(s).

(b) Company status

The Charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales, and its registered office is St Clare Hospice, Hastingwood Road, Hastingwood, Essex CM17 9JX.

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. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed.

The going concern assessment included Trustees considering cash projections and financial plans. They are satisfied that the Charity has effective financial controls in place, and that there are robust risk and reserves policies which are regularly reviewed. The Trustees are able to monitor actual results against budget during the year and analyse the Charity's sources of income and expenditure.

Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

(d) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, St Clare Hospice Trading Company Limited, on a line by line basis.

No separate statement of financial activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are those earmarked by the Trustees for a particular purpose.

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.

Investment income and gains are allocated to the unrestricted or restricted fund as appropriate.

(f) Income

Income is recognised when the Charity has entitlement 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the statement of financial activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation 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 tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

Notes forming part of the financial statements for the year ended 31 March 2021

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis. Usually, the Charity would not recognise any legacy income if there has been no communication from the Executor of the estate. For pecuniary legacies, the Charity would usually recognise the income once communication has been received from the Executor that there are sufficient net assets available to pay the legacy. For residual legacies, the Charity would usually only recognise once the estate accounts have been approved, or after other communication has been received from the Executor confirming entitlement and amount due.

Income received in advance for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Retail sales income is recognised on point of sale for both donated and purchased goods.

Funds raised by Friends branches are consolidated within the Charity's accounts.

(g) Donated goods and services

Donated services or facilities 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 the use of the item is probable and that economic benefit can be measured reliably.

Donated professional services and facilities are included in income at the estimated value of the gift to the Charity when received, based on the amount that the Charity would have been prepared to pay for these services or facilities had it been required to purchase them, with a corresponding entry in the appropriate expenditure heading for the same amount.

Donated fixed assets are similarly taken to income at the value to the Charity with the other entry being capitalised in fixed assets.

(h) Expenditure

Expenditure is included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Fundraising expenditure includes costs directed to raising funds to finance the charitable objects and to promote the activities of the Charity.

Charitable activities include expenditure associated with providing Hospice care services to patients, their carers, families and friends and include both the direct and support costs relating to those activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. allocating premises costs by floor area, staff costs by time spent, and other costs by their usage.

(i) Volunteers services

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

(j) Pension costs

The Charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The pension costs charged in the Financial Statements represent the contributions payable by the Charity during the year, in accordance with FRS 102.

A number of employees are members of the National Health Service Pension Scheme. This is a defined benefits scheme, the assets of which are held independently of the Charity. The assets relating to the Charity's employees cannot be separately identified and, in accordance with FRS 102, are not included in the Balance Sheet. Employees who are not eligible to join the NHS Pension Scheme are able to join one of two Group Personal Plans, which are both defined contribution schemes.

For all schemes, the Charity has no liability beyond making its contributions and paying across deductions for the employees' contributions.

Where employees' salaries are allocated to unrestricted and restricted funds, the pension costs related to those employees, are allocated to the same funds.

**Notes forming part of the financial statements
for the year ended 31 March 2021**

(k) Employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Termination benefits are accounted for on an accruals basis and in line with FRS 102.

(l) Intangible fixed assets and amortisation

Intangible fixed assets costing more than £1,000 are capitalised.

Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Computer software	over 4 years
-------------------	--------------

(m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful lives as follows:

Freehold land	Nil
Freehold buildings	between 34 and 50 years
Freehold building adaptations	over 10 years
Furniture, equipment and medical equipment	over 5 years
Telephones	over 5 years
Computer equipment	over 4 years
Motor vehicles	over 4 years

(n) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items 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 which record these items until they are sold and undertaking a stock take would incur undue cost for the Charity which far outweigh the benefits.

(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) Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2 Judgements and key sources of estimation uncertainty

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

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

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

Notes forming part of the financial statements for the year ended 31 March 2021

3 Financial activities of the Charity

The financial activities shown in the consolidated statement includes those of the Charity's wholly owned subsidiary, St Clare Hospice Trading Company Limited.

A summary of the financial activities undertaken by the Charity is set out below:

	2021 £	2020 £
Total income	7,117,242	4,971,090
Total expenditure	(4,647,406)	(4,578,493)
Net income for year	2,469,836	392,597
Total funds brought forward	7,558,930	7,166,333
Total funds carried forward	10,028,766	7,558,930
Represented by:		
Unrestricted income funds	9,759,923	7,351,470
Restricted income funds	268,843	207,460
	10,028,766	7,558,930

4 Donations and gifts

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Individuals	612,503	153	612,656
Appeals	130,773	-	130,773
Charitable Trusts	233,265	292,186	525,451
Community	97,191	-	97,191
Corporate	252,825	5,000	257,825
Donations from retail Gift Aid scheme	76,744	-	76,744
Retail Gift Aid	19,194	-	19,194
	1,422,495	297,339	1,719,834
	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Individuals	533,772	3,654	537,426
Appeals	71,400	-	71,400
Charitable Trusts	79,650	166,974	246,624
Community	195,641	-	195,641
Corporate	296,691	-	296,691
Donations from retail Gift Aid scheme	275,520	-	275,520
Retail Gift Aid	68,886	-	68,886
	1,521,560	170,628	1,692,188

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have not been included in the financial statements, as neither entitlement to the legacies has been established nor is it considered probable that they will be received nor can they be reliably quantified.

**Notes forming part of the financial statements
for the year ended 31 March 2021**

6 Net income from Friends branches

There are four Friends groups that raise funds for the Hospice. Their accounts are consolidated within the Charity's accounts.

	2021	2020
	£	£
Income	183	2,945
Amount remitted to St Clare West Essex Hospice Care Trust	1,000	2,512
Increase in retained funds	(817)	433
Friends branch funds brought forward	1,232	799
Balance at 31 March	415	1,232

7 Net income from trading activities of subsidiary company

The Charity has one wholly owned trading subsidiary, St Clare Hospice Trading Company Limited, which is registered in England and Wales, company number 2951374.

The principal activities of St Clare Hospice Trading Company Limited are the sale of purchased and donated goods in support of St Clare West Essex Hospice Care Trust through its shops, and the operation of a lottery.

St Clare Hospice Trading Company Limited	2021	2020
Profit and loss account	£	£
Turnover	1,171,815	1,741,319
Coronavirus Job Retention Scheme grants	170,300	-
Local Authority retail grants	140,912	170,000
Cost of sales & administration expenses	(1,091,912)	(1,378,774)
Rent and IT charge payable to St Clare West Essex Hospice Care Trust	(12,880)	(12,830)
Net profit	378,235	519,715
Distributions to St Clare West Essex Hospice Care Trust	378,235	519,715
Retained in subsidiary	-	-
	378,235	519,715

The aggregate of the assets, liabilities and funds at 31 March was:

Assets	864,217	895,633
Liabilities	(863,527)	(894,943)
Funds	690	690

**Notes forming part of the financial statements
for the year ended 31 March 2021**

8 Income from charitable activities

	2021 £	2020 £
NHS West Essex Clinical Commissioning Group		
Contract for patient care services	1,941,643	1,888,522
NHS East and North Hertfordshire Clinical Commissioning Group		
Contract for patient care services	49,066	46,540
Other NHS income	59,426	2,874
Reimbursement of medical consultant costs	32,584	30,711
Coronavirus Job Retention Scheme grants	233,292	-
Local Authority retail grants	140,912	170,000
Covid-19 Government support for hospices (restricted income)	1,829,635	-
Research & development (restricted income)	13,120	6,314
	<u>4,299,678</u>	<u>2,144,961</u>

9 Costs of raising funds

	Direct costs £	Support costs (note 11) £	Total 2021 £
Fundraising expenditure	484,773	134,881	619,654
Trading Company expenses	1,091,912	-	1,091,912
	<u>1,576,685</u>	<u>134,881</u>	<u>1,711,566</u>
	Direct costs £	Support costs (note 11) £	Total 2020 £
Fundraising expenditure	494,610	134,965	629,575
Trading Company expenses	1,378,774	-	1,378,774
	<u>1,873,384</u>	<u>134,965</u>	<u>2,008,349</u>

10 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2021 £
Inpatient unit	1,135,028	698,285	1,833,313
Day Therapy and Outpatients	250,254	233,259	483,513
Community service	478,598	97,955	576,553
Hospice at Home	646,345	117,423	763,768
Patient and Family Support	326,148	42,503	368,651
	<u>2,836,373</u>	<u>1,189,425</u>	<u>4,025,798</u>
	Direct costs £	Support costs (note 11) £	Total 2020 £
Inpatient unit	1,060,383	724,829	1,785,212
Day Therapy and Outpatients	354,672	238,761	593,433
Community service	447,205	97,586	544,791
Hospice at Home	584,574	117,505	702,079
Patient and Family Support	277,456	42,760	320,216
	<u>2,724,290</u>	<u>1,221,441</u>	<u>3,945,731</u>

**Notes forming part of the financial statements
for the year ended 31 March 2021**

11 Support costs

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2021 £
Management and HR	30,177	148,143	32,921	27,434	27,434	8,230	Staff Time	274,339
Insurance costs	1,013	13,570	3,848	608	810	405	Floor space	20,254
Volunteer services	5,428	15,298	22,206	-	987	5,428	Usage	49,347
Premises and facilities	17,284	231,601	62,221	10,370	17,284	6,913	Floor space	345,673
Catering and cleaning	6,569	113,314	32,845	3,284	3,284	4,927	Staff Time	164,223
Communications	18,322	29,315	18,322	10,077	11,909	3,664	Staff Time	91,609
I T	22,590	58,089	32,272	19,363	22,590	6,455	Staff Time	161,359
Office costs	31,726	81,298	25,777	23,794	29,743	5,949	Staff Time	198,287
Governance costs	1,247	7,482	2,672	2,850	3,207	357	Usage	17,815
Legal fees	525	175	175	175	175	175	Usage	1,400
TOTALS	134,881	698,285	233,259	97,955	117,423	42,503		1,324,306

	Fundraising	Inpatient unit	Day Therapy and Outpatients	Community Service	Hospice at Home	Patient and Family Support	Basis of allocation	Total 2020 £
Management and HR	29,417	144,408	32,091	26,742	26,742	8,023	Staff Time	267,423
Insurance costs	872	11,687	3,314	523	698	349	Floor space	17,443
Volunteer services	5,134	14,469	21,003	-	933	5,135	Usage	46,674
Premises and facilities	18,810	252,059	67,717	11,286	18,810	7,525	Floor space	376,207
Catering and cleaning	7,412	127,860	37,061	3,706	3,706	5,559	Staff Time	185,304
Communications	16,884	27,014	16,884	9,286	10,974	3,376	Staff Time	84,418
I T	22,356	57,488	31,938	19,163	22,356	6,388	Staff Time	159,689
Office costs	32,477	83,223	26,388	24,358	30,448	6,090	Staff Time	202,984
Governance costs	1,103	6,621	2,365	2,522	2,838	315	Usage	15,764
Legal fees	500	-	-	-	-	-	Usage	500
TOTALS	134,965	724,829	238,761	97,586	117,505	42,760		1,356,406

12 Total expenditure

Net income is stated after charging:

	2021 £	2020 £
Amortisation of intangible fixed assets	6,280	12,675
Depreciation of tangible fixed assets	218,366	233,226
Auditors remuneration (including irrecoverable VAT)		
- Statutory audit	15,822	15,652
- Tax services	4,050	2,250
Trustees' indemnity insurance	840	924
Operating leases	206,614	226,436

**Notes forming part of the financial statements
for the year ended 31 March 2021**

13 Trustees' remuneration

No Trustees received emoluments or were reimbursed expenses in the current or comparative year.

14 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

	£
Cost	
At 1 April 2020	55,656
Additions	14,021
Disposals	(29,720)
At 31 March 2021	<u>39,957</u>
Amortisation	
At 1 April 2020	50,252
Charge for year	6,280
Disposals	(29,720)
At 31 March 2021	<u>26,812</u>
Carrying value at 31 March 2021	<u>13,145</u>
Carrying value at 31 March 2020	<u>5,404</u>

15 Tangible fixed assets

Group

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2020	4,296,286	706,317	5,002,603
Additions	-	42,020	42,020
Disposals	-	(20,577)	(20,577)
At 31 March 2021	<u>4,296,286</u>	<u>727,760</u>	<u>5,024,046</u>
Depreciation			
At 1 April 2020	1,872,680	568,308	2,440,988
Charge for year	158,859	59,507	218,366
Disposals	-	(20,577)	(20,577)
At 31 March 2021	<u>2,031,539</u>	<u>607,238</u>	<u>2,638,777</u>
Net book value at 31 March 2021	<u>2,264,747</u>	<u>120,522</u>	<u>2,385,269</u>
Net book value at 31 March 2020	<u>2,423,606</u>	<u>138,009</u>	<u>2,561,615</u>

**Notes forming part of the financial statements
for the year ended 31 March 2021**

15 Tangible fixed assets (continued)

Charity

	Freehold Land & Buildings £	Furniture & Equipment £	Total £
Cost			
At 1 April 2020	4,296,286	539,071	4,835,357
Additions	-	42,020	42,020
Disposals	-	(20,577)	(20,577)
At 31 March 2021	<u>4,296,286</u>	<u>560,514</u>	<u>4,856,800</u>
Depreciation			
At 1 April 2020	1,872,680	430,293	2,302,973
Charge for year	158,859	48,710	207,569
Disposals	-	(20,577)	(20,577)
At 31 March 2021	<u>2,031,539</u>	<u>458,426</u>	<u>2,489,965</u>
Net book value at 31 March 2021	<u>2,264,747</u>	<u>102,088</u>	<u>2,366,835</u>
Net book value at 31 March 2020	<u>2,423,606</u>	<u>108,778</u>	<u>2,532,384</u>

16 Fixed asset investments

	Charity	
	2021 £	2020 £
Shares in subsidiary company:		
St Clare Hospice Trading Company Limited	<u>2</u>	<u>2</u>

The Charity owns the whole of the issued share capital of St Clare Hospice Trading Company Limited, a company incorporated in England and Wales. The company exists solely to raise funds for the work of the Charity by the sale of donated and purchased goods and the operation of a lottery.

17 Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
St Clare Hospice Trading Company Limited	-	-	735,174	769,400
HMRC - income tax recoverable	19,907	29,715	19,907	29,715
Accrued legacy income	468,910	33,600	468,910	33,600
Interest due	1,888	4,235	1,888	4,235
Prepayments and other debtors	741,468	415,437	605,864	115,123
	<u>1,232,173</u>	<u>482,987</u>	<u>1,831,743</u>	<u>952,073</u>

**Notes forming part of the financial statements
for the year ended 31 March 2021**

18 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Interest free loans	2,500	2,500	2,500	2,500
Taxation and social security	82,495	79,538	82,495	79,538
Trade creditors	63,260	76,454	37,775	48,060
Other creditors	129,918	143,758	27,050	46,609
Accruals	25,142	18,994	25,142	18,994
Deferred income	518	-	518	-
	303,833	321,244	175,480	195,701

Included in other creditors are pension contributions amounting to £27,050 (2020: £45,652).

Deferred income reconciliation:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Brought forward at 1 April	-	2,400	-	2,400
Released to the statement of financial activities	-	(2,400)	-	(2,400)
Deferred during the year	518	-	518	-
Carried forward at 31 March	518	-	518	-

19 Staff costs

	2021	2020
	£	£
Salaries	3,745,357	3,600,140
Social security costs	327,260	313,494
Pension costs	312,986	291,162
	4,385,603	4,204,796

Included in the above are redundancy and termination payments totalling £52,314 (2020: £0).

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 during the year was as follows:

	2021	2020
£60,001 - £70,000	2	1
£70,001 - £80,000	-	1
£80,001 - £90,000	2	1
£90,001 - £100,000	1	-
£110,001 - £120,000	1	-
£120,001 - £130,000	-	1

The average number of employees during the year was:

	2021	2020
Full time	77	77
Part time	61	62
	138	139

The average number of full time equivalent employees in the year was 113.5 (2020: 115.9).

20 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Charity were £480,478 (2020: £455,424).

**Notes forming part of the financial statements
for the year ended 31 March 2021**

21 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2021:				
Intangible fixed assets	-	13,145	-	13,145
Tangible fixed assets	-	2,385,269	-	2,385,269
Current assets	7,666,030	-	268,843	7,934,873
Current liabilities	(303,833)	-	-	(303,833)
Total net assets	<u>7,362,197</u>	<u>2,398,414</u>	<u>268,843</u>	<u>10,029,454</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Group fund balances at 31 March 2020:				
Intangible fixed assets	-	5,404	-	5,404
Tangible fixed assets	-	2,561,615	-	2,561,615
Current assets	5,106,383	-	207,460	5,313,843
Current liabilities	(321,244)	-	-	(321,244)
Total net assets	<u>4,785,139</u>	<u>2,567,019</u>	<u>207,460</u>	<u>7,559,618</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2021:				
Intangible fixed assets	-	13,145	-	13,145
Tangible fixed assets	-	2,366,835	-	2,366,835
Investments	-	2	-	2
Current assets	7,555,421	-	268,843	7,824,264
Current liabilities	(175,480)	-	-	(175,480)
Total net assets	<u>7,379,941</u>	<u>2,379,982</u>	<u>268,843</u>	<u>10,028,766</u>
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Charity fund balances at 31 March 2020:				
Intangible fixed assets	-	5,404	-	5,404
Tangible fixed assets	-	2,532,384	-	2,532,384
Investments	-	2	-	2
Current assets	5,009,381	-	207,460	5,216,841
Current liabilities	(195,701)	-	-	(195,701)
Total net assets	<u>4,813,680</u>	<u>2,537,790</u>	<u>207,460</u>	<u>7,558,930</u>

**Notes forming part of the financial statements
for the year ended 31 March 2021**

22 Statement of funds

	<i>At 1 April 2020</i>	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Unrestricted funds:					
General funds	4,785,139	6,069,060	(3,470,436)	(21,566)	7,362,197
Designated funds	<u>2,567,019</u>	<u>-</u>	<u>(224,646)</u>	<u>56,041</u>	<u>2,398,414</u>
	<u>7,352,158</u>	<u>6,069,060</u>	<u>(3,695,082)</u>	<u>34,475</u>	<u>9,760,611</u>
Restricted funds:					
Patient Care fund	82,613	1,902,427	(1,896,399)	(43,665)	44,976
Community Engagement fund	1,729	12,000	(10,885)	(810)	2,034
Bereavement Service fund	55,732	212,547	(134,998)	10,000	143,281
Education & Research fund	<u>67,386</u>	<u>13,120</u>	<u>(1,954)</u>	<u>-</u>	<u>78,552</u>
	<u>207,460</u>	<u>2,140,094</u>	<u>(2,044,236)</u>	<u>(34,475)</u>	<u>268,843</u>
Total funds	<u><u>7,559,618</u></u>	<u><u>8,209,154</u></u>	<u><u>(5,739,318)</u></u>	<u><u>-</u></u>	<u><u>10,029,454</u></u>
	<i>At 1 April 2019</i>	Income	Expenditure	Transfers	At 31 March 2020
	£	£	£	£	£
Unrestricted funds:					
General funds	4,244,142	6,172,922	(5,605,941)	(25,984)	4,785,139
Designated funds	<u>2,786,044</u>	<u>-</u>	<u>(260,863)</u>	<u>41,838</u>	<u>2,567,019</u>
	<u>7,030,186</u>	<u>6,172,922</u>	<u>(5,866,804)</u>	<u>15,854</u>	<u>7,352,158</u>
Restricted funds:					
Patient Care fund	13,079	129,736	(45,463)	(14,739)	82,613
Community Engagement fund	4,542	4,892	(7,705)	-	1,729
Bereavement Service fund	54,955	36,000	(34,108)	(1,115)	55,732
Education & Research fund	<u>64,259</u>	<u>6,314</u>	<u>(3,187)</u>	<u>-</u>	<u>67,386</u>
	<u>136,835</u>	<u>176,942</u>	<u>(90,463)</u>	<u>(15,854)</u>	<u>207,460</u>
Total funds	<u><u>7,167,021</u></u>	<u><u>6,349,864</u></u>	<u><u>(5,957,267)</u></u>	<u><u>-</u></u>	<u><u>7,559,618</u></u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves.

Restricted funds:

The Patient Care fund represents funds given by organisations and individuals to purchase equipment and fund other costs for patient care services.

The Community Engagement fund represents funds given by organisations to contribute towards costs of the Compassionate Neighbours project.

The Bereavement Service fund represents funds given by organisations to contribute towards bereavement services.

The Education & Research fund represents funds for the further education of Doctors.

Transfers between funds represent the purchase of fixed assets in the year.

23 Related party transactions

During the year, the Charity provided rental of office accommodation and IT equipment to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £12,880 (2020: £12,830). In addition, the Charity received a Gift Aid donation of £378,235 during the year (2020: £519,715).

At the Balance Sheet date, the Charity was due £735,174 from St Clare Hospice Trading Company Limited (2020: £769,400).

There were no other related party transactions in the current or comparative year which required disclosure.

**Notes forming part of the financial statements
for the year ended 31 March 2021**

24 Commitments under operating leases

At 31 March, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	2021	2021	2020	2020
	£	£	£	£
	Other	Land & Building	Other	Land & Building
Operating leases which expire:				
not later than one year	2,528	186,250	6,624	195,583
later than one year and not later than five years	1,280	414,188	3,808	538,938
later than five years	-	143,167	-	204,667
	<u>3,808</u>	<u>743,605</u>	<u>10,432</u>	<u>939,188</u>

**Notes forming part of the financial statements
for the year ended 31 March 2021**

25 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income:			
Donations and gifts	1,521,560	170,628	1,692,188
Legacies	595,253	-	595,253
Other trading activities			
Fundraising events & similar income	123,063	-	123,063
Friends of St Clare branches	2,945	-	2,945
Trading Company turnover	1,741,319	-	1,741,319
	<u>1,867,327</u>	<u>-</u>	<u>1,867,327</u>
Income from charitable activities	2,138,647	6,314	2,144,961
Investment income and interest	20,438	-	20,438
Other income	29,697	-	29,697
Total income	<u>6,172,922</u>	<u>176,942</u>	<u>6,349,864</u>
Expenditure:			
Raising funds			
Fundraising expenditure	629,575	-	629,575
Trading Company expenses	1,378,774	-	1,378,774
	<u>2,008,349</u>	<u>-</u>	<u>2,008,349</u>
Charitable activities			
Patient care	3,858,455	87,276	3,945,731
Education and research	-	3,187	3,187
	<u>3,858,455</u>	<u>90,463</u>	<u>3,948,918</u>
Total expenditure	<u>5,866,804</u>	<u>90,463</u>	<u>5,957,267</u>
Net income for year	<u>306,118</u>	<u>86,479</u>	<u>392,597</u>
Transfers between funds	15,854	(15,854)	-
Net movement in funds	<u>321,972</u>	<u>70,625</u>	<u>392,597</u>
Reconciliation of funds:			
Total funds brought forward at 1 April	7,030,186	136,835	7,167,021
Total funds carried forward at 31 March	<u>7,352,158</u>	<u>207,460</u>	<u>7,559,618</u>