

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

Haymacintyre 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.

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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

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- 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

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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

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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 £	<i>Total 2020 £</i>
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>6,069,060</u>	<u>2,140,094</u>	<u>8,209,154</u>	<u>6,349,864</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>3,695,082</u>	<u>2,044,236</u>	<u>5,739,318</u>	<u>5,957,267</u>
Net income for year		<u>2,373,978</u>	<u>95,858</u>	<u>2,469,836</u>	<u>392,597</u>
Transfers between funds	22	34,475	(34,475)	-	-
Net movement in funds		<u>2,408,453</u>	<u>61,383</u>	<u>2,469,836</u>	<u>392,597</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>9,760,611</u>	<u>268,843</u>	<u>10,029,454</u>	<u>7,559,618</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
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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 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><u>4,299,678</u></u>	<u><u>2,144,961</u></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><u>1,576,685</u></u>	<u><u>134,881</u></u>	<u><u>1,711,566</u></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><u>1,873,384</u></u>	<u><u>134,965</u></u>	<u><u>2,008,349</u></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><u>2,836,373</u></u>	<u><u>1,189,425</u></u>	<u><u>4,025,798</u></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><u>2,724,290</u></u>	<u><u>1,221,441</u></u>	<u><u>3,945,731</u></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	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><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	2,786,044	-	(260,863)	41,838	2,567,019
	<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	64,259	6,314	(3,187)	-	67,386
	<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>