

AMENDED

Annual Report & Financial Statements 2021/2022

St Clare West Essex Hospice Care Trust



Annual Report and Financial Statements 2022

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stclarehospice.org.uk

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

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

Patrons

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

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

| | | | |
|--|----------------|----------------------------|------------|
| Mr Nik Wright | - (Chair) | <i>Resigned as trustee</i> | 01/06/2021 |
| | | <i>Appointed Chair</i> | 26/01/2022 |
| Mr Mark Astarita OBE | - (Vice Chair) | | |
| Dr Monica Bose MBBS BSc FRCP | - (Vice Chair) | | |
| Mr Phil Birch | | | |
| Mrs Jill Rowlinson FCIS MBA | | | |
| Mr Andrew Balfour | | <i>Appointed</i> | 27/07/2021 |
| Mrs Katrina Leighton-Hearn CPFA MAAT | | <i>Appointed</i> | 27/07/2021 |
| Dr Jeffrey Phillips BSc FRCA FFICM | | <i>Appointed</i> | 27/07/2021 |
| Mr Lawrence Slade FEI | | <i>Appointed</i> | 07/06/2022 |
| Mrs Carole Bennett MEd MCCT | | <i>Appointed</i> | 07/06/2022 |
| Mrs Deborah Fielding MSc RGN RM HVDip | | <i>Resigned</i> | 27/07/2021 |
| Mr Graham Randall FCA | | <i>Resigned</i> | 01/09/2021 |
| Dr Ronald Morgan MB ChB FRCP Dip Pall Med | | <i>Retired*</i> | 26/01/2022 |
| Mr Andy Skelton | | <i>Resigned</i> | 10/09/2021 |
| Mrs Wendy Adams RGN | | <i>Resigned</i> | 11/04/2022 |
| Mr Adrian John Bannington FCA C.Dir FIOD CII | | <i>Resigned</i> | 22/09/2021 |
| Mr Mike Guinan BA (Hons) FCMA | | <i>Resigned</i> | 26/01/2022 |
| Mr Fabian Bullen | | <i>Appointed</i> | 27/07/2021 |
| | | <i>Resigned</i> | 05/04/2022 |

**Retired at AGM under Article 30(3) having served maximum term permitted.*

Company Secretary

Mrs Jill Rowlinson FCIS MBA

Registered Office & Principal Office

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

Senior Leadership Team

Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

Medical Director

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

Director of Finance and Resources

Mr Richard Burton *BSc (Hons) ACMA CGMA*
Mr Riyadh Islam *BA (Hons) FCMA CGMA DChA*

Appointed 30/05/2022
Resigned 03/06/2022

Director of Patient Care

Mrs Sheona Evangeli *BSc (Hons) Dip HE DN RN (Interim)* *Appointed 01/02/2022*
Ms Carolanne Brannan *BSc Dip HE RN*

Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

Director of Income Generation

Miss Rosie Knowles *BSc (Hons) MInstF*

Director of Digital and Transformation

Mrs Louise Hall *BSc (Hons)*

Appointed 11/08/2022

Advisors

Bankers

Barclays Bank plc, 14 The Water Gardens, Harlow, Essex, CM20 1AN
HSBC Bank plc, 34 Broad Walk, Harlow, Essex, CM20 1JA

Auditors

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

Solicitors

Whiskers LLP, 6 Mitre Buildings, Kitson Way, Harlow, Essex, CM20 1DR
Attwaters Jameson Hill, 72-74 Fore St, Hertford, Hertfordshire, SG14 1BY

Insurance Brokers

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

Trustees' Report

Introduction

We are delighted to present the Annual Report and Financial Statements for St Clare Hospice for 2021/22.

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

The year 2021/22 continued to be marked by the impact of the Covid-19 pandemic which affected every aspect of hospice operations. Our topmost priority throughout the year was to keep our patients (both in the hospice and in the community), as well as our staff and volunteers, safe from infection. However, perhaps the most complicated aspect of hospice operations has been slowly and carefully opening up the hospice site to more people, as the government guidance has permitted us, without compromising on our operations or safety of patients.

During the year the Hospice delivered care for 1,551 patients (1,348 in 20/21), many of whom received support from different services across the clinical directorate. It is important to note the impact of the Covid-19 pandemic on services during the last 24 months. The Hospice maintained all key clinical services such as the Inpatient Unit and the community nursing services, but a number of groups, clinics and some face-to-face services were halted due to government guidelines; some moved to remote or 'virtual' support services. During 2021/22, we were able to re-start some of these activities at various points in the year as government guidance on Covid restrictions started to be relaxed.

The pandemic also had an impact on our ability to raise income to sustain our services. Like all charities, we had to close all our charity shops and a number of fundraising initiatives had to be curtailed significantly during 2020/21. However, during 2021/22, our charity shops re-opened and some fundraising activities were able to start again over the 12 months.

The retail and fundraising performance during 2021/22 have been extraordinary against a backdrop of significant financial and economic uncertainty for all, and this is testament mainly to our local communities and supporters, but also our very dedicated staff and volunteers who have worked so hard. As a result of the retail and fundraising performance, combined with generous government grants aimed at helping independent charities (and hospices specifically) during the pandemic, our financial reserves are such that we can continue delivering the care and support services in the coming year and invest in our new ambitious hospice strategy. With careful monitoring and stewardship of our resources, we believe St Clare Hospice will be able to withstand the uncertain economic climate expected in the coming years.

We have used the 12 months in particular to review, rethink and re-shape our hospice and its services, with many improvements now felt across the hospice. Most notably, the hospice has reviewed the last strategic period (2018 to 2021) and has developed a bold and ambitious Hospice Strategy 2022+ that aims to sustain St Clare Hospice for the next 10 to 20 years. See <https://stclarehospice.org.uk/us/strategy-2022/> for the full document.

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

Our five strategic aims

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

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

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

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

None of the work of St Clare Hospice is possible, however, without the incredible support of the local community; volunteers, businesses, individuals, community groups, local health organisations and partners and the local NHS Clinical Commissioning Group.

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

Organisation, Governance and Management

Constitution and Registration

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

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

Governance of St Clare Hospice

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

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

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

The Hospice provides trustee indemnity insurance for all Trustees.

Management of St Clare Hospice

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

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

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

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

Corporate Structure

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

Aims, Objectives and Activities

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

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

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

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

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

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

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

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

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

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

The eight-bedded Inpatient Unit (IPU) has continued to offer patients, their families and friends with a high level of care and support, ensuring dignity and respect at all times. Demand for beds was erratic at points during the year, with some families and patients reluctant to be admitted due to the necessary visiting restrictions and fear of potentially contracting the virus at the Hospice. However, the number of patient admissions during 2021/22 was only slightly below the previous year, with 204 admissions compared to 214 in 2020/21. Bed occupancy remained at a similar level to the previous year at 77% which is our target bed occupancy rate, but is lower than 2019/20 which saw bed occupancy at 82%.

The Day Therapy and Outpatient services were significantly affected during the year and all face to face groups and clinics had to close during the pandemic in March 2020. A number of services were moved online and regular telephone calls were made to patients for assessment and support. During 2021/22 we were able to move back to some face to face assessments and clinics, and referrals to our therapists (e.g. physiotherapists and occupational therapists) increased from 424 in 2020/21 to 450. Significant work continued in developing the new model of outpatient and day therapy type services, to create a Wellbeing Hub which was launched during the year.

St Clare offers a comprehensive community service, consisting of Clinical Nurse Specialists and Hospice at Home, caring for people in their own homes as well as care homes, and community hospitals. The Clinical Nurse Specialists provide specialist advice, and emotional and psychological support, to patients, their family, carers and friends seven days a week, working in partnership with other health and social care professionals. The community service is supported by the Hospice's doctors, occupational therapists, physiotherapists, social workers, counsellors and chaplain who undertake home assessments as required. Throughout the last 24 months, the Clinical Nurse Specialist Service has continued to operate, with home visits to patients with unstable or complex symptoms and increased alignment and profile with GP surgeries through the six Primary Care Networks.

The Hospice at Home service provides hands-on, palliative care during times of crisis, or in the last few weeks of life for people who would prefer to remain in the comfort of their own home or their usual place of residence. The team provides both a daytime and night-time service seven days a week and works closely with health and social care colleagues. During the year the service continued to operate and cared for 512 patients in their own homes (last year 482).

The Compassionate Neighbours volunteer scheme identifies and develops volunteers as Compassionate Neighbours who are 'matched' with someone nearing the end of their life in their own home. The project has now benefited 185 people who have come to the end of their life, with just over 100 active Compassionate Neighbours. A lot of work has gone on behind the scenes during this year to shore up how the project runs safely, with all the contact information of Compassionate Neighbour and their community members transferred securely across to a database. This has been a large piece of work and with personnel changes during the year has meant the project's expansion slowed considerably. However, we are confident the work into robust 'back office' functions and new personnel recently recruited to the project will pay dividends in the coming year.

During the year, the Hospice continued to deliver monthly bereavement cafés. When the pandemic hit in 2020, all venues needed to close, so the cafés were moved to online Facebook groups and zoom meetings. During 2021/22, the 'in person' cafés were able to reopen again as government restrictions on public spaces eased. We are proud of the profound impact on local people who were able to meet either online or in person as they supported each other through their grief.

During the year we were able to expand our range of bereavement services further to all those affected by grief and loss in West Essex and parts of East Hertfordshire. Bereavement counselling is offered to the relatives and friends of anyone cared for by St Clare Hospice. Led by qualified counsellors, the support offered follows nationally approved guidelines and is tailored to each person's need. The Children's Bereavement Service, funded by BBC Children in Need, offers counselling to any young person affected by grief in West Essex, and includes support and training for school teachers and staff where bereavement is experienced. The telephone helpline that was set up in June 2020 with funding from Barclays has offered support and signposting to any person affected by loss and bereavement

| Service | | 2020-21 | 2021-22 |
|---|--|--|--|
| IPU | Total Admitted Patients | 201 patients 214 admissions | 186 patients 204 admissions |
| | Available Beds Day | 2834 | 2752 |
| | % Bed Occupancy | 77% | 77% |
| | Median Length of Stay in IPU (days) | 8 | 7 |
| Clinical Nurse Specialist | Total referrals | 1196 | 1123 |
| | Patients referred | 892 | 991 |
| Hospice at Home | Total referrals | 783 | 718 |
| | Patients referred | 482 | 512 |
| Therapy Team | Total referrals | 713 | 576 |
| | Patients referred | 424 | 450 |
| Patient and Family Support Service | Total referrals | 494 | 633 |
| | Patients referred | 417 | 536 |
| Café Clare | Attendances | 344 | 515 |
| Bereavement Café | Attendances | 634 | 993 |
| Compassionate Neighbours | Trained volunteers | 61 (173 in total across the project) | 19 (108 in total across the project) |
| | Matches made during the year | 63 (168 in total across the project) | 17 (185 in total across the project) |

Public Benefit

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

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

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

Volunteers

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

The pandemic was an opportunity for us to review all areas of the Hospice, including volunteering, and how it underpins and supports all areas of our work to support how we deliver our care, but also areas that could be developed to improve services.

A number of volunteer roles have been developed or changed during the pandemic. The new Volunteer Development Team are ensuring a refreshed focus on the talents, skills, interests and availability of volunteers to ensure people's skills and expertise are brought to the hospice.

The shop volunteers returned back to volunteering first following the relaxation of Covid-19 restrictions and were instrumental in ensuring the safety of customers and that the hospice retail function was working well.

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

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

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

Strategic Report

Achievements and Performance

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

Our five strategic aims

1. We will reach significantly more people who are facing death, dying and loss in our local communities.
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4. We will seek partnerships with other organisations and communities to deliver better care for patients and local people.
5. We will grow as a strong, sustainable and effective organisation.

Our three main drivers to delivering outstanding care

We will work to:

Improve access to our services and hospice

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

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

How will we achieve this?

Improving Access:

We will:

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

Quality

We will:

- Demonstrate the impact we have made
- Continue to develop St Clare as an effective, open organisation that values integrity
- Continue to develop frameworks to ensure we are well-led, governed and effective

Sustainability

We will:

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

Achievements in 2021/22

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

A key piece of work for the year has perhaps been the development and launch of the new hospice strategy 2022+ following consultation with staff, volunteers, local communities, supporters, NHS partners and commissioners. Additionally, the hospice commissioned a piece of research from Healthwatch Essex to identify and hear from the voices of those who don't traditionally access hospice services, and a large range of regional and national health and social care strategies and research papers were considered in the development of the strategy.

We have also developed a range of new services during 2021/22, such as the First Contact Team, a triaging and advice service that ensure robust and timely responses to referrals on an equitable basis. The addition of a senior nurse and two paramedics, and the training of skilled and motivated clinical administrators shows early signs of delivering the desired objectives. The service has also started to move towards face to face assessments of new patients referred to hospice services, which means patients are receiving a warm introduction to the hospice and clinicians involved in their care. We plan to extend and expand this service during the coming year. We launched the Wellbeing Hub, a refreshed and remodelled version of Day Hospice type services with a range of condition-led programmes and outpatient clinics and sessions. We were also able to expand our bereavement services with GriefLine, a telephone helpline for anyone across West Essex and into East Hertfordshire affected by loss and grief, as well as expansion of bereavement café network.

Partnership working has been a key focus for the hospice during the year, with the hospice playing a significant role in a collaborative programme across West Essex called the 'Out of Hospital' model which aims to reduce unnecessary hospital admissions.

Following our collaborative partnership with the West Essex CCG and the Essex Partnership University Trust (EPUT) the collaboration won a national 'Our Health Heroes' award for 'Most Progressive Integrated Care Workforce Programme' in April 2022.

We also invested in our business intelligence functions, with significant improvements made in our clinical reporting functions on clinical performance and incident and complaint reporting. The resulting clinical quality reports are now much improved and the reporting enables the hospice management, staff, commissioners and funders to better monitor hospice performance, risks and help shape decision making.

We have seen a significant improvement across our income generation functions, despite the challenges posed by the pandemic. Significant work took place during the year to remove unnecessary costs in the retail function and we have seen real improvement in the financial contribution of the charity shops as a result of changes in shop layouts and as the skills and confidence of the retail team members has increased. The St Clare Hospice lottery has had a difficult year with our face to face canvassing activities (the majority of the lottery expansion operations) unable to take place during the year. As a result, the overall net contribution of the lottery to the hospice's finances has looked healthy (as our expenditure on canvassing has been minimal) but this masks an underlying fall in lottery players as we have not been able to mitigate natural player attrition. This is likely to be felt as an impact on the lottery contribution figures in the next couple of years as we catch up, although early indications on a new canvassing company who are contracted to provide services to the hospice are promising.

We have also seen significant improvement in the overall contribution from the fundraising team as targeted investments and development of team members has paid off. The team overall is enthusiastic, motivated and skilled, focusing on the needs of our supporters which is paying off in the results.

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

Financial Review

The outcome for the year was a surplus of £1.1m, which is down against the prior year surplus of £2.47m. The result was achieved mainly due to one-off Government funding related to Covid-19, and the ongoing focus on controlling and managing expenditure in all areas across the Hospice.

There was increase in total expenditure which was mainly due to higher patient care expenditure where services continued to be developed and expanded.

NHS income was slightly lower than the previous year, and represented 39% of expenditure in 2021/22. This percentage was lower than the prior year, resulting from a combination of decreased NHS income and higher overall costs. The receipt of the non-recurrent Government funding will enable the Hospice to cover future shortfalls in income arising due to the pandemic.

St Clare held net assets of £11.12m at 31 March 2022. Of this amount, £2.28m had been invested in land, buildings and equipment, leaving net current assets of £8.85m. The Trustees have reviewed financial forecasts and have agreed for reserves to be used to develop services as part of the developing St Clare Hospice Strategy 2022+ to reach more people affected by life-limiting illness, death, dying and loss.

A going concern assessment has been undertaken in accordance with the Charities SORP (FR102), which reflected the expected financial impact from the Covid-19 pandemic. Following the assessment, the Trustees have concluded that at the time of approving the financial statements, the Charity has adequate resources to continue to adopt the going concern basis of accounting in preparing the financial statements.

Fundraising Approach and Performance

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

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

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

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

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

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

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

Fundraising income generated in 2021/22 was £1,565k compared to a prior year figure of £1,687k. The Fundraising Income figure is made up of Donations and Gifts, Fundraising Events and St Clare Friends Groups, less any income related to the Retail Gift Aid Scheme which is included within the Retail Contribution figure.

The local community once again demonstrated their generosity and commitment to their hospice this financial year. Pressures from the pandemic remained, with a slow participation return to some more traditional fundraising activities and income. However, we were able to complete all planned fundraising activity with no curtailment due to pandemic restrictions, and so saw a significant improvement year on year with our community and individual focused activity.

The focus for 2022/23 is on recovery and rebuilding our activities to suit our audience and the changing social and economic climate. The launch of the 2022+ Hospice Strategy in April 2022 is a key event for fundraising, and we are committed to achieving income growth to support the organisations ambitions.

Retail and Lottery Performance

St Clare Hospice shops saw an excellent recovery from the previous year. All physical stores reopened when permitted by government restrictions, and trade over the year exceeded pre-pandemic levels. The net contribution of all retail activity (including e-commerce) for 2021/22 was £449k as opposed to a deficit of £37k in 2020/21.

We have been fortunate to benefit from a high level of stock donations from our community, and we are looking to grow our retail offering over the next few years to meet customer demand.

The St Clare weekly lottery is a key income stream for the hospice, with excellent player numbers across our region. Face-to-face player recruitment continued to be a struggle this year, particularly with venues reluctant to allow the activity, and the financial pressures that are facing the local population. Therefore, expected player recruitment fees were less than had been planned, and lottery contribution to the charity reached £512k in 2021/22 as opposed to £524k in the previous financial year.

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

Investment

The Trustees' investment policy is governed by the Company's Memorandum of Association, which allows the Trustees to invest its funds in such stocks, funds, shares, securities or other investments of whatever nature they think fit, subject to any conditions imposed by law. However, the Trustees have made a decision to prioritise security of funds, and therefore the organisation currently does not hold any investments other than cash.

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

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

Reserves Policy and Objectives

The Trustees have been reviewing St Clare's Reserves Policy for some time, particularly in light of the impact of the Covid pandemic and the growth of reserves to levels which met the target levels in the previous Reserves Policy and which assure the charity of considerable financial stability. This review has also taken into account the proposed development of services provided by St Clare Hospice, as contemplated in the Hospice's Strategy 2022+.

In line with recommendations from the Charity Commission, it is view of the Board of Trustees that St Clare Hospice should provide reliable and consistent services to its beneficiaries beyond the immediate future. The Hospice needs to be able to meet unexpected expenses, absorb setbacks and take advantage of change and opportunities for development when they arise. Taking all these factors into account the Trustees approved a new Reserves Policy at its meeting in September, 2022.

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

For example:

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

In addition, it is planned that the Hospice will have an annual deficit for the next few years in order to balance the two priorities of investing in services and increasing overall income to sustain this investment long term. This investment is a key part of the 2022+ strategy, and has also been enabled by a budget surplus in recent years. This approach is an acknowledgement by the trustees of the need to avoid excessive reserves and to utilise funds as quickly as possible to support our charitable objectives. The target level of reserves agreed by the Trustees is six months of forecast expenditure for the Hospice and its trading subsidiary. Thus in each financial year the Hospice will aim to have reserves equal to half the budgeted expenditure for that financial year.

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

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

Designated funds

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

Improving Access: Clinical services and digital £1m

Improving Access: Capital Development £3m

Quality: Impact development £100k

Sustainability: Income generation £500k

Sustainability: People development £400k

Level of reserves

As at 31 March, 2022 St Clare Hospice held net assets of £11.1m, of which £2.3m is represented by tangible fixed assets, leaving £8.8m. After deducting restricted funds of £268k and designated funds (see above) of £5m, £3.3m is available as free reserves.

The reserves policy target for 2022-23 is £3.3m, so reserves are in line with this target. It would be the expectation of the Trustees that the level of reserves will broadly align with the target over the next few years as St Clare's Strategy 2022+ is implemented.

Risk Management

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

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

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

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

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

The highest organisational risk for the Hospice is its financial dependence on voluntary income, which can be affected by significant issues such as a global pandemic, but also the changes in commissioning and contracting from the NHS as the NHS system reorganises from Clinical Commissioning Groups to larger Integrated Care Systems mid-2022. Without sufficient funds, it would not be possible to run the extent of hospice services that are currently provided. Thankfully, a number of mitigating actions to secure our Income Generating capability has paid off, and the hospice's ability to generate sustainable income streams has improved significantly over the year.

There is a dedicated team of fundraising, lottery and retail staff, who supported by volunteers and the wider base of Hospice staff, work tirelessly to ensure that the Hospice continues to receive donations and support from its local community and maintain a good reputation locally. The SLT and the Income Generation Committee closely monitor

income and expenditure. Robust and detailed plans are created for the fundraising, lottery and retail functions on an annual basis. Activity against these plans is regularly monitored through line management processes in place. Where there have been income areas which have been adversely affected by the pandemic, plans have been developed for these income streams to recover or be mitigated by growth in other areas.

The move from the Clinical Commissioning Groups to Integrated Care Systems remains a fluid situation at the time of writing, and is a change nationwide. The risk to St Clare Hospice is that with the changes in commissioning structures, there may be a risk to the value of the contract which presents the Hospice with a slightly elevated risk of not being able to survive financially if the contract was not to be renewed or cut for any reason. However, the Hospice has been working hard at building good relationships with the CCG and other NHS partners during the year, and believe the Hospice's positive attitude and willingness to support the wider system during the pandemic has helped support a higher profile and improved reputation.

Lastly, like all hospices, the ability to recruit into clinical roles, particularly Registered Nurses is a high risk area for the Hospice. With a nationwide shortage of nurses, and a stretched NHS that is still recovering from a global pandemic, recruitment is a struggle and may impact upon the plans to expand and develop services. The Hospice has developed a plan to combat this issue, ranging from a market review of salaries, terms and conditions, to innovative ways of advertising new roles. However, this is likely to remain an issue for the Hospice for some time.

Commentary on Last Year's Plans for 2021/22

- On 1st March 2022 the Board of Trustees approved a new ambitious St Clare Hospice Strategy 2022+ that identifies the local health needs for the future and outlines the shape of a robust and relevant hospice able to cope with the uncertainties of the future and a significantly growing need for end of life care services.
- Throughout the year we have worked as a hospice to support NHS system partners with the development of the 'Out of Hospital' model which aims to reduce unnecessary hospital admissions across West Essex. St Clare Hospice has been an enthusiastic and committed player in this important partnership programme and we were delighted to be nationally recognised by a panel of expert judges for this work by winning the 'Most Progressive Integrated Care Workforce Programme' at the 'Our Health Heroes Awards 2022' with our collaboration with the West Essex Clinical Commissioning Group and Essex Partnership University NHS Trust (EPUT).
- Throughout a year marked by Covid restrictions, we have worked hard with the Princess Alexandra Hospital (PAH) Trust on improving patient care pathways between the hospital, hospice and patient homes. Our medical team continue to offer 4 clinical sessions per week to the hospital's specialist palliative care team (SPCT), and have at points attended a number of daily patient panel meetings to help identify hospital patients who might require hospice services to enable speedy discharge from hospital wards. We continue to offer the PAH Specialist Palliative Care Team daily referral meetings to discuss hospital patients who might benefit hospice services, and a range of other joint sessions and meetings to strengthen the relationships and pathways between the hospital and hospice.
- We made significant progress in early 2022 with nursing recruitment; the Community Palliative Care Service of Clinical Nurse Specialists had held significant vacancies for a number of years, and with the hospice building a

higher profile and better reputation, the hospice has been able to attract a number of highly experienced and motivated senior nurses to the team. We have also recruited a number of Registered Nurses (RNs) and skilled Nursing Assistants from outside the hospice for our In Patient Unit, and have a couple of RNs in development roles to offer more experience and a career pathway that is more attractive.

- We have identified in the St Clare Hospice Strategy 2022+ a programme to focus on how we listen and act on the needs of local communities to shape our services. This has been difficult to facilitate whilst so many restrictions have been in place to prevent face to face meetings, although we have used a number of online meetings and 'open hospice' sessions to ask local people in an informal way their views on hospice services.
- We have developed a number of specialist interest groups of both hospice and colleagues from across West Essex in other organisations and community groups to develop ways of working and services that better meet the needs of people living with dementia, people who are homeless, care home residents and for people with learning disabilities. We have made most progress with care home residents, as the pandemic found care homes particularly struggling for support with end of life patients, and for people with dementia, as our Namaste programme continued to be rolled out. However, a number of groups and protocols such as care pathways have been developed for people who are homeless and for people with learning disabilities, with more work to be done in the coming year.

Future Plans 2022/23

The Hospice plans for the coming financial year of 2022/23 are as follows:

- The hospice has the ambition of a 'One Hospice' approach by taking advantage of technologies and digital approaches. We want to widen access to services, employment and volunteering opportunities, and support all hospice functions (including income generation). The aim of the hospice during 2022/23 is to review our activity and services and scope the resources and opportunities we have for digital development.
- We are also looking to ensure our hospice is fit for the future and that our hospice site is future-proofed, so that it is sustainable and suitable for the next 15 to 25 years. During 2022/23 we will work with our key stakeholder groups such as the hospice workforce, commissioners, and local community to establish the future health and hospice accommodation requirements in the future for a proposed capital project that improves the hospice site and maximises the use of hospice resources.

- We plan to further develop the Wellbeing Hub programme of clinics and programmes that meet the needs of our patient cohort and reach more people both at the Hastingwood site and in venues around West Essex.
- We plan to implement a full Equality, Diversity and Inclusion programme that identifies how the hospice will address inequalities in our organisation so that everyone has fair access to hospice services, as well as employment and volunteering opportunities.
- We will continue to develop our bereavement support programme including elements such as online chat functions as well as extending GriefLine and the bereavement café model.
- We will conduct a full hospice governance review to ensure effective and safe decision making.
- We will develop a number of new business models and plans to develop a step change in hospice income for future sustainability.

Statement of Trustees' Responsibilities for Financial Statements

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

Company law requires Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming / outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

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

Auditors

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

Disclosure of information to auditors

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

People

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

Graham Randall retired from the Board in September due to ill health after 5 years of dedicated service to the hospice. Graham sadly died in October 2021 and he is greatly missed by us all. Graham served on a number of committees, particularly as Vice Chair in the last couple of years of his service to the hospice. He made a significant contribution to the hospice's brave decision-making to invest in key clinical services and his gentle humour and challenge to ensure hospice decision making followed good governance. An engraved leaf is dedicated to him on the hospice memory tree in the hospice reception.

Dr Ron Morgan retired from the Board having served as a Trustee for the maximum nine years permitted under the hospice's Articles of Association. Ron contributed significantly to the hospice whilst a trustee, serving as Chair of the Clinical Governance Committee and as Interim Chair of Trustees from the end of July 2021 to the end of January 2022. He has offered kind and gentle support to the Chief Executive and Senior Leadership Team, but his association with the hospice pre-dates his membership of the Board; he has contributed significantly with his medical expertise and support for the medical team as the hospice was being developed and built some 32 years ago.

Deborah Fielding retired from the Board as Chair at the end of her three-year term in July 2021. She supported the CEO and Senior Leadership Team to implement and successfully deliver the hospice strategy 2018-2021 and secure the 'Outstanding' rating from the Care Quality Commission. The hospice is very grateful to Deborah for her contribution and service.

I must also thank those trustees who have served on the Board and whose terms of office came to an end during the year; Mike Guinan, Wendy Adams, Fabian Bullen, Barney Bannington and Andy Skelton. Each have given significant time and effort towards the hospice over their respective periods of office, and I am grateful to each of them for their dedicated service.

I would like to offer my thanks to all my colleagues on the Board of Trustees for their continuing support for the hospice, which has been incredibly valuable. The experience and expertise of Board members as volunteers not only enables us to meet our responsibilities regarding the organisation's governance, but also encourages and facilitates the development of our services for local people. I am thankful to all involved and am very proud to be part of St Clare.

Finally, I must thank all our supporters and local community who so generously give of their time and money to support the work of St Clare. It is humbling to witness the appreciation and goodwill that local people have for our Hospice and it would be

impossible for us to continue our work without their support. On behalf of the Board of Trustees, St Clare Hospice staff and volunteers, patients and their families, I am very grateful for the unstinting support of our local community.

This Trustees' Report and Strategic Report were approved by the Board of Trustees and authorised for issue on 30 September 2022.

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

Nik Wright
Chair of Board of Trustees

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

Opinion

We have audited the financial statements of St Clare West Essex Hospice Care Trust for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 23 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with regulatory requirements of the Care Quality Commission, Gambling Commission, Fundraising Regulations, Charity Commission, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, payroll taxes and VAT.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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

Use of our report

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



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

10 Queen Street Place,
London,
EC4R 1AG.

30 September 2022

**Group Statement of Financial Activities
(incorporating an Income and Expenditure Account)
for the year ended 31 March 2022**

| | Notes | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ | Total 2021 £ |
|--|-------|----------------------------|--------------------------|---------------------------------|--------------------------|
| Income: | | | | | |
| Donations and gifts | 4 | 1,604,395 | 262,753 | 1,867,148 | 1,719,834 |
| Legacies | 5 | 595,999 | - | 595,999 | 927,233 |
| Other trading activities | | | | | |
| Fundraising events & similar income | | 135,641 | - | 135,641 | 62,699 |
| Friends of St Clare branches | 6 | 518 | - | 518 | 183 |
| Trading Company turnover | 7 | 1,700,314 | - | 1,700,314 | 1,171,815 |
| | | <u>1,836,473</u> | <u>-</u> | <u>1,836,473</u> | <u>1,234,697</u> |
| Income from charitable activities | 8 | 2,136,128 | 943,691 | 3,079,819 | 4,299,678 |
| Investment income and interest | | 10,716 | - | 10,716 | 14,217 |
| Other income | | 50,163 | - | 50,163 | 13,495 |
| Total income | | <u><u>6,233,874</u></u> | <u><u>1,206,444</u></u> | <u><u>7,440,318</u></u> | <u><u>8,209,154</u></u> |
| Expenditure: | | | | | |
| Raising funds | | | | | |
| Fundraising expenditure | 9 | 679,483 | - | 679,483 | 619,654 |
| Friends of St Clare branches | 6 | 90 | - | 90 | - |
| Trading Company expenses | 7 | 1,193,967 | - | 1,193,967 | 1,091,912 |
| | | <u>1,873,540</u> | <u>-</u> | <u>1,873,540</u> | <u>1,711,566</u> |
| Charitable activities | | | | | |
| Patient care | 10 | 3,306,162 | 1,160,129 | 4,466,291 | 4,025,798 |
| Education and research | | - | 5,233 | 5,233 | 1,954 |
| | | <u>3,306,162</u> | <u>1,165,362</u> | <u>4,471,524</u> | <u>4,027,752</u> |
| Total expenditure | 12 | <u><u>5,179,702</u></u> | <u><u>1,165,362</u></u> | <u><u>6,345,064</u></u> | <u><u>5,739,318</u></u> |
| Net income for year | | <u><u>1,054,172</u></u> | <u><u>41,082</u></u> | <u><u>1,095,254</u></u> | <u><u>2,469,836</u></u> |
| Transfers between funds | 22 | 41,847 | (41,847) | - | - |
| Net movement in funds | | <u><u>1,096,019</u></u> | <u><u>(765)</u></u> | <u><u>1,095,254</u></u> | <u><u>2,469,836</u></u> |
| Reconciliation of funds: | | | | | |
| Total funds brought forward at 1 April | | 9,760,611 | 268,843 | 10,029,454 | 7,559,618 |
| Total funds carried forward at 31 March | 22 | <u><u>10,856,630</u></u> | <u><u>268,078</u></u> | <u><u>11,124,708</u></u> | <u><u>10,029,454</u></u> |

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

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

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

Group and Charity Balance Sheets as at 31 March 2022

| | | Group | | Charity | |
|---|-------|-------------------|-------------------|-------------------|-------------------|
| | Notes | 2022 | 2021 | 2022 | 2021 |
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Intangible assets | 14 | 9,640 | 13,145 | 9,640 | 13,145 |
| Tangible assets | 15 | 2,266,292 | 2,385,269 | 2,260,588 | 2,366,835 |
| Investments | 16 | - | - | 2 | 2 |
| | | <u>2,275,932</u> | <u>2,398,414</u> | <u>2,270,230</u> | <u>2,379,982</u> |
| Current assets | | | | | |
| Stocks | | 2,031 | - | - | - |
| Debtors | 17 | 1,071,931 | 1,232,173 | 1,661,064 | 1,831,743 |
| Bank deposits | | 7,936,852 | 6,495,610 | 7,365,104 | 5,888,837 |
| Cash at bank and in hand | | 221,197 | 206,675 | 77,702 | 103,269 |
| Friends branch funds | 6 | 843 | 415 | 843 | 415 |
| | | <u>9,232,854</u> | <u>7,934,873</u> | <u>9,104,713</u> | <u>7,824,264</u> |
| Creditors: amounts falling due within one year | 18 | (384,078) | (303,833) | (250,923) | (175,480) |
| Net current assets | | <u>8,848,776</u> | <u>7,631,040</u> | <u>8,853,790</u> | <u>7,648,784</u> |
| Net assets | | <u>11,124,708</u> | <u>10,029,454</u> | <u>11,124,020</u> | <u>10,028,766</u> |
| Funds: | | | | | |
| Unrestricted general funds | 22 | 3,580,698 | 7,362,197 | 3,585,712 | 7,379,941 |
| Unrestricted designated funds | 22 | 7,275,932 | 2,398,414 | 7,270,230 | 2,379,982 |
| Restricted funds | 22 | 268,078 | 268,843 | 268,078 | 268,843 |
| Total funds | | <u>11,124,708</u> | <u>10,029,454</u> | <u>11,124,020</u> | <u>10,028,766</u> |

The surplus of the parent charity was £1,095,254 (2021: £2,469,836)

Approved by the Board of Trustees and authorised for issue on 30 September 2022

and signed on its behalf by:



Nik Wright
Chair of the Board of Trustees



Andrew Balfour
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

Group Cash Flow Statement for the year ended 31 March 2022

| | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|--|-----------|------------------|-----------|------------------|
| Cash flows from operating activities: | | | | |
| Net cash inflow from operating activities (note 1 below) | | 1,523,452 | | 1,929,185 |
| Cash flows from investing activities: | | | | |
| Interest received | 10,716 | | 14,217 | |
| Acquisition of intangible fixed assets | - | | (14,021) | |
| Purchase of tangible fixed assets | (77,976) | | (42,020) | |
| Net cash outflow from investing activities | | (67,260) | | (41,824) |
| Increase in cash and cash equivalents in the year | | 1,456,192 | | 1,887,361 |
| Analysis of changes in cash and cash equivalents during the year: | | | | |
| Total as at 1 April | | 6,702,700 | | 4,815,339 |
| Increase in cash and cash equivalents in the year | | 1,456,192 | | 1,887,361 |
| Total as at 31 March (note 2 below) | | 8,158,892 | | 6,702,700 |

Notes to the Group Cash Flow Statement

| | | |
|--|------------------|------------------|
| 1 Reconciliation of net income to net cash flow from operating activities | 2022 £ | 2021 £ |
| Net income (as per statement of financial activities) | 1,095,254 | 2,469,836 |
| Adjustments for: | | |
| Interest received | (10,716) | (14,217) |
| Amortisation of intangible fixed assets | 3,505 | 6,280 |
| Depreciation of tangible fixed assets | 189,811 | 218,366 |
| Loss on disposal of tangible fixed assets | 7,142 | - |
| (Increase) / decrease in stocks | (2,031) | 15,517 |
| Decrease / (increase) in debtors | 160,242 | (749,186) |
| Increase / (decrease) in creditors | 80,245 | (17,411) |
| Net cash inflow from operating activities | 1,523,452 | 1,929,185 |
| 2 Analysis of cash and cash equivalents | 2022 £ | 2021 £ |
| Bank deposits | 7,936,852 | 6,495,610 |
| Cash at bank and in hand | 221,197 | 206,675 |
| Friends branch funds | 843 | 415 |
| Total as at 31 March | 8,158,892 | 6,702,700 |

**Notes forming part of the financial statements
for the year ended 31 March 2022**

1 Accounting policies

(a) Basis of preparation

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

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

(b) Company status

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

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per Member of the Charity. The Members of the Charity are the Trustees named on page 2.

(c) Going concern

In accordance with the Charities SORP (FRS 102) the Trustees have undertaken an assessment of going concern. As part of this, consideration was taken as to whether the Charity can continue its operations and pay debts as they fall due for at least one year from the date of when the accounts are to be signed.

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

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

(d) Group financial statements

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

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

(e) Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

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

(f) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

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

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Income from Gift Aid tax reclaims for any donations with relevant Gift Aid certificates is recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and as accrued income in debtors.

Notes forming part of the financial statements for the year ended 31 March 2022

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

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

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

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

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

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

(g) Donated goods and services

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

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

(h) Expenditure

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

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

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

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

(i) Volunteers services

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

(j) Pension costs

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

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

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

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

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

**Notes forming part of the financial statements
for the year ended 31 March 2022**

(k) Employee benefits

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

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

(l) Intangible fixed assets and amortisation

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

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

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

(m) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised.

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

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

(n) Stock

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

(o) Financial instruments

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

(p) Operating leases

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

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

2 Judgements and key sources of estimation uncertainty

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

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

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

Notes forming part of the financial statements for the year ended 31 March 2022

3 Financial activities of the Charity

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

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

| | 2022 £ | 2021 £ |
|------------------------------------|-------------------|-------------------|
| Total income | 6,246,351 | 7,117,242 |
| Total expenditure | (5,151,097) | (4,647,406) |
| Net income for year | 1,095,254 | 2,469,836 |
| Total funds brought forward | 10,028,766 | 7,558,930 |
| Total funds carried forward | 11,124,020 | 10,028,766 |
| Represented by: | | |
| Unrestricted income funds | 10,855,942 | 9,759,923 |
| Restricted income funds | 268,078 | 268,843 |
| | 11,124,020 | 10,028,766 |

4 Donations and gifts

| | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ |
|---------------------------------------|----------------------------|--------------------------|--------------------|
| Individuals | 551,600 | 5,200 | 556,800 |
| Appeals | 74,006 | - | 74,006 |
| Charitable Trusts | 147,705 | 257,553 | 405,258 |
| Community | 156,027 | - | 156,027 |
| Corporate | 236,319 | - | 236,319 |
| Donations from retail Gift Aid scheme | 350,886 | - | 350,886 |
| Retail Gift Aid | 87,852 | - | 87,852 |
| | 1,604,395 | 262,753 | 1,867,148 |
| | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
| Individuals | 612,503 | 153 | 612,656 |
| Appeals | 130,773 | - | 130,773 |
| Charitable Trusts | 233,265 | 292,186 | 525,451 |
| Community | 97,191 | - | 97,191 |
| Corporate | 252,825 | 5,000 | 257,825 |
| Donations from retail Gift Aid scheme | 76,744 | - | 76,744 |
| Retail Gift Aid | 19,194 | - | 19,194 |
| | 1,422,495 | 297,339 | 1,719,834 |

5 Legacies

In addition to legacies received during the year, the Charity is the beneficiary of further legacies which have not been included in the financial statements, as neither entitlement to the legacies has been established nor is it considered probable that they will be received nor can they be reliably quantified.

St Clare West Essex Hospice Care Trust

Notes forming part of the financial statements for the year ended 31 March 2022

6 Net income from Friends branches

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

| | 2022 | 2021 |
|--|-------------|--------------|
| | £ | £ |
| Income | 518 | 183 |
| Fundraising expenditure | (90) | - |
| Net income | 428 | 183 |
| Amount remitted to St Clare West Essex Hospice Care Trust | - | 1,000 |
| Increase in retained funds | 428 | (817) |
| Friends branch funds brought forward | 415 | 1,232 |
| Balance at 31 March | 843 | 415 |

7 Net income from trading activities of subsidiary company

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

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

| St Clare Hospice Trading Company Limited | 2022 | 2021 |
|--|--------------------|--------------------|
| Profit and loss account | £ | £ |
| Turnover | 1,700,314 | 1,171,815 |
| Coronavirus Job Retention Scheme grants | 10,577 | 170,300 |
| Local Authority retail grants | 5,500 | 140,912 |
| Cost of sales & administration expenses | (1,193,967) | (1,091,912) |
| Rent and IT charge payable to St Clare West Essex Hospice Care Trust | (12,880) | (12,880) |
| Net profit | 509,544 | 378,235 |
| Distributions to St Clare West Essex Hospice Care Trust | 509,544 | 378,235 |
| Retained in subsidiary | - | - |
| | 509,544 | 378,235 |

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

| | | |
|-------------|------------------|------------------|
| Assets | 806,348 | 864,217 |
| Liabilities | (805,658) | (863,527) |
| Funds | 690 | 690 |

**Notes forming part of the financial statements
for the year ended 31 March 2022**

8 Income from charitable activities

| | 2022 £ | 2021 £ |
|---|------------------|------------------|
| NHS West Essex Clinical Commissioning Group | | |
| Contract for patient care services | 1,948,883 | 1,941,643 |
| NHS East and North Hertfordshire Clinical Commissioning Group | | |
| Contract for patient care services | 49,164 | 49,066 |
| Other NHS income | - | 59,426 |
| Reimbursement of medical consultant costs | 103,596 | 32,584 |
| Coronavirus Job Retention Scheme grants | 28,985 | 233,292 |
| Local Authority retail grants | 5,500 | 140,912 |
| Covid-19 Government support for hospices (restricted income) | 933,933 | 1,829,635 |
| Research & development (restricted income) | 9,758 | 13,120 |
| | <u>3,079,819</u> | <u>4,299,678</u> |

9 Costs of raising funds

| | Direct costs £ | Support costs (note 11) £ | Total 2022 £ |
|--------------------------|-------------------|---------------------------------|--------------------|
| Fundraising expenditure | 524,931 | 154,552 | 679,483 |
| Trading Company expenses | 1,193,967 | - | 1,193,967 |
| | <u>1,718,898</u> | <u>154,552</u> | <u>1,873,450</u> |
| | Direct costs £ | Support costs (note 11) £ | Total 2021 £ |
| Fundraising expenditure | 484,773 | 134,881 | 619,654 |
| Trading Company expenses | 1,091,912 | - | 1,091,912 |
| | <u>1,576,685</u> | <u>134,881</u> | <u>1,711,566</u> |

10 Patient care costs

| | Direct costs £ | Support costs (note 11) £ | Total 2022 £ |
|----------------------------|-------------------|---------------------------------|--------------------|
| Inpatient unit | 1,256,003 | 774,729 | 2,030,732 |
| Wellbeing and Outpatients | 248,874 | 268,212 | 517,086 |
| Community service | 494,309 | 112,139 | 606,448 |
| Hospice at Home | 645,810 | 133,624 | 779,434 |
| Patient and Family Support | 482,674 | 49,917 | 532,591 |
| | <u>3,127,670</u> | <u>1,338,621</u> | <u>4,466,291</u> |
| | Direct costs £ | Support costs (note 11) £ | Total 2021 £ |
| Inpatient unit | 1,135,028 | 698,285 | 1,833,313 |
| Wellbeing and Outpatients | 250,254 | 233,259 | 483,513 |
| Community service | 478,598 | 97,955 | 576,553 |
| Hospice at Home | 646,345 | 117,423 | 763,768 |
| Patient and Family Support | 326,148 | 42,503 | 368,651 |
| | <u>2,836,373</u> | <u>1,189,425</u> | <u>4,025,798</u> |

Notes forming part of the financial statements for the year ended 31 March 2022

11 Support costs

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

| | Fundraising | Inpatient unit | Day Therapy and Outpatients | Community Service | Hospice at Home | Patient and Family Support | Basis of allocation | Total 2021 £ |
|-------------------------|----------------|----------------|-----------------------------|-------------------|-----------------|----------------------------|---------------------|------------------|
| Management and HR | 30,177 | 148,143 | 32,921 | 27,434 | 27,434 | 8,230 | Staff Time | 274,339 |
| Insurance costs | 1,013 | 13,570 | 3,848 | 608 | 810 | 405 | Floor space | 20,254 |
| Volunteer services | 5,428 | 15,298 | 22,206 | - | 987 | 5,428 | Usage | 49,347 |
| Premises and facilities | 17,284 | 231,601 | 62,221 | 10,370 | 17,284 | 6,913 | Floor space | 345,673 |
| Catering and cleaning | 6,569 | 113,314 | 32,845 | 3,284 | 3,284 | 4,927 | Staff Time | 164,223 |
| Communications | 18,322 | 29,315 | 18,322 | 10,077 | 11,909 | 3,664 | Staff Time | 91,609 |
| I T | 22,590 | 58,089 | 32,272 | 19,363 | 22,590 | 6,455 | Staff Time | 161,359 |
| Office costs | 31,726 | 81,298 | 25,777 | 23,794 | 29,743 | 5,949 | Staff Time | 198,287 |
| Governance costs | 1,247 | 7,482 | 2,672 | 2,850 | 3,207 | 357 | Usage | 17,815 |
| Legal fees | 525 | 175 | 175 | 175 | 175 | 175 | Usage | 1,400 |
| TOTALS | 134,881 | 698,285 | 233,259 | 97,955 | 117,423 | 42,503 | | 1,324,306 |

12 Total expenditure

Net income is stated after charging:

| | 2022 £ | 2021 £ |
|---|-----------|-----------|
| Amortisation of intangible fixed assets | 3,505 | 6,280 |
| Depreciation of tangible fixed assets | 189,811 | 218,366 |
| Auditors remuneration (including irrecoverable VAT) | | |
| - Statutory audit | 16,600 | 15,822 |
| - Tax services | 2,965 | 4,050 |
| Trustees' indemnity insurance | 980 | 840 |
| Operating leases | 207,927 | 206,614 |

Notes forming part of the financial statements for the year ended 31 March 2022

13 Trustees' remuneration

No Trustees received emoluments in the current or comparative year. One Trustee was reimbursed expenses totalling £123 (2021 : £0).

14 Intangible fixed assets

Intangible fixed assets acquired by the Charity represent computer software.

Group and Charity

| | £ |
|---------------------------------|--------|
| Cost | |
| At 1 April 2021 | 39,957 |
| Additions | - |
| Disposals | - |
| At 31 March 2022 | 39,957 |
| Amortisation | |
| At 1 April 2021 | 26,812 |
| Charge for year | 3,505 |
| Disposals | - |
| At 31 March 2022 | 30,317 |
| Carrying value at 31 March 2022 | 9,640 |
| Carrying value at 31 March 2021 | 13,145 |

15 Tangible fixed assets

Group

| | Freehold Land & Buildings £ | Furniture & Equipment £ | Total £ |
|---------------------------------|--------------------------------------|-------------------------------|------------|
| Cost | | | |
| At 1 April 2021 | 4,296,286 | 727,760 | 5,024,046 |
| Additions | 34,310 | 43,666 | 77,976 |
| Disposals | - | (90,614) | (90,614) |
| At 31 March 2022 | 4,330,596 | 680,812 | 5,011,408 |
| Depreciation | | | |
| At 1 April 2021 | 2,031,539 | 607,238 | 2,638,777 |
| Charge for year | 135,377 | 54,434 | 189,811 |
| Disposals | - | (83,472) | (83,472) |
| At 31 March 2022 | 2,166,916 | 578,200 | 2,745,116 |
| Net book value at 31 March 2022 | 2,163,680 | 102,612 | 2,266,292 |
| Net book value at 31 March 2021 | 2,264,747 | 120,522 | 2,385,269 |

Notes forming part of the financial statements for the year ended 31 March 2022

15 Tangible fixed assets (continued)

Charity

| | Freehold Land & Buildings £ | Furniture & Equipment £ | Total £ |
|---------------------------------|--------------------------------------|-------------------------------|------------|
| Cost | | | |
| At 1 April 2021 | 4,296,286 | 560,514 | 4,856,800 |
| Additions | 34,310 | 41,616 | 75,926 |
| Disposals | - | (53,121) | (53,121) |
| At 31 March 2022 | 4,330,596 | 549,009 | 4,879,605 |
| Depreciation | | | |
| At 1 April 2021 | 2,031,539 | 458,426 | 2,489,965 |
| Charge for year | 135,377 | 46,796 | 182,173 |
| Disposals | - | (53,121) | (53,121) |
| At 31 March 2022 | 2,166,916 | 452,101 | 2,619,017 |
| Net book value at 31 March 2022 | 2,163,680 | 96,908 | 2,260,588 |
| Net book value at 31 March 2021 | 2,264,747 | 102,088 | 2,366,835 |

16 Fixed asset investments

| | Charity | |
|--|-----------|-----------|
| | 2022 £ | 2021 £ |
| Shares in subsidiary company: | | |
| St Clare Hospice Trading Company Limited | 2 | 2 |

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

17 Debtors

| | Group | | Charity | |
|--|-----------|-----------|-----------|-----------|
| | 2022 £ | 2021 £ | 2022 £ | 2021 £ |
| St Clare Hospice Trading Company Limited | - | - | 672,503 | 735,174 |
| HMRC - income tax recoverable | 36,006 | 19,907 | 36,006 | 19,907 |
| Accrued legacy income | 68,130 | 468,910 | 68,130 | 468,910 |
| Interest due | 2,259 | 1,888 | 2,259 | 1,888 |
| Prepayments and other debtors | 965,536 | 741,468 | 882,166 | 605,864 |
| | 1,071,931 | 1,232,173 | 1,661,064 | 1,831,743 |

Notes forming part of the financial statements for the year ended 31 March 2022

18 Creditors: amounts falling due within one year

| | Group | | Charity | |
|------------------------------|----------------|----------------|----------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | £ | £ | £ | £ |
| Interest free loans | 2,500 | 2,500 | 2,500 | 2,500 |
| Taxation and social security | 104,260 | 82,495 | 104,260 | 82,495 |
| Trade creditors | 85,180 | 63,260 | 54,061 | 37,775 |
| Other creditors | 158,446 | 129,918 | 56,410 | 27,050 |
| Accruals | 33,692 | 25,142 | 33,692 | 25,142 |
| Deferred income | - | 518 | - | 518 |
| | <u>384,078</u> | <u>303,833</u> | <u>250,923</u> | <u>175,480</u> |

Included in other creditors are pension contributions amounting to £56,410 (2021: £27,050).

Deferred income reconciliation:

| | Group | | Charity | |
|---|----------|------------|----------|------------|
| | 2022 | 2021 | 2022 | 2021 |
| | £ | £ | £ | £ |
| Brought forward at 1 April | 518 | - | 518 | - |
| Released to the statement of financial activities | (518) | - | (518) | - |
| Deferred during the year | - | 518 | - | 518 |
| Carried forward at 31 March | <u>-</u> | <u>518</u> | <u>-</u> | <u>518</u> |

19 Staff costs

| | 2022 | 2021 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Salaries | 4,104,135 | 3,745,357 |
| Social security costs | 372,620 | 327,260 |
| Pension costs | 334,327 | 312,986 |
| | <u>4,811,082</u> | <u>4,385,603</u> |

Included in the above are redundancy and termination payments totalling £15,488 (2021: £52,314).

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

| | 2022 | 2021 |
|---------------------|------|------|
| | | |
| £60,001 - £70,000 | 3 | 2 |
| £80,001 - £90,000 | 1 | 2 |
| £90,001 - £100,000 | 1 | 1 |
| £100,001 - £110,000 | 1 | - |
| £110,001 - £120,000 | - | 1 |
| £120,001 - £130,000 | 1 | - |

The average number of employees during the year was:

| | 2022 | 2021 |
|-----------|------------|------------|
| Full time | 76 | 77 |
| Part time | 57 | 61 |
| | <u>133</u> | <u>138</u> |

The average number of full time equivalent employees in the year was 112.0 (2021: 113.5).

20 Key management personnel

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Charity were £574,787 (2021: £530,947).

Notes forming part of the financial statements for the year ended 31 March 2022

21 Analysis of net assets between funds

| | General Funds £ | Designated Funds £ | Restricted Funds £ | Total Funds £ |
|--|-----------------------|--------------------------|--------------------------|---------------------|
| Group fund balances at 31 March 2022: | | | | |
| Intangible fixed assets | - | 9,640 | - | 9,640 |
| Tangible fixed assets | - | 2,266,292 | - | 2,266,292 |
| Current assets | 3,964,776 | 5,000,000 | 268,078 | 9,232,854 |
| Current liabilities | (384,078) | - | - | (384,078) |
| Total net assets | <u>3,580,698</u> | <u>7,275,932</u> | <u>268,078</u> | <u>11,124,708</u> |
| | General Funds £ | Designated Funds £ | Restricted Funds £ | Total Funds £ |
| Group fund balances at 31 March 2021: | | | | |
| Intangible fixed assets | - | 13,145 | - | 13,145 |
| Tangible fixed assets | - | 2,385,269 | - | 2,385,269 |
| Current assets | 7,666,030 | - | 268,843 | 7,934,873 |
| Current liabilities | (303,833) | - | - | (303,833) |
| Total net assets | <u>7,362,197</u> | <u>2,398,414</u> | <u>268,843</u> | <u>10,029,454</u> |
| | General Funds £ | Designated Funds £ | Restricted Funds £ | Total Funds £ |
| Charity fund balances at 31 March 2022: | | | | |
| Intangible fixed assets | - | 9,640 | - | 9,640 |
| Tangible fixed assets | - | 2,260,588 | - | 2,260,588 |
| Investments | - | 2 | - | 2 |
| Current assets | 3,836,635 | 5,000,000 | 268,078 | 9,104,713 |
| Current liabilities | (250,923) | - | - | (250,923) |
| Total net assets | <u>3,585,712</u> | <u>7,270,230</u> | <u>268,078</u> | <u>11,124,020</u> |
| | General Funds £ | Designated Funds £ | Restricted Funds £ | Total Funds £ |
| Charity fund balances at 31 March 2021: | | | | |
| Intangible fixed assets | - | 13,145 | - | 13,145 |
| Tangible fixed assets | - | 2,366,835 | - | 2,366,835 |
| Investments | - | 2 | - | 2 |
| Current assets | 7,555,421 | - | 268,843 | 7,824,264 |
| Current liabilities | (175,480) | - | - | (175,480) |
| Total net assets | <u>7,379,941</u> | <u>2,379,982</u> | <u>268,843</u> | <u>10,028,766</u> |

Notes forming part of the financial statements for the year ended 31 March 2022

22 Statement of funds

| | At 1 April 2021 £ | Income £ | Expenditure £ | Transfers £ | At 31 March 2022 £ |
|--------------------------------|-------------------------|------------------|--------------------|-----------------|--------------------------|
| Unrestricted funds: | | | | | |
| General funds | 7,362,197 | 1,233,874 | (4,979,244) | (36,129) | 3,580,698 |
| Designated funds | | | | | |
| Net Book Value of Fixed Assets | 2,398,414 | - | (200,458) | 77,976 | 2,275,932 |
| Clinical Services and Digital | | 1,000,000 | | | 1,000,000 |
| Capital Development | | 3,000,000 | | | 3,000,000 |
| Impact Development | | 100,000 | | | 100,000 |
| Income Generation | | 500,000 | | | 500,000 |
| People Development | | 400,000 | | | 400,000 |
| | <u>9,760,611</u> | <u>6,233,874</u> | <u>(5,179,702)</u> | <u>41,847</u> | <u>10,856,630</u> |
| Restricted funds: | | | | | |
| Patient Care fund | 44,976 | 1,081,847 | (1,012,582) | (41,847) | 72,394 |
| Community Engagement fund | 2,034 | 79,226 | (46,539) | - | 34,721 |
| Bereavement Service fund | 143,281 | 35,613 | (101,008) | - | 77,886 |
| Education & Research fund | 78,552 | 9,758 | (5,233) | - | 83,077 |
| | <u>268,843</u> | <u>1,206,444</u> | <u>(1,165,362)</u> | <u>(41,847)</u> | <u>268,078</u> |
| Total funds | <u>10,029,454</u> | <u>7,440,318</u> | <u>(6,345,064)</u> | <u>-</u> | <u>11,124,708</u> |
| | At 1 April 2020 £ | Income £ | Expenditure £ | Transfers £ | At 31 March 2021 £ |
| Unrestricted funds: | | | | | |
| General funds | 4,785,139 | 6,069,060 | (3,470,436) | (21,566) | 7,362,197 |
| Designated funds | 2,567,019 | - | (224,646) | 56,041 | 2,398,414 |
| | <u>7,352,158</u> | <u>6,069,060</u> | <u>(3,695,082)</u> | <u>34,475</u> | <u>9,760,611</u> |
| Restricted funds: | | | | | |
| Patient Care fund | 82,613 | 1,902,427 | (1,896,399) | (43,665) | 44,976 |
| Community Engagement fund | 1,729 | 12,000 | (10,885) | (810) | 2,034 |
| Bereavement Service fund | 55,732 | 212,547 | (134,998) | 10,000 | 143,281 |
| Education & Research fund | 67,386 | 13,120 | (1,954) | - | 78,552 |
| | <u>207,460</u> | <u>2,140,094</u> | <u>(2,044,236)</u> | <u>(34,475)</u> | <u>268,843</u> |
| Total funds | <u>7,559,618</u> | <u>8,209,154</u> | <u>(5,739,318)</u> | <u>-</u> | <u>10,029,454</u> |

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves and £5 million to support our strategic goals. These new funds are expected to be released in the next 5 years.

Restricted funds:

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

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

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

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

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

23 Related party transactions

During the year, the Charity provided rental of office accommodation, IT equipment and non-retail staff support to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £12,880 (2021: £12,880). In addition, the Charity received a Gift Aid donation of £509,544 during the year (2021: £378,235).

At the Balance Sheet date, the Charity was due £672,503 from St Clare Hospice Trading Company Limited (2021: £735,174).

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

Notes forming part of the financial statements for the year ended 31 March 2022

24 Commitments under operating leases

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

| | 2022 | 2022 | 2021 | 2021 |
|---|---------------------|-----------------------------|---------------------|-----------------------------|
| | £ | £ | £ | £ |
| | Other | Land & Buildings | <i>Other</i> | <i>Land & Buildings</i> |
| Operating leases which expire: | | | | |
| not later than one year | 2,528 | 152,453 | 2,528 | 186,250 |
| later than one year and not later than five years | 800 | 292,960 | 1,280 | 414,188 |
| later than five years | - | 81,667 | - | 143,167 |
| | <u>3,328</u> | <u>527,080</u> | <u>3,808</u> | <u>743,605</u> |

Notes forming part of the financial statements for the year ended 31 March 2022

25 Prior year group statement of financial activities

| | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
|--|----------------------------|--------------------------|--------------------|
| Income: | | | |
| Donations and gifts | 1,422,495 | 297,339 | 1,719,834 |
| Legacies | 927,233 | - | 927,233 |
| Other trading activities | | | |
| Fundraising events & similar income | 62,699 | - | 62,699 |
| Friends of St Clare branches | 183 | - | 183 |
| Trading Company turnover | 1,171,815 | - | 1,171,815 |
| | <u>1,234,697</u> | <u>-</u> | <u>1,234,697</u> |
| Income from charitable activities | 2,456,923 | 1,842,755 | 4,299,678 |
| Investment income and interest | 14,217 | - | 14,217 |
| Other income | 13,495 | - | 13,495 |
| Total income | <u>6,069,060</u> | <u>2,140,094</u> | <u>8,209,154</u> |
| Expenditure: | | | |
| Raising funds | | | |
| Fundraising expenditure | 619,654 | - | 619,654 |
| Trading Company expenses | 1,091,912 | - | 1,091,912 |
| | <u>1,711,566</u> | <u>-</u> | <u>1,711,566</u> |
| Charitable activities | | | |
| Patient care | 1,983,516 | 2,042,282 | 4,025,798 |
| Education and research | - | 1,954 | 1,954 |
| | <u>1,983,516</u> | <u>2,044,236</u> | <u>4,027,752</u> |
| Total expenditure | <u>3,695,082</u> | <u>2,044,236</u> | <u>5,739,318</u> |
| Net income for year | <u>2,373,978</u> | <u>95,858</u> | <u>2,469,836</u> |
| Transfers between funds | 34,475 | (34,475) | - |
| Net movement in funds | <u>2,408,453</u> | <u>61,383</u> | <u>2,469,836</u> |
| Reconciliation of funds: | | | |
| Total funds brought forward at 1 April | 7,352,158 | 207,460 | 7,559,618 |
| Total funds carried forward at 31 March | <u>9,760,611</u> | <u>268,843</u> | <u>10,029,454</u> |