

# Annual Report & Financial Statements

2022/2023

St Clare West Essex  
Hospice Care Trust



# Annual Report and Financial Statements 2023

## Contents

<b>Reference and Administrative Information about the Charity, its Trustees, Management and Advisors</b>	<b>2</b>
<b>Trustees' Report</b>	<b>4</b>
Introduction	4
Organisation, Governance and Management	5
<i>Constitution and Registration</i>	
<i>Governance of St Clare Hospice</i>	
<i>Management of St Clare Hospice</i>	
<i>Corporate Structure</i>	
Aims, Objectives and Activities	6
Public Benefit	10
Volunteers	10
Strategic Report	11
<i>Achievements and Performance</i>	
<i>Financial Review</i>	
<i>Fundraising Approach and Performance</i>	
<i>Retail and Lottery Performance</i>	
<i>Investment</i>	
<i>Reserves Policy and Objectives</i>	
<i>Risk Management</i>	
<i>Commentary on Last Year's Plans for 2022/23</i>	
<i>Future Plans 2023/24</i>	
Statement of Trustees' Responsibilities	21
People	22
<b>Independent Auditors' Report</b>	<b>23</b>
<b>Group Statement of Financial Activities</b>	<b>27</b>
<b>Group and Charity Balance Sheets</b>	<b>28</b>
<b>Group Cash Flow Statement</b>	<b>29</b>
<b>Notes Forming Part of the Financial Statements</b>	<b>30</b>

[stclarehospice.org.uk](http://stclarehospice.org.uk)

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

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

### Patrons

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

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

Mr Nik Wright	- (Chair)		
Mr Mark Astarita OBE	- (Vice Chair)		
Dr Monica Bose MBBS BSc FRCP	- (Vice Chair)		
Mr Phil Birch			
Mrs Jill Rowlinson FCIS MBA			
Mr Andrew Balfour			
Dr Jeffrey Phillips BSc FRCA FFICM			
Mr Lawrence Slade FEI	Appointed		07/06/2022
Mrs Carole Bennett MEd MCCT	Appointed		07/06/2022
	Resigned		15/09/2022
Mrs Wendy Adams RGN	Resigned		11/04/2022
Mrs Katrina Leighton-Hearn CPFA MAAT	Resigned		29/03/2023
Mr Fabian Bullen	Resigned		05/04/2022
Ms Sarah Howe	Appointed		24/02/2023
Ms Melanie Wright	Appointed		24/02/2023
Mr Muntazir Haji	Appointed		06/06/2023

### Company Secretary

Mrs Jill Rowlinson FCIS MBA

### Registered Office & Principal Office

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

## Senior Leadership Team

### Chief Executive

Mrs Sarah Thompson *MSc BA (Hons)*

### Medical Director

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

### Director of Finance and Resources

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

*Resigned 03/06/2022*

Mr Richard Burton *BSc (Hons) ACMA CGMA*

*Appointed 30/05/2022*

*Resigned 01/11/2022*

Mr Nadarasa Sooryakumaran *FCCA*

*Appointed 01/05/2023*

### Director of Patient Care and Quality

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

### Director of Clinical Integration

Ms Carolanne Brannan *BSc Dip HE RN*

### Director of People and Communities

Mrs Helen Grubb *BA (Hons) MCIPD*

### Director of Income Generation & Communications

Miss Rosie Knowles *BSc (Hons) MInstF*

### Director of Digital and Transformation

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

### Insurance Brokers

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

## Trustees' Report

### Introduction

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

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

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

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

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

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

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

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

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

## **Organisation, Governance and Management**

### **Constitution and Registration**

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

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

### **Governance of St Clare Hospice**

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

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

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

The Hospice provides trustee indemnity insurance for all Trustees.

### **Management of St Clare Hospice**

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

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

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

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

### **Corporate Structure**

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

### **Aims, Objectives and Activities**

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

## Service Activity

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

## **Public Benefit**

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

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

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

## **Volunteers**

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

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

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

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

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

## Strategic Report

### Achievements and Performance

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

#### Our five strategic aims

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

#### Our three main drivers to delivering outstanding care

We will work to:

**Improve access** to our services and hospice

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

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

#### How will we achieve this?

##### Improving Access:

We will:

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

## **Quality**

We will:

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

## **Sustainability**

We will:

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

## **Achievements in 2022/23**

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

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

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

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

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

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

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

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

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

## **Financial Review**

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

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

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

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

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

## **Fundraising Approach and Performance**

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

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

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

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

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

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

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

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

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

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

## **Retail and Lottery Performance**

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

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

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

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



## **Investment**

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

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

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

## **Reserves Policy and Objectives**

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

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

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

For example:

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

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

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

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

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

#### *Designated funds*

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

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

Improving Access: Capital Development £3m

Quality: Impact development £100k

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

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

#### *Level of reserves*

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

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

## **Risk Management**

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

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

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

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

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

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

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

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

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

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

### **Commentary on Last Year's Plans for 2022/23**

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

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

## **Future Plans 2023/24**

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

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

## **Statement of Trustees' Responsibilities for Financial Statements**

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

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

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

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

### **Auditors**

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

### **Disclosure of information to auditors**

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

## **People**

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

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

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

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

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

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



**Nik Wright**  
Chair of Board of Trustees

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

### **Opinion**

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

In our opinion, the financial statements:

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

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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



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

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

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

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

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

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

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

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

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

### **Responsibilities of Trustees for the financial statements**

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

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

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

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

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

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

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

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

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

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

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

## **Use of our report**

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



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

10 Queen Street Place,  
London,  
EC4R 1AG.

Date: 18 September 2023

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

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

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

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

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

# St Clare West Essex Hospice Care Trust

## Group and Charity Balance Sheets as at 31 March 2023

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

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

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

  
**Nik Wright**  
Chair of the Board of Trustees

  
**Andrew Balfour**  
Chair of the Finance and Risk Committee

Company Registration Number: 3398955

**Group Cash Flow Statement for the year ended 31 March 2023**

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

**Notes to the Group Cash Flow Statement**

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

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

**1 Accounting policies**

**(a) Basis of preparation**

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

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

**(b) Company status**

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

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

**(c) Going concern**

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

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

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

**(d) Group financial statements**

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

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

**(e) Fund accounting**

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

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

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

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

**(f) Income**

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

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

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

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

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

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

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

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

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

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

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

**(g) Donated goods and services**

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

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

**(h) Expenditure**

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

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

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

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

**(i) Volunteers services**

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

**(j) Pension costs**

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

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

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

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

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



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

**(k) Employee benefits**

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

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

**(l) Intangible fixed assets and amortisation**

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

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

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

**(m) Tangible fixed assets and depreciation**

Tangible fixed assets costing more than £500 are capitalised.

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

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

**(n) Stock**

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

**(o) Financial instruments**

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

**(p) Operating leases**

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

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

**2 Judgements and key sources of estimation uncertainty**

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

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

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

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

**3 Financial activities of the Charity**

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

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

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

**4 Donations and gifts**

	Unrestricted Funds	Restricted Funds	<b>Total 2023</b>
	£	£	£
Individuals	681,661	3,730	685,391
Appeals	60,841	-	60,841
Charitable Trusts	170,923	206,967	377,890
Community	221,475	-	221,475
Corporate	281,087	-	281,087
Donations from retail Gift Aid scheme	255,878	-	255,878
Retail Gift Aid	64,042	-	64,042
	<b>1,735,907</b>	<b>210,697</b>	<b>1,946,604</b>
	Unrestricted Funds	Restricted Funds	<b>Total 2022</b>
	£	£	£
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
	<b>1,604,395</b>	<b>262,753</b>	<b>1,867,148</b>

**5 Legacies**

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

## St Clare West Essex Hospice Care Trust

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

#### 6 Net income from Friends branches

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

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

#### 7 Net income from trading activities of subsidiary company

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

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

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

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

Assets	783,485	806,348
Liabilities	(782,795)	(805,658)
Funds	<u>690</u>	<u>690</u>

# St Clare West Essex Hospice Care Trust

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

### 8 Income from charitable activities

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

### 9 Costs of raising funds

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

### 10 Patient care costs

	Direct costs £	Support costs (note 11) £	Total 2023 £
Inpatient unit	1,345,575	955,599	2,301,174
Wellbeing & Outpatients	284,571	425,945	710,516
Community service	583,787	244,152	827,939
Hospice at Home	644,122	220,690	864,812
Patient & Family Support	538,670	152,738	691,408
Strategy 2022+	-	187,920	187,920
	<b>3,396,725</b>	<b>2,187,044</b>	<b>5,583,769</b>
	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
	<b>3,127,670</b>	<b>1,338,621</b>	<b>4,466,291</b>

# St Clare West Essex Hospice Care Trust

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

### 11 Support costs

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

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

### 12 Net income/(expenditure) for the year

Net income is stated after charging:

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

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

**13 Trustees' remuneration**

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

**14 Intangible fixed assets**

Intangible fixed assets acquired by the Charity represent computer software.

**Group and Charity**

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

**15 Tangible fixed assets**

**Group**

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

# St Clare West Essex Hospice Care Trust

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

### 15 Tangible fixed assets (continued)

#### Charity

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

### 16 Fixed asset investments

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

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

### 18 Creditors: amounts falling due within one year

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

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

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

Deferred income reconciliation:	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Brought forward at 1 April	-	518	-	518
Released to the statement of financial activities	-	(518)	-	(518)
Deferred during the year	<b>23,392</b>	-	<b>23,392</b>	-
Carried forward at 31 March	<b>23,392</b>	-	<b>23,392</b>	-

**19 Staff costs**

	2023	2022
	£	£
Salaries	<b>4,987,675</b>	4,104,135
Social security costs	<b>485,931</b>	372,620
Pension costs	<b>439,642</b>	334,327
	<b>5,913,248</b>	4,811,082

Included in the above are redundancy and termination payments totalling £1,840 (2022: £15,488).

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

	2023	2022
£60,001 - £70,000	2	3
£70,001 - £80,000	2	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	-
£120,001 - £130,000	-	1
£140,001 - £150,000	1	-

The average number of employees during the year was:

	2023	2021
Full time	<b>72</b>	76
Part time	<b>81</b>	57
	<b>153</b>	133

The average number of full time equivalent employees in the year was 121.2 (2022: 112.0).

**20 Key management personnel**

The Charity considers that the key management personnel comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Charity were £601,934 (2022: £574,787).



# St Clare West Essex Hospice Care Trust

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

### 21 Analysis of net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
<b>Group fund balances at 31 March 2023:</b>				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,267,324	-	2,267,324
Current assets	4,273,389	4,769,925	229,360	9,272,674
Current liabilities	(413,750)	-	-	(413,750)
Total net assets	<u>3,859,639</u>	<u>7,043,383</u>	<u>229,360</u>	<u>11,132,382</u>

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
<b>Group fund balances at 31 March 2022:</b>				
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 £
<b>Charity fund balances at 31 March 2023:</b>				
Intangible fixed assets	-	6,134	-	6,134
Tangible fixed assets	-	2,199,614	-	2,199,614
Investments	-	2	-	2
Current assets	4,224,458	4,769,925	229,360	9,223,743
Current liabilities	(297,799)	-	-	(297,799)
Total net assets	<u>3,926,659</u>	<u>6,975,675</u>	<u>229,360</u>	<u>11,131,694</u>

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
<b>Charity fund balances at 31 March 2022:</b>				
Intangible fixed assets	-	9,640	-	9,640
Tangible fixed assets	-	2,260,588	-	2,260,588
Investments	-	2	-	2
Current assets	3,836,635	5,000,000	268,078	9,104,713
Current liabilities	(250,923)	-	-	(250,923)
Total net assets	<u>3,585,712</u>	<u>7,270,230</u>	<u>268,078</u>	<u>11,124,020</u>

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

**22 Statement of funds**

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
<b>Unrestricted funds:</b>					
General funds	3,580,698	7,532,548	(7,112,170)	(141,437)	3,859,639
Designated funds					
Net Book Value of Fixed Assets	2,275,932	-	(167,132)	164,659	2,273,459
Clinical Services & Digital	1,000,000		(123,458)		876,542
Capital Development	3,000,000				3,000,000
Impact Development	100,000				100,000
Income Generation	500,000		(42,156)		457,844
People Development	400,000		(64,462)		335,538
	<u>10,856,630</u>	<u>7,532,548</u>	<u>(7,509,378)</u>	<u>23,222</u>	<u>10,903,022</u>
<b>Restricted funds:</b>					
Patient Care fund	72,394	114,358	(103,046)	(23,222)	60,484
Community Engagement fund	34,721	62,962	(59,390)	-	38,293
Bereavement Service fund	77,886	33,377	(62,058)	-	49,205
Education & Research fund	83,077	9,184	(10,883)	-	81,378
	<u>268,078</u>	<u>219,881</u>	<u>(235,377)</u>	<u>(23,222)</u>	<u>229,360</u>
<b>Total funds</b>	<u><u>11,124,708</u></u>	<u><u>7,752,429</u></u>	<u><u>(7,744,755)</u></u>	<u><u>-</u></u>	<u><u>11,132,382</u></u>
	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
<b>Unrestricted funds:</b>					
General funds	7,362,197	1,233,874	(4,979,244)	(36,129)	3,580,698
Designated funds					
Net Book Value of Fixed Assets	2,398,414	-	(200,458)	77,976	2,275,932
Clinical Services & Digital		1,000,000			1,000,000
Capital Development		3,000,000			3,000,000
Impact Development		100,000			100,000
Income Generation		500,000			500,000
People Development		400,000			400,000
	<u>9,760,611</u>	<u>6,233,874</u>	<u>(5,179,702)</u>	<u>41,847</u>	<u>10,856,630</u>
<b>Restricted funds:</b>					
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>
<b>Total funds</b>	<u><u>10,029,454</u></u>	<u><u>7,440,318</u></u>	<u><u>(6,345,064)</u></u>	<u><u>-</u></u>	<u><u>11,124,708</u></u>

Designated funds represent the net book value of fixed assets held by the Charity as these are not free reserves and a further £5 million to support our strategic goals. These funds are expected to be released in the next 4 to 5 years, of which £230,076 were expended by 31 March 2023.

**Restricted funds:**

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

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

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

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

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

## St Clare West Essex Hospice Care Trust

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

#### 23 Related party transactions

During the year, the Charity provided rental of office accommodation and IT equipment to its wholly owned trading subsidiary, St Clare Hospice Trading Company Limited. The rental charge amounted to £13,000 (2022: £12,880). In addition, the Charity received a Gift Aid donation of £395,899 during the year (2022: £509,544).

At the Balance Sheet date, the Charity was due £666,842 from St Clare Hospice Trading Company Limited (2022: £672,503).

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

#### 24 Commitments under operating leases

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

	2023 £	2023 £	2022 £	2022 £
	Other Land & Building		Other	Land & Building
Operating leases which expire:				
not later than one year	480	164,460	2,528	152,453
later than one year and not later than five years	320	507,979	800	292,960
later than five years	-	213,333	-	81,667
	<u>800</u>	<u>885,772</u>	<u>3,328</u>	<u>527,080</u>

# St Clare West Essex Hospice Care Trust

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

### 25 Prior year group statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
<b>Income:</b>			
Donations and gifts	1,604,395	262,753	1,867,148
Legacies	595,999	-	595,999
Other trading activities			
Fundraising events & similar income	135,641	-	135,641
Friends of St Clare branches	518	-	518
Trading Company turnover	1,700,314	-	1,700,314
	<u>1,836,473</u>	<u>-</u>	<u>1,836,473</u>
Income from charitable activities	2,136,128	943,691	3,079,819
Investment income and interest	10,716	-	10,716
Other income	50,163	-	50,163
<b>Total income</b>	<u>6,233,874</u>	<u>1,206,444</u>	<u>7,440,318</u>
<b>Expenditure:</b>			
Raising funds			
Fundraising expenditure	679,483	-	679,483
Friends of St Clare branches	90	-	90
Trading Company expenses	1,193,967	-	1,193,967
	<u>1,873,540</u>	<u>-</u>	<u>1,873,540</u>
Charitable activities			
Patient care	3,306,162	1,160,129	4,466,291
Education and research	-	5,233	5,233
	<u>3,306,162</u>	<u>1,165,362</u>	<u>4,471,524</u>
<b>Total expenditure</b>	<u>5,179,702</u>	<u>1,165,362</u>	<u>6,345,064</u>
<b>Net income for year</b>	<u>1,054,172</u>	<u>41,082</u>	<u>1,095,254</u>
Transfers between funds	41,847	(41,847)	-
<b>Net movement in funds</b>	<u>1,096,019</u>	<u>(765)</u>	<u>1,095,254</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward at 1 April	9,760,611	268,843	10,029,454
<b>Total funds carried forward at 31 March</b>	<u>10,856,630</u>	<u>268,078</u>	<u>11,124,708</u>