WOKING HOSPICE

England & Wales · Charity number 1082798

Details

Other names	W
Status	Registered
Legal form	Charitable company
Company number	03955487
Registered	2000-10-09
Register	View on the Charity Commission register

Contact

Address	Woking Hospice The Goldsworth Park Centre Woking GU21 3LG
Phone	01483881750
Email	info@wsbh.org.uk
Website	www.wsbh.org.uk

Activities

Objects: (1) TO PROVIDE RELIEF BY PALLIATIVE AND OTHER APPROPRIATE CARE AND TREATMENT, AND SUPPORT, TO PERSONS SUFFERING FROM TERMINAL AND/OR CHRONIC ILLNESS AND/OR DISEASE AND/OR DISABILITY AND/OR BEREAVEMENT("THE PATIENTS") WITHIN A HOSPICE OR HOSPICES AND WITHIN THE COMMUNITY INCLUDING THE HOMES OF THE PATIENTS WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR SUCH PERSONS;(2) TO RELIEVE THE EMOTIONAL AND MENTAL AND SPIRITUAL NEEDS OF THE FAMILIES, CLOSE FRIENDS, CARERS, MEDICAL AND OTHER STAFF, PROVIDING OR ASSISTING IN THE CARE OF THE PATIENTS, BY THE PROVISION OF CARE, ADVICE, SUPPORT AND COUNSELLING, INCLUDING BEREAVEMENT COUNSELLING AND ASSOCIATED SERVICES TO ANY AND/OR ALL OF SUCH PERSONS.

Activities: The provision of palliative and other appropriate care to persons suffering from a terminal and/or chronic illness within a hospice(s) or within the community with the object of improving the conditions of life for such persons.To relieve the emotional and mental needs of the patients, families, carers, staff and volunteers who assist in the care of patients.

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Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE SURREY
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£9,332,529	£10,463,579	£11,723,265	196
2024-03-31	£8,963,952	£10,362,400	£12,853,554	206
2023-03-31	£8,163,119	£9,272,013	£14,173,162	180
2022-03-31	£9,887,052	£8,797,432	£15,292,505	192
2021-03-31	£10,178,399	£8,440,922	£7,543,482	237

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Trustees

Name	Role	Appointed
Anthony Burke		2026-02-04
David Peet		2026-01-21
Dr Katharine Wilkinson		2025-06-10
Dr Keri Torney		2026-02-04
Jennifer Way		2025-09-12
Joanna Mitchell		2026-02-04
Julie Callin		2026-01-21
Ketan Amin		2025-02-11
NUWEED RAZAQ		2025-01-29
Paula van Beurden		2025-02-11
Simon Moore		2025-01-29
TIMOTHY ANDREW STOKES		2017-03-01
YASMIN DINDAR		2026-02-04

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WOKING HOSPICE

England & Wales - Charity number 1082798

Accounts

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Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2025

Registered Office: Goldsworth Park Centre, Woking, Surrey GU21 3LG
Registered Company No: 03955487
Registered Charity No: 1082798
Website: www.wsbh.org.uk

Docusign Envelope ID: BD40E2A3-39E2-48E3-9E6B-FC12041B5238

Woking Hospice
An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the "Hospice") is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers and families.

In the year ended 31 March 2025, the Hospice again delivered care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all our activities focus on ensuring that we can be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition, we deliver care in patient homes across our community and in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association, and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option of not preparing consolidated financial statements as Sam Beare Hospice grants all profits to Woking Hospice, there is no impact on the net assets and no change in the total of the Statement of Financial Activities [SOFA] or our balance sheet in terms of value. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospice and Wellbeing Care. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to "group" activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the charity for the year ended 31 March 2025. Within the Trustees' Report is the Strategic Report required under s414 c[II] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice [SORP] applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Chairperson's Report 2024/25

In this reporting year we experienced below inflation increases to NHS grant income and cost pressures in all areas, particularly in clinical spend which increased by £328k (7%), resulting in a deficit of £1.130m, with the deficit being met from Reserves. Whilst it is clearly disappointing to report another deficit, it is important to note that this deficit was in line with our prior year forecasting.

NHS grant income covers around 31% of our Clinical costs for which we are grateful. The balance is met through the wonderful support of our communities, through our work to generate income flows and through the immense contribution of our volunteers who make such a positive difference to patients and staff alike.

In preparing our financial forecasting for the year ahead, we have had to take note of the 2024 Autumn Budget which saw an increase in employer National Insurance contributions from 13.8% to 15%, and an increase in the National Living Wage, both of which will take effect from 6 April 2025. It is expected that these increases will add around £200k to our costs. Despite these headwinds, through efficiency savings and a sharp focus on income generation, we are looking to make inroads into reducing recent deficits.

I observe that there is an increasing recognition that the current funding formula for hospices is not fit for purpose and we will contribute to the debate on this issue. In the meantime, we welcomed the £100 million capital investment announced by the Government in December 2024 designed to allow hospices to improve their physical and operational environment. Allocations from the funding are overseen by Hospice UK and I'm confident that we will see material benefits which will further enable us to continue to provide the best possible care to our patients.

In this reporting year, we cared for 1,092 patients and 458 family members, with 71% of that care being delivered in patient homes. In a testing environment we are not reducing our care services and are looking at how we can grow them to meet the needs of our community.

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I recommend the reading of our Quality Account 2024-25. It is an annual report to our stakeholders and supporters, published on our website and designed to improve awareness of the range and quality of our care services and our plans for improvement. Receiving core funding from our NHS Integrated Care Board and charitable donations, we welcome this accountability and the opportunity for scrutiny it presents.

We were pleased to see the very supportive statement provided by the Commissioner of NHS Surrey Heartlands Integrated Care Board which included the following comment:

'The ICB acknowledges and commends some key achievements in 2024/25. Notably, the optimisation of the EMIS Clinical System (electronic patient notes) through comprehensive training, culminating in its successful launch on the inpatient unit in July 2024. The implementation of the Patient Safety Incident Response Framework (PSIRF) has further reinforced the organisation's commitment to a strong patient safety culture. Additionally, the development of a rigorous audit programme has established a solid foundation for evaluating and enhancing care practices.'

During the year, Trustees and management teams have been working to agree a new three-year strategy for the organisation. I have been delighted with the engagement of all concerned with the final plan, approved at the July 2025 Board meeting.

Covering all aspects of the hospice's activities, key to the strategy is its complete alignment with the NHS Long Term Plan, titled 'Fit for the Future', focusing on its implications for hospice and palliative care services and the NHS Ambitions for Palliative and End of Life Care Framework (2021–26), ensuring that any recommendations or observations are aligned with its vision and principles.

Our strategy meets both the NHS agenda and the Ambitions Framework and is aligned with its core aims: personalised care, equity of access, and partnership working, so that we can continue to deliver outstanding, responsive, and forward-looking care in a changing policy environment.

I take this opportunity to thank all our staff and volunteers for their work, commitment and diligence during the year and to thank our Trustees, those who stood down during the year and those who joined, for your contributions and support.

I close with some family feedback regarding a patient cared for in our in-patient unit and captured during the year. It was included in our Quality Account, and it reminds us what our mission is all about and the difference our combined work can make:

'All the staff, without exception, were kind and caring to both my Mum and ourselves as a family. Any request was actioned promptly, and we were kept informed throughout my Mum's inpatient stay. This was such a stressful time for us, and we were treated with such care and compassion. Beautiful surroundings, modern and clean. We feel very lucky that Mum was able to spend her final days in the hospice.'



Tim Stokes
Chairman of The Board of Trustees

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Suite of Hospice reporting

When reading this Annual Report and Financial Statements for the year to 31 March 2025, it is recommended that the following detailed reports are also considered. All can be provided in hard copy if required but links are provided for online access:

Statement-of-Purpose: Updated January 2024 : a document which describes what our Hospice does, where we do it and who we do it for. It is produced for the Care Quality Commission and is a legal requirement.

Quality Account 2024-25 Our Quality Account produced annually is a published report about the quality of services and improvements proposed. The quality of the services is measured by looking at patient safety, how effective patient treatments are and patient feedback about care provided. Our report is produced for the NHS Surrey Heartlands Integrated Care Board.

Impact Report 2023-24: This is our third report, and we plan to continually improve on the measurement of the impacts we have through our presence in the community, through the care we provide and on the wider societal and environmental impacts we have.

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Trustees' Annual Report

Vision, Mission and Values

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of Northwest Surrey to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing, and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion: we will care with compassion, communicate with honesty and sensitivity, facilitate understanding and choice and ensure both respect and dignity.

Accountability: We will dedicate ourselves to safeguard and support our patients, their families, our volunteers and our staff by working with the highest professional and ethical standards.

Respect: We will respect all regardless of their ability, age, gender, race or sexual orientation and we will not tolerate prejudice of any kind.

Excellence: We will remain committed to continual learning and development to ensure we deliver excellence in all that we do.

Structure, Governance and Management

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team provide services for the charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. We will therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. Woking Hospice operates as Woking and Sam Beare Hospice and Wellbeing Care.

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The key management personnel of the Hospice consist of the Trustees, Chief Executive Officer and a Senior Leadership Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

The Hospice holds quarterly Board meetings and other ad hoc meetings in addition to regular meetings for its three main Committees, namely, Governance, Finance and IT and Development, People and Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions to enable it to govern the Hospice effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process to identify the most suitable appointee. Appointments are then approved by the full Board.

Trustee Induction and Training

There is a formal induction programme using the existing Trustees, the Management Team, staff, and volunteers. In addition, the Trustees receive a full induction pack and ongoing training.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are considered against similar roles in the voluntary sector and against NHS pay scales. Remuneration Committee reviews remuneration packages for members of the management team.

Board Effectiveness

Our Trustees are all respected figures with a wide range of appropriate skills. Trustees all live in our local community and are ultimately responsible for all we do. The Board of Trustees works with the management team to:

- Shape the Hospice's long-term strategy and key priorities to ensure that its charitable objectives are met
- Monitor progress and evaluate the impact of the Hospice's activities
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship and corporate governance

Related Parties

Transactions with related parties are at market value and are approved by the Trustees and Executive Team.

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Hospice services include the following:

Inpatient Care: The Hospice has a 20 bedded in-patient unit, specifically designed to care of patients with specialist palliative care needs in individual rooms for their own privacy and comfort. The Multi-Disciplinary Team caring for our patients consists of Palliative Care Consultants, Doctors, Registered Nurses, Therapists, Assistant Practitioners and Health Care Assistants which is supported by Counsellors, Complementary Therapists, administrative staff and other support services. The Hospice operates 24 hours a day, 365 days a year. An established on-call system operates out of hours.

Wellbeing Care: The Wellbeing Centre operates Monday to Friday and provides a range of holistic therapies including physiotherapy, yoga, complementary therapies, peer support groups, bereavement support, out-patient clinics and bespoke packages of care.

Community Care: The Community Palliative Care Team consisting of Clinical Nurse Specialists, Associate Clinical Nurse Specialists, Paramedic Practitioners, Consultants and Therapists visit patients in their own homes. The Team delivers specialist care through expert assessment and maintenance of individualised treatment plans and through specialist advice to the primary care team and other services involved in patient care. The service operates 7 days a week, 365 days a year from 9am – 5pm providing home visits as well as telephone support.

Hospice at Home: The Hospice at Home Team provide hands on care in the patients' home following an assessment of care needs. The Registered Nurses work with the Primary Care Team and Continuing Care Services to assess the care package required to support a patient at home. The care package is delivered by our team of trained Healthcare Assistants and carers from selected and approved care agencies supported by the Registered Nurses.

Patient and Family Support Services: The Patient and Family Support Team provide support and care to patients, carers and families ranging from advice about benefits and welfare issues, emotional support, to the management of more complex psychological issues. The Bereavement Service is managed through the Team and supports carers and families after the death of a loved one.

24 Hour Advice and Support Line: The Hospice Team provides a 24/7 advice and support line for health care professionals.

Bereavement, Counselling and Befriending: The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers, and family members including children.

Spiritual Care: Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends, or staff.

Voluntary Services: The Hospice is supported by many volunteers who enable the Hospice to provide all the services that it does. Their social impact value to the Hospice community is huge. The immense value of these individuals is very much appreciated by everyone.

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Achievements and Performance 2024/25

Under the terms of its funding contract with NHS Surrey Heartlands Integrated Care Board (ICB), the Hospice is required to submit a Quality Account each year. The 2024/25 Quality Account was submitted in May 2025.

The Quality Account provides a detailed analysis of the achievements and performance of our clinicians and medical teams.

A key element contained within the Quality Account is the ICB requirement for us to submit our "Priorities for Improvement" and strategies designed to deliver them for the year ahead, along with Statements of Assurance from the Board.

The Quality Account is an annual report to our stakeholders and supporters designed to improve awareness of the range and quality of our care services and our plans for improvement. As a charity receiving core funding from our NHS Integrated Care Board and majority funding from Trusts, Funds and public donations, we welcome this accountability and the opportunity for scrutiny it presents.

The Quality Agenda

Quality: Priorities for Improvement for 2025/26

With it due to be completed in September 2025, the Board has already commenced work in reviewing its current strategic framework. The strategy will look to reshape relationships with our partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System, reflecting new approaches to the quality and management of palliative and end of life care, strengthen our financial resilience and operational sustainability and to continue building an environment where our staff and volunteers can flourish.

Within the annual Quality Account, our clinicians and medical teams have identified the following five key strategic priorities upon which they will report in 2025. Details behind each of the priorities can be found in the Quality Account

Priority 1: Strengthening Data Intelligence and Governance Across the Organisation

Robust, accessible data is the foundation of high-quality, safe, and responsive care. In a climate of increasing regulatory expectations and evolving commissioning frameworks, particularly from the Integrated Care Board (ICB), it is essential that we enhance our data systems and reporting capabilities. This will enable clearer insight into service delivery, improve internal decision-making, and support greater collaboration with system partners and neighbouring hospices.

Priority 2: Enhancing the Carer and Family Support Journey

Supporting families and carers is a vital part of holistic palliative care. We recognise that carers often carry a significant emotional and practical burden, both during the patient's illness and after their death. Feedback from service users and insights from our Patient Engagement Group have highlighted the need for clearer, more consistent support and information at key stages of the carer and bereavement journey. By strengthening our approach, we aim to ensure that families feel

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informed, supported, and cared for throughout every stage of their experience with us.

Priority 3: Priority 3: Strengthening Pastoral Care Support across all Hospice Services for Patients, Families and Staff

In the past year, we made strides in introducing a pastoral care network to better support our patients and their families. However, we recognise that this area requires further development to ensure that every individual - patients, their loved ones, and our staff - receives the comprehensive, compassionate care they need. For 2025–2026, this priority has been carried over to continue expanding and embedding pastoral care across all services. This care goes beyond physical and emotional support to address the diverse religious, spiritual, and cultural needs of our community, fostering an inclusive environment where all beliefs, identities, and practices are respected, valued, and supported.

Priority 4: Expanding Palliative Care Services to Reach a Broader Patient Group

In 2025-2026, we will expand our palliative care services to include patients in the last year of life who may not yet require specialist palliative care but would benefit from early intervention and holistic support. This expansion aims to reduce the burden on acute healthcare settings by preventing unnecessary admissions, alleviating pressure on Acute Trusts, and reducing demand on GPs and District Nurses. By revising our referral criteria, we will ensure that more patients can access palliative care earlier, ensuring they receive the support they need to live as comfortably as possible, while preserving the high-quality, specialist care available to those with more complex needs. Collaboration with key stakeholders, including NWSA, Surrey Heartlands ICB, and healthcare teams, will be essential to this approach.

Our Impact

We believe it important that we measure and report on the impacts our Hospice has.

Earlier this year we produced our third Impact Report 2024-25 and we plan to continually improve on the measurement of the impacts we have through our presence in the community, through the care we provide and on the wider societal and environmental impacts we have.

Commitment to Our Supporters

Like most charities, the Hospice has an in-house Fundraising Team which it finances to generate income.

The Hospice is registered with the Fundraising Regulator, and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer and adapt our methods as needed. Supporters can change their preferences at any time, and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

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We genuinely appreciate feedback from supporters and the public and we review our fundraising activities considering feedback and complaints we may receive.

Registered with FUNDRAISING REGULATOR

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Our Supporter Promise

At Woking & Sam Beare Hospice, we are extremely lucky and grateful to have so many passionate, committed and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advance life-limiting conditions, when they need us most.

We want to make sure that our supporters have a great experience. Good communication in the way that's right for our supporters is therefore key.

We promise:

- We will keep the personal details of our supporters safe, secure and confidential
- We will not share or sell details of our supporters to any other organisations or individuals [unless for printing and distribution of communications via our approved preferred supplier]
- We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people
- We will answer any questions about our fundraising activities and costs openly and truthfully
- We will keep our supporters up to date with inspiring and relevant news from our care team
- We will tell the truth and won't exaggerate. What we say we will do, we will do
- Supporters will always be able to let us know how they would like to be communicated with or if they would prefer not to be contacted. And they can change their preferences at any time
- Our database is constantly updated to ensure we have the correct contact details for supporters and how they like to be communicated with
- We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752
E: fundraising@wsbh.org.uk

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Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services.

Whilst hospices benefitted from additional Government funding during the pandemic, it is generally acknowledged that the traditional hospice operating model is not financially sustainable. Hospice UK has continued to encourage its members to collaborate with each other and with their NHS partners in order to reduce their individual cost base and to develop new and more sustainable operating models. The Hospice continues to focus on minimising its non-clinical spend, whilst continuing to invest in patient focused spend.

In the balance of this Report, we assess the principal risks associated with our current operating model and outline the steps that we have taken to transform our operation in order to ensure our long term financial sustainability.

Principal Risks and Uncertainties

The Risk Register

The Hospice maintains an Integrated Risk Management Framework which incorporates our Risk Register, Risk Timetable, Risk Management Plan, Roles and Responsibilities, and Board Assurance Framework.

The framework is designed to outline the various risks that the Hospice may encounter, the strategies for managing these risks, and the assurance framework for the Board of Trustees to oversee the effectiveness of risk management processes.

Approach

Our approach to risk management is rooted in proactive identification, assessment, and mitigation of potential risks to ensure the safety and wellbeing of our patients, their loved ones, staff, volunteers, and stakeholders. We acknowledge the risks inherent in achieving our mission and we are committed to managing those risks that pose a threat to the achievement of our strategic objectives and financial sustainability.

We believe in fostering a culture of risk awareness across all levels in the organisation, promoting transparency, communication and continuous improvement. Risk management is an integral part of all executive meeting agendas, allowing the ongoing identification, assessment and management of risk to be carried out in a meaningful way.

Overview

The framework is divided into four main sections:

- Roles & Responsibilities: A list of identified roles and responsibilities across the organisation
- Risk Timetable: A schedule outlining key activities related to risk management, including risk assessments, mitigation actions, monitoring and review processes
- Risk Register: A comprehensive list of identified risks, categorised and assessed based on their likelihood and potential impact on the Hospice's operations and objectives

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- Risk Management Plan and Board Assurance Framework: A framework to provide oversight and assurance regarding the effectiveness of the strategies and actions for managing identified risks effectively, including prevention, mitigation, contingency planning, and response procedure

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is its reliance upon the contribution from fundraising activity (Fundraising and Retail) to cover the shortfall in NHS funding.

These funds typically fund more than 70% of the costs directly associated with our clinical operation. However, they could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

The cost-of-living crisis and economic uncertainty continues to affect the propensity for giving. Whilst we are seeing increased demand on our care services and rising costs, we are also seeing greater competition for donations calling for ever-increasing levels of resilience and creativity to manage the risk.

Legacy income should be expected to improve over time, and the Hospice works to encourage legacy giving for the future. Shortfalls in legacy income on an annual basis represent a lower risk as, for the purposes of forward planning and budgeting, this income is traditionally viewed prudently.

The balance of our funds is derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and "Hospice at Home" services.

It has been the case for a number of years that talent retention has seen a challenging hiring environment, particularly amongst clinicians, resulting in the Hospice becoming too reliant on Agency and Bank staff. However, due to positive management in this area, succession planning, employee development, addressing shift patterns and by addressing the working environment, risk in this area has been reduced.

Investment policy and objectives

The Hospice's investment managers are Rathbones Group Plc and they are instructed to manage the long term investment assets of the Hospice in a fund designed to produce growth in both capital and income while taking a balanced attitude to risk with an increasing focus on 'sustainability. The trustees review their investment strategy and performance on a regular basis. In order to maintain a prudent and responsible investment policy and in view of the volatility in the investment markets the Hospice keeps cash reserves sufficient to cover expenditure for a period of at least three months

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Principal Risks and Uncertainties

Total Reserves

The total reserves of Woking Hospice decreased by £1.130m during the year and totalled £11.7m as at 31 March 2025. This compares with a total of £12.8m on 31 March 2024.

Reserves Policy

The Hospice needs to hold adequate levels of Reserves to ensure that its known liabilities can be met. The Reserves Policy is on the basis of costs, excluding depreciation, less guaranteed contract income. The Trustees will be considering the Reserves Policy in greater detail with a view to changing to a risk-based approach in future years.

It is the view of the Trustees that six months reserves will enable the charity to meet its future charitable expenditure and allow it to be able to react to a significant short term drop in income. We carry out financial planning for a three year period, including income and expenditure, to enable the hospice to put plans in place for both growth and cost management and has set a balanced on-going operational budget in cash terms for the coming year which we believe is achievable.

As at 31 March 2025, Free Reserves stood at £2.927m, which includes a cash balance of £1.980m. There is a reduction in these figures mainly due to the deficit movement in funds in the year (£1.130m), together with investments which are now valued at £824k. This represents just under six months of operating costs, which includes not only the costs of the staff required to deliver the service offered by the Hospice but also those staff members who are involved in raising funds and providing support services.

Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87.2p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern for the foreseeable future.

The balance of income after our fundraising and other charitable activities derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and "Hospice at Home" services.

The Hospice's relevance to the communities of Northwest Surrey has never been so important at a time when more and more people are needing hospice care. The Hospice has continued to build on its relationships with its partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System and it is gratifying to see ever closer collaboration.

At a time when new challenges are becoming more apparent, including the pressure for further wage rises and other operational cost increases, the Finance and IT Committee continued to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36-month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain

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activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Looking Ahead

During 2024/25 and in more recent months, the Hospice has strengthened its management team and taken steps to reduce its support staff costs while investing in its clinicians and medical teams. Its new, Integrated Risk Management Framework is rooted in proactive identification, assessment, and mitigation of potential risks. The Hospice acknowledges the risks inherent in achieving its mission and is committed to managing those risks that pose a threat to the achievement of its strategic objectives and financial sustainability.

A significant project to introduce electronic patient notes across the in-patient unit and throughout the Community Palliative Care Team has been successfully introduced on time and below budget. This will have the impact of increasing operational efficiencies and further enhance quality, safety and the patient experience. A new Human Resource platform is in the process of implementation and again this will reduce support costs and increase efficiencies.

Through its Quality Account 2024/25 delivered to the Surrey Heartlands Integrated Care Board (ICB), the Commissioner commented; "We also wish to acknowledge the ongoing dedication of the Hospice, including its staff and volunteers, in enhancing integration and fostering local system partnerships to support palliative care in North West Surrey."

With the Hospice an established and committed member of the NHS Northwest Surrey Health and Care Alliance, our progress gives assurance to our partners in the local healthcare economy of our long-term sustainability. We believe we can achieve more by working together and we are committed to joining up health and care services in palliative and end of life care in the very best interests of our patients and their families.

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Trustees' Responsibilities

The Trustees (who are also Directors of Woking Hospice for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

A. **Select suitable accounting policies and then apply them consistently**
B. **Observe the methods and principles in the Charities Statement of Recommended Practices**
C. **State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements**
D. **Make judgements and estimates that are reasonable and prudent and;**
E. **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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware. Each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 12 November 2025 and signed on its behalf by:

Signed by:

AD26234718804F7...

Tim Stokes
Chair of the Board of Trustees
12 November 2025

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WOKING HOSPICE

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF WOKING HOSPICE

Opinion

We have audited the financial statements of Woking Hospice for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 accounts* section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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Matters on which we are required to report by exception

In the light of the knowledge and understanding of Woking Hospice and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report or the Quality Report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which they operate. We determined that the following were most significant: the Companies Act 2006, the Charities Act 2011.

- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries to the management of the charity. We corroborated our inquiries through our review of correspondence during our audit work.

- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed included:

    - identifying and assessing the design and implementation of controls management has in place to prevent and detect fraud;
    - understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
    - challenging assumptions and judgements made by management in it's significant accounting estimates;
    - identifying and testing journal entries; and
    - assessing the extent of compliance with the relevant laws and regulations.

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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: 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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Colin Hamilton (Senior Statutory Auditor)
for and on behalf of Ward Williams Limited

21/11/25

Chartered Accountants
Statutory Auditor

Belgrave House
39-43 Monument Hill
Weybridge
KT13 8RN

Ward Williams Limited is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

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WOKING HOSPICE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income from:					
Donations and legacies	3	1,906,246	139,653	2,045,899	1,826,195
Charitable activities	4	3,225,824	-	3,225,824	3,266,876
Other trading activities	5	3,964,074	-	3,964,074	3,770,410
Investments	6	96,732	-	96,732	100,471
Net gains on listed investments		761	-	761	78,325
Total income		9,193,637	139,653	9,333,290	9,042,277
Expenditure on:					
Charitable activities	8	7,022,564	116,825	7,139,389	7,000,786
Raising funds including retail	7	3,301,443	22,747	3,324,190	3,361,614
Total resources expended		10,324,007	139,572	10,463,579	10,362,400
Net (expenditure)/income for the year/ Net movement in funds		(1,130,370)	81	(1,130,289)	(1,320,123)
Fund balances at 1 April 2024		12,817,572	35,982	12,853,554	14,174,677
Fund balances at 31 March 2025		11,687,202	36,063	11,723,265	12,853,554

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

All income and expenditure derive from continuing activities.

The notes on pages 25 - 44 form part of these financial statements.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

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WOKING HOSPICE

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**13**		8,759,532		8,940,708
Investments	**14**		824,382		823,621
			9,583,914		9,764,329
Current assets					
Stocks	**16**	3,003		7,143	
Debtors	**17**	1,136,050		1,525,736	
Cash at bank and in hand		1,980,522		3,002,125	
		3,119,575		4,535,004	
Creditors: amounts falling due within one year	**18**	(980,224)		(1,445,779)	
Net current assets			2,139,351		3,089,225
Total assets less current liabilities			11,723,265		12,853,554
Income funds					
Restricted funds	**21**		36,063		35,982
Unrestricted funds			11,687,202		12,817,572
			11,723,265		12,853,554

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The notes on pages 25 - 44 form part of these financial statements.

The financial statements were approved by the Trustees on 18-Nov-25

DocuSigned by:
Jon Jagger
D27B2CE085CC4CB...

J Jagger
Trustee
Company Registration No. 03955487

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WOKING HOSPICE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**28**		(847,144)		(2,766)
Investing activities					
Purchase of tangible fixed assets		(254,393)		(323,200)	
Interest received		79,934		83,671	
Net cash used in investing activities			(174,459)		(239,529)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(1,021,603)		(242,295)
Cash and cash equivalents at beginning of year			3,002,125		3,244,420
Cash and cash equivalents at end of year			1,980,522		3,002,125

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1 Accounting policies

Charity information

Woking Hospice is a charitable company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information page of these financial statements.

The charity's principal activities are the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The presentational currency is Pound Sterling (£).

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charities SORP, the Charities Act 2011, the Companies Act and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Woking Hospice meets the definition of a public benefit entity under FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, unless stated otherwise in the relevant accounting policy note. The principal accounting policies adopted are set out below.

The Trustees have taken the option set out in the Charities SORP paragraph 24.13A not to prepare consolidated financial statements, where the exclusion of a subsidiary from consolidation is not material to the truth and fairness of these accounts. The trustees believe that doing so would not result in the affected primary statements or notes being materially different when compared to those of consolidated statements. Where Sam Beare Hospice generates a surplus, the historic and present strategy of its trustees is that the charity grants this entire surplus to Woking Hospice.

1.2 Going concern

The principal financial risks facing the Hospice are summarised in Trustees report and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern for the foreseeable future.

The balance of income after our fundraising and other charitable activities derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and "Hospice at Home" services.

The Hospice's relevance to the communities of Northwest Surrey has never been so important at a time when more and more people are needing hospice care. The Hospice has continued to build on its relationships with its partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System and it is gratifying to see ever closer collaboration.

At a time when new challenges are becoming more apparent, including the pressure for further wage rises and other operational cost increases, the Finance and Sustainability Committee continued to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36-month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

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1 Accounting policies **(Continued)**

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in the furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity or its subsidiary are legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount until these conditions are fully met or the fulfilment on these is within the control of the charity and it is probable that they will be fulfilled. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. At this point income is recognised. If the amount is not known, the legacy is treated as a contingent asset. This would normally be the case when charity gets notified of legacies however it is impossible to measure the expected distribution amount.

Donated facilities and services

Donated facilities and donated professional services are recognised as income at their fair value when the following conditions are satisfied: when their economic benefit is probable, they can be measured reliably, and the charity has control over them. Fair value is determined on the basis of the value of the gift to the charity which is the value dictated by the open market for comparable facilities and services.

No amount has been recognised in the financial statements for any volunteers' activity time donated in line with criteria outlined in the SORP (FRS102). This was also detailed in the Trustees' Annual Report.

Trading and fundraising

Income from trading activities consists of income earned from fundraising events and any trading activities required to raise funds for the charity and its subsidiary undertaking. Fundraising income is recognised in the accounts when the entitlement to the income has occurred.

This would normally occur when the following conditions are satisfied: on or shortly after when the fundraising activity or event takes place, the charity has fulfilled any performance-related conditions attached to the income (where any), there is a reasonable assurance that the income will be received by the charity, and the value of the income can be quantified with reasonable accuracy.

1 Accounting policies **(Continued)**

Sales of donated goods

The revenue derived from sale of donated goods for resale would normally be recognised in income as follows:

1) For store sales, when the goods are sold to customers at the point of exchange of goods for payment from customers at the till if in store sales.

2) For on-line platforms sales (e.g., eBay sales), when customer places an order and makes the payment, which is also usually the same day when goods are despatched.

There were no donations of goods recognised as stock in the year ended 31 March 2025 (2024: £Nil). It is impractical to estimate the fair value of these goods on receipt because of the volume of low value items received and the lack of detailed records and comparable market data to arrive at a lower of cost and net realisable value of these goods when donation is received.

Government support

Income from government sources is recognised at fair value when the charity's entitlement arises. This is when the income performance conditions have been met, it is probable that the revenue will be received, and the amount can be measured reliably. If the entitlement's conditions cannot be met, the revenue is deferred until these conditions are satisfied.

1.5 Resources expended

All expenditure is accounted for on an accruals basis and is classified on an aggregate basis under relevant and most appropriate costs categories, in line with their nature and purpose.

Expenditure is recognised when there is a legal or constructive obligation to make payments or the charity becomes liable for these payments to the third parties, it is probable that the settlement will be required, and the amount of the settlement can be measured reliably.

Cost of raising funds includes the costs which relate to income generation and retail departments.

Expenditure on charitable activities includes all costs of the provision of hospice services.

Irrecoverable VAT is charged as an expense against the activity as a result of which the relevant expenditure occurred.

All expenditure is inclusive of irrecoverable VAT.

Support costs allocation

Support costs are expenses which were incurred with the view of support of charitable activities but do not directly represent these activities. These consist of office costs, governance costs and administrative payroll costs, and are linked directly to the support of expenditure on the objectives of the charity and include project management. Support costs also include governance costs incurred in relation to the compliance with constitutional and statutory requirements. The analysis of support costs is presented in Note 9.

Where support costs cannot be directly attributed to particular headings, they are allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Premises overheads are allocated on a usage basis and other overheads are apportioned on basis consistent with use of the resources as follows: heads, Full Time Equivalent (FTE), floor space and expenditure.

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies **(Continued)**

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Hospice buildings	2%
Shop and warehouse fittings	20%
Fixtures and fittings	15%-33%
Motor vehicles	20%-30%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred. Investment income is recognised in the period in which the charity is entitled to receipt.

1.8 Impairment of fixed assets

At the end of each reporting date, the charity reviews the carrying amounts of tangible assets, to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises all costs of purchases, costs of conversion and those costs that have been incurred in bringing the stock to their present location and condition. Cost is calculated using the first in, first out method. Provision is made for slow moving and obsolete stock where appropriate.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand and in bank and cash relating to short-term listed liquid investments.

1.11 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances and other debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Debtors which are not subject to interest rates and are receivable within one year are recognised at transaction price. Any losses arising from impairment are recognised as expenditure.

Basic financial liabilities

Basic financial liabilities, including trade creditors, intercompany balances and other creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.12 Fund accounting

General funds are unrestricted and are available to the charity at the discretion of the Trustees in the furtherance of the general objectives of the charity.

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

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

2 Critical accounting estimates and judgements

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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2 Critical accounting estimates and judgements **(Continued)**

Critical judgements

Useful economic life of fixed assets
Judgements:

The estimation of the useful economic life of depreciated assets involves significant judgement. Trustees consider various factors, including the assets' expected usage, technological advancements, maintenance policies, and historical performance. These judgements are critical in determining the depreciation rates and underlying useful economic life of each assets category.

Key sources of estimation uncertainty:

Usage Patterns: Variations in how frequently and intensively assets are used can impact their useful life.
Maintenance Practices: The quality and frequency of maintenance can extend or shorten an asset's useful life.
Market Conditions: Economic shifts can influence the demand for certain assets, affecting their useful life.

Ensuring appropriate and accurate estimates:

Regular Reviews: Trustees conduct regular reviews of the useful economic life of assets, considering any changes in the factors mentioned above. This ensures that the estimates remain relevant and accurate over time.

Historical Data Analysis: Trustees analyse historical data on asset performance and depreciation can help in making informed estimates. This includes reviewing past estimates and comparing them with actual outcomes.

Donated goods
Judgements:

Estimating the value of goods donated to charity by donors involves significant judgement, particularly when high volumes make it impractical to assess each item individually. Trustees consider these to be challenging due to the nature of the donations, the variability in the condition and quality of the items, and the logistical challenges in valuing large quantities of goods.

Key Sources of Estimation Uncertainty:

Volume of Donations: High volumes of donated goods make it challenging to individually assess and value each item.
Condition and Quality: The condition and quality of donated items can vary widely, adding to the complexity of valuation.
Lack of Market Data: Limited market data for certain types of donated goods can hinder accurate valuation.
Logistical Constraints: Practical difficulties in sorting, categorising, and valuing large quantities of donations.
Donor Information: Incomplete or inconsistent information from donors regarding the donated items.

Ensuring Appropriate and Accurate Estimates:

The Trustees decided not to value the goods received from donors due to extensive impracticalities behind the process and above factors mentioned.

2 Critical accounting estimates and judgements **(Continued)**

Allocation of support costs
Judgements:

Allocating support costs between raising charitable funds and activity support costs involves significant judgement. Trustees consider the nature of the activities, the direct and indirect benefits derived from the support costs, and the proportionality of the allocation. These judgements are essential to ensure that the financial statements accurately reflect the charity's resources utilisation.

Key Sources of Estimation Uncertainty:

Activity Overlap: Some support activities on occasions benefit both fundraising and operational activities, making it challenging to allocate costs accurately.
Indirect Benefits: Indirect benefits of support costs, such as administrative expenses, can be difficult to quantify and allocate.
Proportionality: Determining the appropriate proportion of support costs to allocate to each activity can be subjective and may vary over time.
Data Availability: Limited or inconsistent data on the usage and impact of support costs can hinder accurate allocation.
Changing Priorities: Shifts in charity's priorities and strategies can affect the allocation of support costs.

Ensuring Appropriate and Accurate Estimates:

Clear Allocation Criteria: Trustees set out clear and consistent criteria for allocating support costs. This includes defining the basis for allocation, such as time spent, resources used, or direct benefits derived.

Regular Reviews: Trustees conduct regular reviews of the allocation methods and assumptions which ensures that the estimates remain relevant and accurate over time. This includes updating the methods based on new information or changes in charity activities.

Detailed Documentation: Trustees maintain detailed documentation of the assumptions, methodologies, and criteria used in allocating support costs.

Continuous Improvement: Trustees foster a culture of continuous improvement, encouraging feedback and learning from past allocation errors. This iterative process helps in refining the allocation techniques and enhancing accuracy.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2025	Total 2024
	£	£	£	£
Donations	237,228	49,059	286,287	224,630
In memory donations	463,759	13,906	477,665	465,803
Legacies receivable	769,105	-	769,105	605,078
Grants from trusts	78,720	66,888	145,608	174,689
Grants from subsidiary	182,301	-	182,301	166,169
Corporate	175,133	9,800	184,933	189,826
	1,906,246	139,653	2,045,899	1,826,195
For the year ended 31 March 2024	1,659,320	166,875		1,826,195

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Integrated Care Board	1,748,064	-	1,748,064	1,687,034
Continuing care	539,118	-	539,118	480,571
Hospice at home	522,666	-	522,666	499,151
Other	415,976	-	415,976	600,120
	3,225,824	-	3,225,824	3,266,876
For the year ended 31 March 2024	3,218,291	48,585		3,266,876

Other charitable income consists mainly of pharmacy services, support services and doctors' recharged income.

5 Other trading activities

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Lottery and raffles	241,573	-	241,573	329,606
Fundraising events	610,975	-	610,975	528,465
Shop income	2,772,310	-	2,772,310	2,635,601
Gift Aid on shop income	253,292	-	253,292	234,922
Other	85,924	-	85,924	41,816
	3,964,074	-	3,964,074	3,770,410
For the year ended 31 March 2024	3,752,650	17,760		3,770,410

6 Investments

	2025 Unrestricted £	2024 Unrestricted £
Rental income	16,800	16,800
Bank interest receivable	79,932	83,671
	96,732	100,471

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Raising funds

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Fundraising and publicity				
Direct fundraising costs	545,694	-	545,694	650,180
Direct retail costs	2,399,594	-	2,399,594	2,307,847
Support costs	356,155	22,747	378,902	403,587
	3,301,443	22,747	3,324,190	3,361,614
For the year ended 31 March 2024	3,360,609	1,005		3,361,614

8 Charitable activities

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Direct costs of palliative care	3,860,676	116,825	3,977,501	4,028,197
Recharges of doctors' costs	891,125	-	891,125	553,884
	4,751,801	116,825	4,868,626	4,582,081
Support costs	2,270,763	-	2,270,763	2,418,705
	7,022,564	116,825	7,139,389	7,000,786
For the year ended 31 March 2024	6,724,029	276,757		7,000,786

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9 Support costs

	Raising funds £	Charitable activity £	Total 2025 £	Total 2024 £
Finance	52,405	314,065	366,470	449,120
Information Technology	38,915	233,217	272,132	293,706
HR & volunteering	43,374	259,941	303,315	251,408
Property	117,895	706,545	824,440	861,290
Management	21,932	131,436	153,368	221,176
Governance	984	5,899	6,883	2,560
Legal	3,096	18,557	21,653	15,997
Other	100,301	601,103	701,404	727,035
	378,902	2,270,763	2,649,665	2,822,292
For the year ended 31 March 2024	403,587	2,418,705		2,822,292

Other support costs at £701,404 (2024: £727,035) relate to maintenance and management of hospice care centres and marketing and communication.

The above governance costs relate to access to Governor Hub and Stay and Information Commissioner Office (ICO) relating costs.

In addition to the above support costs, there are further governance costs included within Management, Finance and Legal support costs presented above. These are audit fees of £23,250 (2024: £33,640) and legal and professional fees of £24,132 (2024: £24,761).

Total governance costs across all costs categories amounted to £54,001 (2024: £74,398).

10 Net movement in funds

	2025 £	2024 £
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	23,250	33,640
Depreciation of owned tangible fixed assets	435,569	385,400
Operating lease charges	459,118	456,702

11 Trustees' and key management personnel remuneration and expenses

The total amount of employee benefits received by key management personnel is £486,809 (2024: £578,267). The charity considered that the following are key management personnel: The Trustees, Chief Executive Officer, Deputy CEO/ Director of Clinical Services, Director of Income, Director of People, Director of Finance.

Trustees incurred expenses of £Nil during the year (2024: £Nil) which relate to out of office meeting room hire. None of these expenses were paid via third party.

No Trustees are accruing pension arrangements. The Trustees were covered by qualifying indemnity insurance during the year. The Trustees neither received nor waived any remuneration during the year (2024: £Nil). No Trustees received payment for professional or other services supplied to the charity.

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

12 Employees

The average monthly number employees during the year was:

	2025 Number	2024 Number
Raising funds	72	78
Charitable activities	93	103
Management, finance and administration	31	25
	196	206

Employment costs	2025 £	2024 £
Wages and salaries	6,586,873	6,514,980
Social security	627,371	606,606
Pension	392,488	385,750
	7,606,732	7,507,336

The number of employees whose annual remuneration was £60,000 or more were:

	2025 Number	2024 Number
£60,000-70,000	8	2
£70,000-80,000	2	6
£80,000-90,000	4	1
£90,000-100,000	2	2
>£100,000	2	2
	18	13

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13 Tangible fixed assets

	Hospice buildings	Shop and warehouse fittings	Fixtures and fittings	Total
	£	£	£	£
Cost				
At 1 April 2024	8,901,326	967,271	1,968,397	11,836,994
Additions	-	15,871	238,522	254,393
At 31 March 2025	8,901,326	983,142	2,206,919	12,091,387
Depreciation and impairment				
At 1 April 2024	474,037	845,622	1,576,627	2,896,286
Depreciation charged in the year	178,727	50,847	205,995	435,569
At 31 March 2025	652,764	896,469	1,782,622	3,331,855
Carrying amount				
At 31 March 2025	8,248,562	86,673	424,297	8,759,532
At 31 March 2024	8,427,289	121,649	391,770	8,940,708

Hospice buildings include the main Woking site at a carrying amount of £8,248,562. This is held under a 999 year lease and it is a condition of the lease that the property can only be used as a Hospice.

14 Fixed asset investments

	Listed investments	Cash on investments	Total
	£	£	£
Cost or valuation			
At 1 April 2024	823,038	583	823,621
FV movement	761	-	761
At 31 March 2025	823,799	583	824,382
Carrying amount			
At 31 March 2025	823,799	583	824,382
At 31 March 2024	823,038	583	823,621

Historic cost of listed investments held as at the year-end brought forward from previous year is £750,000.

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15 Financial instruments

	2025	2024
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	799,101	1,183,340
Equity instruments measured at cost less impairment	824,382	823,621
Carrying amount of financial liabilities		
Measured at amortised cost	778,390	657,354

16 Stocks

	2025	2024
	£	£
Christmas cards and similar goods	3,003	7,143

17 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	43,397	675,203
Amounts due from fellow group undertakings	140,265	166,792
Other debtors	697,417	422,956
Prepayments and accrued income	254,971	260,785
	1,136,050	1,525,736

18 Creditors: amounts falling due within one year

	Notes	2025	2024
		£	£
Trade creditors		156,704	139,864
Other taxation and social security		144,222	167,175
Deferred income	19	57,612	621,250
Accruals		524,871	399,244
Other creditors		96,815	118,246
		980,224	1,445,779

19 Deferred income

	2025	2024
	£	£
Deferred income	57,612	621,250

Deferred income comprises mainly ICB advance income, together with income from fundraising events held in 2025/26.

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20 Retirement benefit schemes

The total employer pension contribution to all schemes for the year ended 31 March 2025 charged to Statement of Financial Activities was £392,488 (2024: £385,750).

Auto-enrolment
All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet is auto-enrolment obligations. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The auto-enrolment pension contributions payable in the year were £140,876 (2024: £146,160).

NHS Pension Scheme
The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the directive of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is impossible to identify the Hospice's share of the underlying assets and liabilities and as a result of that, the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £251,612 (2024: £239,590).

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21 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Year-ended 31 March 2025	Balance at 1 April 2024 £	Movement in funds: Incoming resources £	Movement in funds: Resources expended £	Balance at 31 March 2025 £
CNS	1,468	65,900	(66,279)	1,089
Horticultural Project	-	8,100	(4,999)	3,101
Counselling	3,610	-	(3,610)	-
Equipment	29,807	39,199	(44,274)	24,732
Recovering of chairs	-	6,525	(5,475)	1,050
Flooring	-	4,966	-	4,966
Wellbeing	22	2,000	(2,022)	-
Education suite	-	9,151	(9,151)	-
Other	1,075	3,812	(3,762)	1,125
	35,982	139,653	(139,572)	36,063

Year-ended 31 March 2024	Balance at 1 April 2023 £	Movement in funds: Incoming resources £	Movement in funds: Resources expended £	Balance at 31 March 2024 £
CNS	13,000	208,859	(220,391)	1,468
Horticultural Project	3,000	-	(3,000)	-
Counselling	-	3,610	-	3,610
Equipment	24,244	14,263	(8,700)	29,807
Flooring	37,563	-	(37,563)	-
Wellbeing	1,938	5,187	(7,103)	22
Other	779	1,301	(1,005)	1,075
	80,524	233,220	(277,762)	35,982

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

21 Restricted funds **(Continued)**

Funds description is as follows:

Clinical Nurse Specialists (CNS) funds provided to support care at home.

Horticultural project is for funds to be spent on the hospice gardens.

Counselling funds are to assist in the delivery of the counselling service to patients and family members.

Equipment fund is to assist in the purchase of clinical equipment such as new beds and chairs for the wellbeing centres and the ward.

The On call service fund is for the service provided by the medical team, including external support, following the need to move this service predominantly in-house.

Clinical IT systems fund is for the EMIS project for the community teams.

22 Unrestricted funds

The income funds of the charity include the following unrestricted funds which have been set aside out of unrestricted funds by the Trustees to meet the objectives of the charity:

		Movement in funds		
Year-ended 31 March 2025	**Balance at 1 April 2024**	**Incoming resources**	**Resources expended**	**Balance at 31 March 2025**
	£	**£**	**£**	**£**
Unrestricted funds - general	12,817,572	9,193,637	(10,324,007)	11,687,202

		Movement in funds		
Year-ended 31 March 2024	**Balance at 1 April 2023**	**Incoming resources**	**Resources expended**	**Balance at 31 March 2024**
	£	**£**	**£**	**£**
Unrestricted funds - general	14,093,153	8,809,057	(10,084,638)	12,817,572

23 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Fund balances at 31 March 2025 are represented by:				
Tangible assets	8,759,532	-	8,759,532	8,940,708
Investments	824,382	-	824,382	823,621
Current assets/(liabilities)	2,103,288	36,063	2,139,351	3,089,225
	11,687,202	36,063	11,723,265	12,853,554

Total restricted net assets funds for the year ending 31 March 2024 related to current assets and amounted to £35,982.

24 Operating lease commitments

Operating leases mainly relate to shop leases.

At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	476,621	459,118
Between two and five years	1,367,807	1,571,137
In over five years	749,605	1,580,663
	2,594,033	3,610,918

25 Related party transactions

Event costs totalling £1,360 (2024: £1,120) were paid to an entity which is operated by the spouse of a Trustee, Richard Roberts, that is considered a related party. The Trustee has neither direct nor indirect interest or control in that entity.

26 Members liability

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up, the liability of each member is limited to a maximum of £1, being the amount that each member undertakes to contribute to the assets of the charity. This applies to the period during their appointment and during the period within one year from termination of appointment.

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27 Subsidiaries

Sam Beare Hospice

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office of Goldsworth Park Centre, Woking, Surrey, GU21 3LG. Woking Hospice operates as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services. The decision to do so annually was agreed at the Board of Trustees' meeting on 11 November 2020 until further notice. No notice as such has been issued to date. In 2025 Sam Beare awarded a grant of £182,301 (2024: £166,169) to Woking Hospice.

Whilst the income for Sam Beare is £185,698 (2024: £172,289), the Trustees decided not to consolidate the two entities this year, similarly to previous years since 2017. If in the future it appears that Sam Beare is consistently receiving notifications of high value donations, legacies or other charitable income, then the point of consolidation will be reviewed again.

The individual financial statements of the subsidiary are presented below.

Details of the charity's subsidiaries at 31 March 2025 are as follows:

Name of undertaking	Registered office	Nature of business	% Held Direct
Sam Beare Hospice	England and Wales	Medical nursing home activities	100

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27 **Subsidiaries** **(Continued)**

Statement of Income and Expenditure

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	2025 Total £	2024 Total £
Income from:				
Donations and legacies	164,425	-	164,425	158,827
Other trading	18,374	-	18,374	3,728
Investment	2,899	-	2,899	9,734
Total	185,698	-	185,698	172,289
Expenditure from:				
Charitable activities	2,227	-	2,227	1,035
Governance costs	1,170	-	1,170	5,085
Grant to Woking Hospice	182,301	-	182,301	166,169
Total	185,698	-	185,698	172,289
Net Income and Expenditure	-	-	-	-
Reconciliation of funds:				
Total funds brought forward	-	-	-	-
Total funds carried forward	-	-	-	-

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

Balance Sheet

	2025 Total £	2024 Total £
Current assets		
Debtors	2,057	31,261
Cash at bank and in hand	140,208	138,229
Total current assets	142,265	169,490
Creditors: amounts falling due within one year	(142,265)	(169,490)
Net current assets	-	-
Total assets less total liabilities	-	-
Net Assets	-	-

WOKING HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

27	**Subsidiaries**		**(Continued)**
	Funds of the Group/ Charity		
	Unrestricted funds	-	-
	Restricted funds	-	-
	Total funds	-	-

28	**Cash generated from operations**	**2025**	**2024**
		£	**£**
	Deficit for the year	(1,130,289)	(1,320,123)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(97,495)	(100,471)
	Gain on investments	-	(78,325)
	Depreciation and impairment of tangible fixed assets	435,569	385,400
	Movements in working capital:		
	Decrease/(increase) in stocks	4,140	(3,948)
	(Increase)/decrease in debtors	389,686	1,097,163
	(Decrease)/increase in creditors	(465,555)	738
	Rental income	16,800	16,800
	Cash absorbed by operations	(847,144)	(2,766)

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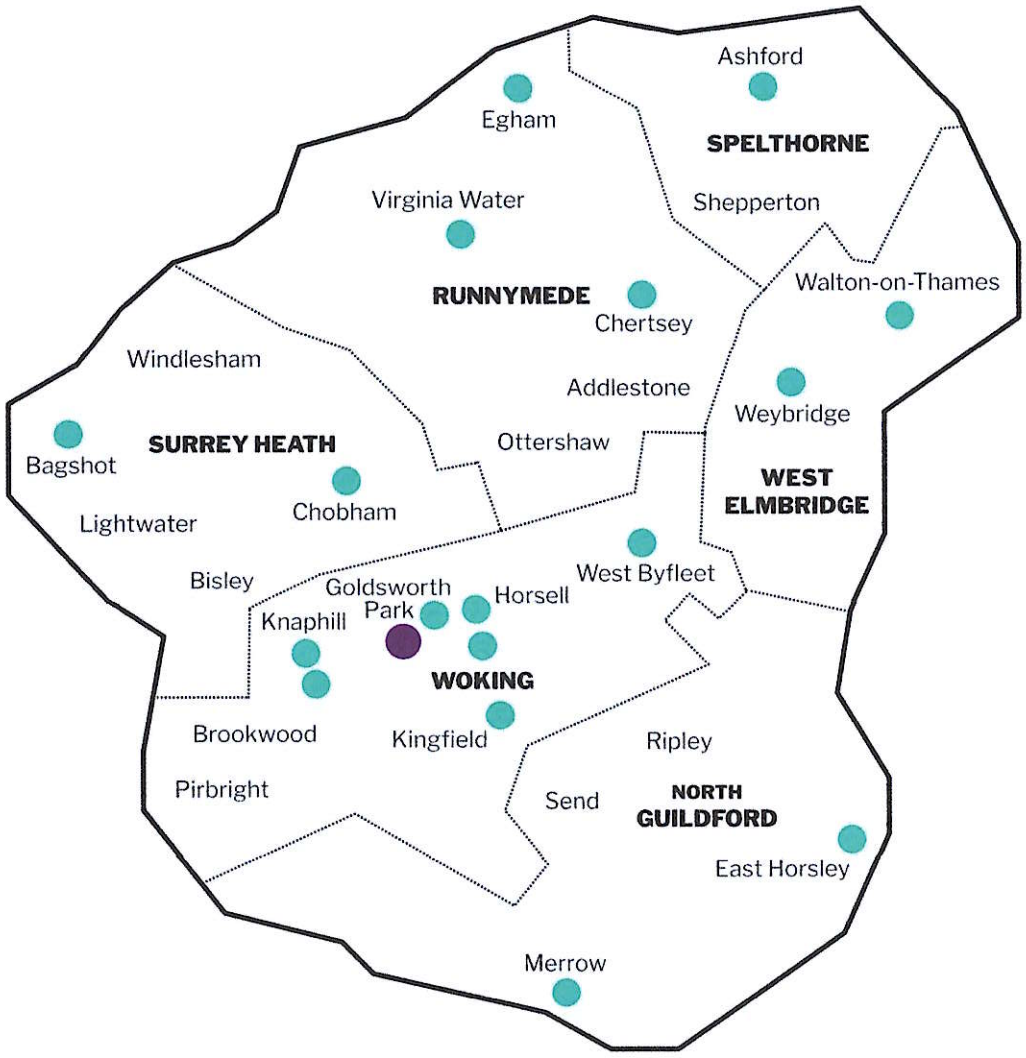
WOKING HOSPICE

LEGAL AND ADMINISTRATIVE INFORMATION

Charity number	1082798
Company number	03955487
Secretary	Anne Collett
Registered office	The Goldsworth Park Centre Woking GU21 3LG
Trustees	Nicola Eggers (Resigned 7th June 2024) Susan Gent (Resigned 31st December 2024) Peter Goodyear (Resigned 13th November 2024) Jon Jagger Roy Jarvis (Resigned 12th November 2025) Kerry Jarred (Resigned 1st April 2025) Carina Kemp (Resigned 31st March 2025) Marc Riggs (Resigned 13th November 2024) Richard Roberts Timothy Stokes Nuweed Razaq (Appointed 29th January 2025) Simon Moore (Appointed 29th January 2025) Paula Van Beurden (Appointed 11th February 2025) Ketan Amin (Appointed 11th February 2025) Dr Katharine Emma Wilkinson (Appointed 10th June 2025) Jennifer Way (Appointed 12th September 2025)
Auditor	Ward Williams Limited Belgrave House 39-43 Monument Hill Weybridge KT13 8RN
Bankers	Barclays Bank Plc Leicester LE87 7BB Lloyds TSB Plc Gail House Lower Stone Street Maidstone ME15 6NB
Investment managers	Rathbones Group Plc 8 Finsbury Circus London EC2M 7AZ
Solicitors	Moore Barlow The Oriel, Sydenham Road Guildford GU1 3SR

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Woking & Sam Beare
Hospice and Wellbeing Care



Woking & Sam Beare Hospice and Wellbeing Care
E: info@wsbh.org.uk
T: 01483 881750
www.wsbh.org.uk

Woking Hospice
Goldsworth Park Centre
Woking

Registered with FUNDRAISING REGULATOR

WOKING HOSPICE

England & Wales - Charity number 1082798

Accounts

Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2024

Registered Office: Goldsworth Park Centre, Woking, Surrey GU21 3LG
Registered Company No: 03955487
Registered Charity No: 1082798
Website: www.wsbh.org.uk

Woking Hospice
An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the "Hospice") is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers and families.

In the year ended 31 March 2024, the Hospice again delivered care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all our activities focus on ensuring that we can be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition, we deliver care in patient homes across our community and in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent Charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association, and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option of not preparing consolidated financial statements as Sam Beare Hospice grants all profits to Woking Hospice, there is no impact on the net assets and no change in the total of the Statement of Financial Activities (SOFA) or our balance sheet in terms of value. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospice and Wellbeing Care. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to "group" activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the Charity for the year ended 31 March 2024. Within the Trustees' Report is the Strategic Report required under s414 c[II] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Chairperson's Report 2023/24

Our Annual Report and Financial Statements this year are more streamlined than in previous years and form an important element in a suite of annual reports which describe in detail the work of the Hospice. The reports are referred to at the foot of this statement with links to them for those reading the online version – I would urge you to read them.

In this reporting year, we cared for over 1,500 patients, carers and family members, with 80% of that care being delivered in patient homes. During the year the Hospice was grateful to receive funding from the NHS covering around 31% of our Clinical costs with the balance being raised through fundraising, retail shops and legacies.

Our retail outlets continue to bring innovation to the High Street and the support we received during the year from local businesses, community groups, sports clubs and individuals, too many to mention here was tremendous and invaluable.

We experienced reduced grant income though and cost pressures in all areas, particularly support costs. In another challenging year, ultimately our income did not cover our costs, and I report a deficit of £1.320m with the deficit being met from Reserves. Whilst it is clearly disappointing to report a deficit it is important to note that this deficit was in line with our prior year forecasting. Preparing for the year ahead, we are looking to make inroads into reducing recent deficits.

A number of key appointments were made during the financial year and in the months immediately following it.

In May 2024, Mark Byrne was appointed Chief Executive Officer replacing the previous post holder who left in February 2024. A finance professional by background, Mark is a non-executive member

of the Surrey Heartlands Integrated Care Board. As a function of this role Mark is also Chair of the Northwest Surrey Health and Care Alliance and Deputy Chair of the system finance Board. Mark was previously chair of primary care commissioning and a member of the Palliative and End of Life Care programme management and Covid surge boards. He is also a past governing body member of the Surrey Heartlands Clinical Commissioning Group.

Woking & Sam Beare Hospice's relevance to the communities of Northwest Surrey has never been so important at a time when more and more people are needing hospice care. Mark therefore joins us at a critical time. His background, skills and sector knowledge, including his understanding of the local healthcare economy, will bring added expertise as we seek to build on our reputation for delivering first-class palliative and end-of-life care.

Change always runs the risk of unsettling organisations but I take this opportunity to thank fellow Trustees, the senior management team and staff for their marvellous support during this period of almost seamless transition. I thank also our NHS partner organisations and other key stakeholders for their on-going support.

During this interregnum period, it was necessary to ensure that we maintained a sharp focus on priorities previously identified, that progress was monitored and reported through our governance processes and acted upon. I am pleased to report that this has been the case with particularly impressive work and dedication from our clinicians and medical teams who continue to provide exemplary care to our patients.

With a new and strengthened management team in place, the Board has already commenced work in reviewing its current strategic framework, with it due to be revised and published in March 2025. The strategy will look to reshape relationships with our partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System, reflecting new approaches to the quality and management of palliative and end of life care, strengthen our financial resilience and operational sustainability and to continue building an environment where our staff and volunteers can flourish.

During the year, we collect patient and family feedback and capture some of it in our Quality Account (see below), the following is just one example:

"From the bottom of our hearts we want to thank Woking Hospice for their dedication, support and care in the last days of Dad's life. Your staff are not only truly professional but inspirational and a credit to their profession. We were constantly greeted with big smiles, warm hearts and willingness to help in every way. Thank you again all the angels at Woking Hospice."

Everything, we do is built around our patients and their families with our patients at the heart of all our actions, investments and decision making. We are proud of our staff and the care they deliver every day, and it is the feedback we receive from the people we touch, that drives our passion to improve in everything we do. I commend this and our suite of reports to you.



Tim Stokes
Chairman of The Board of Trustees

Suite of Hospice reporting

When reading this Annual Report and Financial Statements for the year to 31 March 2024, it is recommended that the following detailed reports are also considered. All can be provided in hard copy if required but links are provided for online access:

Statement-of-Purpose: Updated January 2024 : a document which describes what our Hospice does, where we do it and who we do it for. It is produced for the Care Quality Commission and is a legal requirement.

Quality Account 2023-24 : Our Quality Account produced annually is a published report about the quality of services and improvements proposed. The quality of the services is measured by looking at patient safety, how effective patient treatments are and patient feedback about care provided. Our report is produced for the NHS Surrey Heartlands Integrated Care Board.

Impact Report 2023-24 : This is our second report, and we plan to continually improve on the measurement of the impacts we have through our presence in the community, through the care we provide and on the wider societal and environmental impacts we have.

Trustees' Annual Report

Vision, Mission and Values

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of Northwest Surrey to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing, and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion: we will care with compassion, communicate with honesty and sensitivity, facilitate understanding and choice and ensure both respect and dignity.

Accountability: We will dedicate ourselves to safeguard and support our patients, their families, our volunteers and our staff by working with the highest professional and ethical standards.

Respect: We will respect all regardless of their ability, age, gender, race or sexual orientation and we will not tolerate prejudice of any kind.

Excellence: We will remain committed to continual learning and development to ensure we deliver excellence in all that we do.

Structure, Governance and Management

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the Charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team provide services for the Charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. We will therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. Woking Hospice operates as Woking and Sam Beare Hospice and Wellbeing Care.

The key management personnel of the Hospice consist of the Trustees, Chief Executive Officer and a Management Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

During 2023/24, the Hospice held quarterly Board meetings and other ad hoc meetings in addition to regular meetings for its three main Committees, namely, Governance, Finance and Sustainability and Development and Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions to enable it to govern the Hospice effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process to identify the most suitable appointee. Appointments are then approved by the full Board.

Trustee Induction and Training

There is a formal induction programme using the existing Trustees, the Management Team, staff, and volunteers. In addition, the Trustees receive a full induction pack and ongoing training.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are considered against similar roles in the voluntary sector and against NHS pay scales. The Finance and Sustainability Committee reviews remuneration packages for members of the management team.

Board Effectiveness

Our Trustees are all respected figures with a wide range of appropriate skills. Trustees all live in our local community and are ultimately responsible for all we do. The Board of Trustees work with the management team to:

- Shape the Hospice's long-term strategy and key priorities to ensure that its charitable objectives are met
- Monitor progress and evaluate the impact of the Hospice's activities
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship and corporate governance

Related Parties

Transactions with related parties are at market value and are approved by the Trustees and Executive Team.

Hospice services include the following:

In-patient Care: The Hospice has a 20 bedded in-patient unit, specifically designed to care for patients with specialist palliative care needs in individual rooms for their own privacy and comfort. The Multi-Disciplinary Team caring for our patients consists of Palliative Care Consultants, Doctors, Registered Nurses, Therapists, Assistant Practitioners and Health Care Assistants which is supported by Counsellors, Complementary Therapists, administrative staff and other support services. The Hospice operates 24 hours a day, 365 days a year. An established on-call system operates out of hours.

Wellbeing Care: The Wellbeing Centre operates Monday to Friday and provides a range of holistic therapies including physiotherapy, yoga, complementary therapies, peer support groups, bereavement support, out-patient clinics and bespoke packages of care.

Community Care: The Community Palliative Care Team consisting of Clinical Nurse Specialists, Associate Clinical Nurse Specialists, Paramedic Practitioners, Consultants and Therapists visit patients in their own homes. The Team delivers specialist care through expert assessment and maintenance of individualised treatment plans and through specialist advice to the primary care team and other services involved in patient care. The service operates 7 days a week, 365 days a year from 9am – 5pm providing home visits as well as telephone support.

Hospice at Home: The Hospice at Home Team provide hands on care in the patients' home following an assessment of care needs. The Registered Nurses work with the Primary Care Team and Continuing Care Services to assess the care package required to support a patient at home. The care package is delivered by our team of trained Healthcare Assistants and carers from selected and approved care agencies supported by the Registered Nurses.

Patient and Family Support Services: The Patient and Family Support Team provide support and care to patients, carers and families ranging from advice about benefits and welfare issues, emotional support, to the management of more complex psychological issues. The Bereavement Service is managed through the Team and supports carers and families after the death of a loved one. Our Community Support Volunteer Service provides practical support and companionship to people at home.

24 Hour Advice and Support Line: The Hospice Team provides a 24/7 advice and support line for health care professionals.

Bereavement, Counselling and Befriending: The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers, and family members including children.

Spiritual Care: Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends, or staff.

Voluntary Services: The Hospice is supported by many volunteers who enable the Hospice to provide all the services that it does. Their social impact value to the Hospice community is huge. The immense value of these individuals is very much appreciated by everyone.

Achievements and Performance 2023/24

Under the terms of its funding contract with NHS Surrey Heartlands Integrated Care Board (ICB), the Hospice is required to submit a Quality Account each year. The 2023/24 Quality Account was submitted in May 2024.

The Quality Account provides a detailed analysis of the achievements and performance of our clinicians and medical teams.

A key element contained within the Quality Account is the ICB requirement for us to submit our "Priorities for Improvement" and strategies designed to deliver them for the year ahead, along with Statements of Assurance from the Board.

The Quality Account is an annual report to our stakeholders and supporters designed to improve awareness of the range and quality of our care services and our plans for improvement. As a charity receiving core funding from our NHS Integrated Care Board and majority funding from Trusts, Funds and public donations, we welcome this accountability and the opportunity for scrutiny it presents.

This detailed report is referred to on pages 10 and 11 of this report and can be accessed through the following link: Quality Account 2023-24

The Quality Agenda

Quality: Priorities for Improvement for 2024/25

With it due to be revised in March 2025, the Board has already commenced work in reviewing its current strategic framework. The strategy will look to reshape relationships with our partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System, reflecting new approaches to the quality and management of palliative and end of life care, strengthen our financial resilience and operational sustainability and to continue building an environment where our staff and volunteers can flourish.

Within the annual Quality Account, our clinicians and medical teams have identified the following five key strategic priorities upon which they will report in 2025. Details behind each of the priorities can be found in the Quality Account 2023-24

Priority 1: Enhancing the effectiveness and efficiency of the EMIS Clinical System – electronic patient notes.

The priority for 2024-2025 is to build on the successful implementation of EMIS into the community Services Team in May 2023 and implement the system into the inpatient unit. In addition to this, the

goal is to build upon the EMIS reporting system to create a robust and useful dataset in order to monitor our performance and identify areas of success and areas for development. This data will enable us to confidently benchmark ourselves against other Hospices and Healthcare Organisations.

Priority 2: Fostering a Patient Safety Culture.

The priority for 2024-2025 is to further develop and foster a patient safety culture through prioritising the development and implementation of the Patient Safety Incident Response Framework (PSIRF) within the organisation.

Priority 3: Establishing a structured staff Mandatory Training and Appraisal Programme

The priority for 2024-2025 is to build on our existing processes to develop a structured staff mandatory training and appraisal programme in line with the Core Skills Training Framework, fostering a culture of continuous learning and professional development within the organisation.

Priority 4: Improving access to a robust and diverse Spiritual Care Network

Introducing a robust spiritual care network into all of the hospice services for patients and their families is a pivotal priority for 2024-2025 in order to foster holistic well-being, comfort, and inclusivity during end-of-life care.

Priority 5: Implementation of a comprehensive Audit Programme

Building on the work we have done already into creating a robust audit programme, making audit processes a priority within the hospice for 2024-2025. We believe that audit is crucial for ensuring high quality care, continuous improvement, and accountability.

Our Impact

We believe it important that we measure and report on the impacts our Hospice has.

Earlier this year we produced our second Impact Report 2023-24 and we plan to continually improve on the measurement of the impacts we have through our presence in the community, through the care we provide and on the wider societal and environmental impacts we have.

Commitment to Our Supporters

Like most Charities, the Hospice has an in-house Fundraising Team which it finances to generate income.

The Hospice is registered with the Fundraising Regulator, and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer and adapt our methods as needed. Supporters can change their preferences at any time, and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

We genuinely appreciate feedback from supporters and the public and we review our fundraising activities considering feedback and complaints we may receive.



Our Supporter Promise

At Woking & Sam Beare Hospices, we are extremely lucky and grateful to have so many passionate, committed and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advanced life-limiting conditions, when they need us most.

We want to make sure that our supporters have a great experience. Good communication in the way that's right for our supporters is therefore key.

We promise:

- We will keep the personal details of our supporters safe, secure and confidential
- We will not share or sell details of our supporters to any other organisations or individuals (unless for printing and distribution of communications via our approved preferred supplier)
- We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people
- We will answer any questions about our fundraising activities and costs openly and truthfully
- We will keep our supporters up to date with inspiring and relevant news from our care team
- We will tell the truth and won't exaggerate. What we say we will do, we will do
- Supporters will always be able to let us know how they would like to be communicated with or if they would prefer not to be contacted. And they can change their preferences at any time
- Our database is constantly updated to ensure we have the correct contact details for supporters and how they like to be communicated with
- We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752
E: fundraising@wsbhospices.co.uk

Woking Hospice, Goldsworth Park Centre, Woking, Surrey, GU21 3LG Registered charity No. 1082798 / 1115439

Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services.

Whilst hospices benefited from additional Government funding during the pandemic, it is generally acknowledged that the traditional hospice operating model is not financially sustainable. Hospice UK has continued to encourage its members to collaborate with each other and with their NHS partners in order to reduce their individual cost base and to develop new and more sustainable operating models. The Hospice has been successfully addressing these areas.

In the balance of this Report, we assess the principal risks associated with our current operating model and outline the steps that we have taken to transform our operation in order to ensure our long term financial sustainability.

Principal Risks and Uncertainties

The Risk Register

During the year the Hospice introduced a new Integrated Risk Management Framework which incorporates our Risk Register, Risk Timetable, Risk Management Plan, Roles and Responsibilities, and Board Assurance Framework.

The framework is designed to outline the various risks that the Hospice may encounter, the strategies for managing these risks, and the assurance framework for the Board of Trustees to oversee the effectiveness of risk management processes.

Approach

Our approach to risk management is rooted in proactive identification, assessment, and mitigation of potential risks to ensure the safety and wellbeing of our patients, their loved ones, staff, volunteers, and stakeholders. We acknowledge the risks inherent in achieving our mission and we are committed to managing those risks that pose a threat to the achievement of our strategic objectives and financial sustainability.

We believe in fostering a culture of risk awareness across all levels in the organisation, promoting transparency, communication and continuous improvement. Risk management is an integral part of all executive meeting agendas, allowing the ongoing identification, assessment and management of risk to be carried out in a meaningful way.

Overview

The framework is divided into four main sections:

- Roles & Responsibilities: A list of identified roles and responsibilities across the organisation
- Risk Timetable: A schedule outlining key activities related to risk management, including risk assessments, mitigation actions, monitoring and review processes
- Risk Register: A comprehensive list of identified risks, categorised and assessed based on their likelihood and potential impact on the Hospice's operations and objectives
- Risk Management Plan and Board Assurance Framework: A framework to provide oversight and assurance regarding the effectiveness of the strategies and actions for managing identified risks effectively, including prevention, mitigation, contingency planning, and response procedure

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is its continued reliance upon the (net) income from fundraising activity (Fundraising and Retail).

These funds typically contribute more than 70% of the costs directly associated with our clinical operation. However, they could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

The cost-of-living crisis and economic uncertainty continues to affect the propensity for giving. Whilst we are seeing increased demand on our care services and rising costs, we are also seeing greater competition for donations calling for ever-increasing levels of resilience and creativity to manage the risk.

Legacy income should be expected to improve over time and the Hospice works to encourage legacy giving for the future. Shortfalls in legacy income on an annual basis represent a lower risk as, for the purposes of forward planning and budgeting, this income is traditionally viewed prudently.

The balance of our funds is derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and "Hospice at Home" services.

It has been the case for a number of years that talent retention has seen a challenging hiring environment, particularly amongst clinicians, resulting in the Hospice becoming too reliant on Agency and Bank staff. However, due to positive management in this area, succession planning, employee development, addressing shift patterns and by addressing the working environment, risk in this area has been reduced.

Principal Risks and Uncertainties

Total Reserves

The total reserves of Woking Hospice decreased by £1,320k during the year and totalled £12.9m as at 31 March 2024. This compares with a total of £14.2m on 31 March 2023.

Reserves Policy

The Hospice needs to hold adequate levels of Reserves to ensure that its known liabilities can be met. The Reserves Policy is on the basis of costs, excluding depreciation, less guaranteed contract income. The Trustees will be considering the Reserves Policy in greater detail with a view to changing to a risk-based approach in future years.

It is the view of the Trustees that six months reserves will enable the charity to meet its future charitable expenditure and allow it to be able to react to a significant short term drop in income. We carry out financial planning for a three year period, including income and expenditure, to enable the hospice to put plans in place for both growth and cost management and has set a balanced on-going operational budget in cash terms for the coming year which we believe is achievable.

As at 31 March 2024, Free Reserves stood at £3,054k which includes a cash balance of £3,002k. There is a reduction in these figures mainly due to the deficit movement in funds in the year (£1,320k), together with the long-term investment of which is now valued at £824k. This represents just under six months of operating costs, which includes not only the costs of the staff required to deliver the service offered by the Hospice but also those staff members who are involved in raising funds and providing support services.

Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87.2p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice are summarised on page 15 and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern for the foreseeable future.

The balance of income after our fundraising and other charitable activities derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and "Hospice at Home" services.

The Hospice's relevance to the communities of Northwest Surrey has never been so important at a time when more and more people are needing hospice care. The Hospice has continued to build on its relationships with its partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System and it is gratifying to see ever closer collaboration.

At a time when new challenges are becoming more apparent, including the pressure for further wage rises and other operational cost increases, the Finance and Sustainability Committee continued to monitor monthly financial performance against Budget and Prior Year. The Committee

also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36-month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Looking Ahead

During 2023/24 and in more recent months, the Hospice has strengthened its management team and taken steps to reduce its support staff costs while investing in its clinicians and medical teams. Its new, Integrated Risk Management Framework is rooted in proactive identification, assessment, and mitigation of potential risks. The Hospice acknowledges the risks inherent in achieving its mission and is committed to managing those risks that pose a threat to the achievement of its strategic objectives and financial sustainability.

A significant project to introduce electronic patient notes across the in-patient unit and throughout the Community Palliative Care Team has been successfully introduced on time and below budget. This will have the impact of increasing operational efficiencies and further enhance quality, safety and the patient experience. A new Human Resource platform is in the process of implementation and again this will reduce support costs and increase efficiencies.

Through its Quality Account 2023/24 delivered to the Surrey Heartlands Integrated Care Board (ICB), the Commissioner commented; “We would also like to recognise the continued efforts that the Hospice, via its staff and volunteers, makes to improve integration and local system partnership working for the benefit of palliative care patients in Northwest Surrey (NWS).”

With the Hospice an established and committed member of the NHS Northwest Surrey Health and Care Alliance, our progress gives assurance to our partners in the local healthcare economy of our long-term sustainability. We believe we can achieve more by working together and we are committed to joining up health and care services in palliative and end of life care in the very best interests of our patients and their families.

Trustees' Responsibilities

The Trustees who are also Directors of Woking Hospice for the purposes of Company Law are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

A. Select suitable accounting policies and then apply them consistently
B. Observe the methods and principles in the Charities Statement of Recommended Practices
C. State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
D. Make judgements and estimates that are reasonable and prudent and;
E. 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware. Each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 23rd October 2024 and signed on its behalf by:



Tim Stokes
Chair of the Board of Trustees
23rd October 2024

WOKING HOSPICE

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF WOKING HOSPICE

Opinion

We have audited the financial statements of Woking Hospice for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, 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 accounts* section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of Woking Hospice and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report or the Quality Report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which they operate. We determined that the following were most significant: the Companies Act 2006, the Charities Act 2011.

- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries to the management of the charity. We corroborated our inquiries through our review of correspondence during our audit work.

- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed included:

    - identifying and assessing the design and implementation of controls management has in place to prevent and detect fraud;
    - understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
    - challenging assumptions and judgements made by management in it's significant accounting estimates;
    - identifying and testing journal entries; and
    - assessing the extent of compliance with the relevant laws and regulations.

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: 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 charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Colin Hamilton (Senior Statutory Auditor)
for and on behalf of Ward Williams Limited

24/10/24

Chartered Accountants
Statutory Auditor

Belgrave House
39-43 Monument Hill
Weybridge
KT13 8RN

Ward Williams Limited is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

WOKING HOSPICE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Income from:					
Donations and legacies	**3**	1,659,320	166,875	1,826,195	2,171,260
Charitable activities	**4**	3,218,291	48,585	3,266,876	2,295,171
Other trading activities	**5**	3,752,650	17,760	3,770,410	3,658,988
Investments	**6**	100,471	-	100,471	38,264
Net gains on listed investments		78,325	-	78,325	-
Total income		8,809,057	233,220	9,042,277	8,163,683
Expenditure on:					
Charitable activities	**8**	6,724,029	276,757	7,000,786	6,270,638
Raising funds including retail	**7**	3,360,609	1,005	3,361,614	3,002,000
Net losses on listed investments		-	-	-	9,000
Total resources expended		10,084,638	277,762	10,362,400	9,281,638
Net expenditure for the year/ Net movement in funds		(1,275,581)	(44,542)	(1,320,123)	(1,117,955)
Fund balances at 1 April 2023		14,093,153	80,524	14,173,677	15,291,632
Fund balances at 31 March 2024		12,817,572	35,982	12,853,554	14,173,677

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

All income and expenditure derive from continuing activities.

The notes on pages 25 - 44 form part of these financial statements.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

WOKING HOSPICE

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	13		8,940,708		9,002,908
Investments	14		823,621		745,296
			9,764,329		9,748,204
Current assets					
Stocks	16	7,143		3,195	
Debtors	17	1,525,736		2,622,899	
Cash at bank and in hand		3,002,125		3,244,420	
		4,535,004		5,870,514	
Creditors: amounts falling due within one year	18	(1,445,779)		(1,445,041)	
Net current assets			3,089,225		4,425,473
Total assets less current liabilities			12,853,554		14,173,677
Income funds					
Restricted funds	21		35,982		80,524
Unrestricted funds			12,817,572		14,093,153
			12,853,554		14,173,677

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The notes on pages 25 - 44 form part of these financial statements.

The financial statements were approved by the Trustees on 23 OCTOBER 2024

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J Jagger
Trustee
Company Registration No. 03955487

WOKING HOSPICE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash absorbed by operations	**28**		(2,766)		(987,255)
Investing activities					
Purchase of tangible fixed assets		(323,200)		(239,449)	
Purchase of investments		-		(750,000)	
Interest received		83,671		33,124	
Net cash used in investing activities			(239,529)		(956,325)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(242,295)		(1,943,580)
Cash and cash equivalents at beginning of year			3,244,420		5,188,000
Cash and cash equivalents at end of year			3,002,125		3,244,420

1 Accounting policies

Charity information

Woking Hospice is a charitable company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information page of these financial statements.

The charity's principal activities are the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The presentational currency is Pound Sterling (£).

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charities SORP, the Charities Act 2011, the Companies Act and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Woking Hospice meets the definition of a public benefit entity under FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, unless stated otherwise in the relevant accounting policy note. The principal accounting policies adopted are set out below.

The Trustees have taken the option set out in the Charities SORP paragraph 24.13A not to prepare consolidated financial statements, where the exclusion of a subsidiary from consolidation is not material to the truth and fairness of these accounts. The trustees believe that doing so would not result in the affected primary statements or notes being materially different when compared to those of consolidated statements. Where Sam Beare Hospice generates a surplus, the historic and present strategy of its trustees is that the charity grants this entire surplus to Woking Hospice.

1.2 Going concern

The principal financial risks facing the Hospice are summarised in Trustees report and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company’s ability to continue as a going concern for the foreseeable future.

The balance of income after our fundraising and other charitable activities derived primarily from our contract for clinical services with the Surrey Heartlands Integrated Care Board (ICB). This contract is for Inpatient, Community and “Hospice at Home” services.

The Hospice’s relevance to the communities of Northwest Surrey has never been so important at a time when more and more people are needing hospice care. The Hospice has continued to build on its relationships with its partners within the NHS Northwest Surrey Alliance and wider Surrey Heartlands Integrated Care System and it is gratifying to see ever closer collaboration.

At a time when new challenges are becoming more apparent, including the pressure for further wage rises and other operational cost increases, the Finance and Sustainability Committee continued to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36-month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

1 Accounting policies **(Continued)**

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in the furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity or its subsidiary are legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount until these conditions are fully met or the fulfilment on these is within the control of the charity and it is probable that they will be fulfilled. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. At this point income is recognised. If the amount is not known, the legacy is treated as a contingent asset. This would normally be the case when charity gets notified of legacies however it is impossible to measure the expected distribution amount.

Donated facilities and services

Donated facilities and donated professional services are recognised as income at their fair value when the following conditions are satisfied: when their economic benefit is probable, they can be measured reliably, and the charity has control over them. Fair value is determined on the basis of the value of the gift to the charity which is the value dictated by the open market for comparable facilities and services.

No amount has been recognised in the financial statements for any volunteers' activity time donated in line with criteria outlined in the SORP (FRS102). This was also detailed in the Trustees' Annual Report.

Trading and fundraising

Income from trading activities consists of income earned from fundraising events and any trading activities required to raise funds for the charity and its subsidiary undertaking. Fundraising income is recognised in the accounts when the entitlement to the income has occurred.

This would normally occur when the following conditions are satisfied: on or shortly after when the fundraising activity or event takes place, the charity has fulfilled any performance-related conditions attached to the income (where any), there is a reasonable assurance that the income will be received by the charity, and the value of the income can be quantified with reasonable accuracy.

1 Accounting policies **(Continued)**

Sales of donated goods

The revenue derived from sale of donated goods for resale would normally be recognised in income as follows:

1) For store sales, when the goods are sold to customers at the point of exchange of goods for payment from customers at the till if in store sales.

2) For on-line platforms sales (e.g., eBay sales), when customer places an order and makes the payment, which is also usually the same day when goods are despatched.

There were no donations of goods recognised as stock in the year ended 31 March 2024 (2023: £Nil). It is impractical to estimate the fair value of these goods on receipt because of the volume of low value items received and the lack of detailed records and comparable market data to arrive at a lower of cost and net realisable value of these goods when donation is received.

Government support

Income from government sources is recognised at fair value when the charity's entitlement arises. This is when the income performance conditions have been met, it is probable that the revenue will be received, and the amount can be measured reliably. If the entitlement's conditions cannot be met, the revenue is deferred until these conditions are satisfied.

1.5 Resources expended

All expenditure is accounted for on an accruals basis and is classified on an aggregate basis under relevant and most appropriate costs categories, in line with their nature and purpose.

Expenditure is recognised when there is a legal or constructive obligation to make payments or the charity becomes liable for these payments to the third parties, it is probable that the settlement will be required, and the amount of the settlement can be measured reliably.

Cost of raising funds includes the costs which relate to income generation and retail departments.

Expenditure on charitable activities includes all costs of the provision of hospice services.

Irrecoverable VAT is charged as an expense against the activity as a result of which the relevant expenditure occurred.

All expenditure is inclusive of irrecoverable VAT.

Support costs allocation

Support costs are expenses which were incurred with the view of support of charitable activities but do not directly represent these activities. These consist of office costs, governance costs and administrative payroll costs, and are linked directly to the support of expenditure on the objectives of the charity and include project management. Support costs also include governance costs incurred in relation to the compliance with constitutional and statutory requirements. The analysis of support costs is presented in Note 9.

Where support costs cannot be directly attributed to particular headings, they are allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Premises overheads are allocated on a usage basis and other overheads are apportioned on basis consistent with use of the resources as follows: heads, Full Time Equivalent (FTE), floor space and expenditure.

1 Accounting policies **(Continued)**

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Hospice buildings	2%
Shop and warehouse fittings	20%
Fixtures and fittings	15%-33%
Motor vehicles	20%-30%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred. Investment income is recognised in the period in which the charity is entitled to receipt.

1.8 Impairment of fixed assets

At the end of each reporting date, the charity reviews the carrying amounts of tangible assets, to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises all costs of purchases, costs of conversion and those costs that have been incurred in bringing the stock to their present location and condition. Cost is calculated using the first in, first out method. Provision is made for slow moving and obsolete stock where appropriate.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand and in bank and cash relating to short-term listed liquid investments.

1.11 Financial instruments

The charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances and other debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Debtors which are not subject to interest rates and are receivable within one year are recognised at transaction price. Any losses arising from impairment are recognised as expenditure.

Basic financial liabilities

Basic financial liabilities, including trade creditors, intercompany balances and other creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.12 Fund accounting

General funds are unrestricted and are available to the charity at the discretion of the Trustees in the furtherance of the general objectives of the charity.

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

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

2 Critical accounting estimates and judgements

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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2 Critical accounting estimates and judgements (Continued)

Critical judgements

Useful economic life of fixed assets
Judgements:

The estimation of the useful economic life of depreciated assets involves significant judgement. Trustees consider various factors, including the assets' expected usage, technological advancements, maintenance policies, and historical performance. These judgements are critical in determining the depreciation rates and underlying useful economic life of each assets category.

Key sources of estimation uncertainty:

Usage Patterns: Variations in how frequently and intensively assets are used can impact their useful life.
Maintenance Practices: The quality and frequency of maintenance can extend or shorten an asset's useful life.
Market Conditions: Economic shifts can influence the demand for certain assets, affecting their useful life.

Ensuring appropriate and accurate estimates:

Regular Reviews: Trustees conduct regular reviews of the useful economic life of assets, considering any changes in the factors mentioned above. This ensures that the estimates remain relevant and accurate over time.

Historical Data Analysis: Trustees analyse historical data on asset performance and depreciation can help in making informed estimates. This includes reviewing past estimates and comparing them with actual outcomes.

Donated goods
Judgements:

Estimating the value of goods donated to charity by donors involves significant judgement, particularly when high volumes make it impractical to assess each item individually. Trustees consider these to be challenging due to the nature of the donations, the variability in the condition and quality of the items, and the logistical challenges in valuing large quantities of goods.

Key Sources of Estimation Uncertainty:

Volume of Donations: High volumes of donated goods make it challenging to individually assess and value each item.
Condition and Quality: The condition and quality of donated items can vary widely, adding to the complexity of valuation.
Lack of Market Data: Limited market data for certain types of donated goods can hinder accurate valuation.
Logistical Constraints: Practical difficulties in sorting, categorising, and valuing large quantities of donations.
Donor Information: Incomplete or inconsistent information from donors regarding the donated items.

Ensuring Appropriate and Accurate Estimates:

The Trustees decided not to value the goods received from donors due to extensive impracticalities behind the process and above factors mentioned.

2 Critical accounting estimates and judgements (Continued)

Allocation of support costs
Judgements:

Allocating support costs between raising charitable funds and activity support costs involves significant judgement. Trustees consider the nature of the activities, the direct and indirect benefits derived from the support costs, and the proportionality of the allocation. These judgements are essential to ensure that the financial statements accurately reflect the charity's resources utilisation.

Key Sources of Estimation Uncertainty:

Activity Overlap: Some support activities on occasions benefit both fundraising and operational activities, making it challenging to allocate costs accurately.
Indirect Benefits: Indirect benefits of support costs, such as administrative expenses, can be difficult to quantify and allocate.
Proportionality: Determining the appropriate proportion of support costs to allocate to each activity can be subjective and may vary over time.
Data Availability: Limited or inconsistent data on the usage and impact of support costs can hinder accurate allocation.
Changing Priorities: Shifts in charity's priorities and strategies can affect the allocation of support costs.

Ensuring Appropriate and Accurate Estimates:

Clear Allocation Criteria: Trustees set out clear and consistent criteria for allocating support costs. This includes defining the basis for allocation, such as time spent, resources used, or direct benefits derived.

Regular Reviews: Trustees conduct regular reviews of the allocation methods and assumptions which ensures that the estimates remain relevant and accurate over time. This includes updating the methods based on new information or changes in charity activities.

Detailed Documentation: Trustees maintain detailed documentation of the assumptions, methodologies, and criteria used in allocating support costs.

Continuous Improvement: Trustees foster a culture of continuous improvement, encouraging feedback and learning from past allocation errors. This iterative process helps in refining the allocation techniques and enhancing accuracy.

3 Donations and legacies

	Total 2024 unrestricted	Total 2024 restricted	Total 2024	Total 2023
	£	£	£	£
Donations	224,291	339	224,630	165,185
In memory donations	452,927	12,876	465,803	497,048
Legacies receivable	605,078	-	605,078	459,953
Grants from trusts	24,274	150,415	174,689	281,293
Grants from subsidiary	166,169	-	166,169	767,781
Corporate	186,581	3,245	189,826	-
	1,659,320	166,875	1,826,195	2,171,260
For the year ended 31 March 2023	2,046,915	124,345		2,171,260

4 Charitable activities

	Total 2024 unrestricted	Total 2024 restricted	Total 2024	Total 2023
	£	£	£	£
Integrated Care Board (previously Clinical Commissioning Group)	1,687,034	-	1,687,034	654,324
Continuing care	480,571	-	480,571	461,021
NHSE	-	-	-	54,278
Hospice at home	499,151	-	499,151	487,871
Other	551,535	48,585	600,120	637,677
	3,218,291	48,585	3,266,876	2,295,171
For the year ended 31 March 2023				
Unrestricted funds	2,240,892	-		2,240,892
Restricted funds	-	54,279		54,279
	2,240,892	54,279		2,295,171

NHSE funding in the year ending 31 March 2023 was provided by NHSE as a result of Covid-19 crisis. This particular type of income is not expected to be received any further and this funding stream ended in the prior year.

Other charitable income consists mainly of pharmacy services, support services and doctors' recharged income.

5 Other trading activities

	Unrestricted funds	Restricted funds	Total Total 2024 Unrestricted	Total Total 2023 Unrestricted
	£	£	£	£
Lottery and raffles	329,606	-	329,606	391,239
Fundraising events	510,705	17,760	528,465	499,526
Shop income	2,635,601	-	2,635,601	2,470,099
Gift Aid on shop income	234,922	-	234,922	203,729
Other	41,816	-	41,816	94,395
	3,752,650	17,760	3,770,410	3,658,988

6 Investments

	Total 2024 unrestricted	Total 2023 unrestricted (restated)
	£	£
Rental income	16,800	33,600
Bank interest receivable	83,671	38,264
	100,471	71,864

Rental income in the year ending 31 March 2023 was netted off rental costs. During the year ending 31 March 2024 rental income was classified to investment income. This resulted in the change of the above prior year results from £38,264 to revised £71,864. Trustees are of the opinion that it is not material to reclassify this amount on the face of the Statement of Financial Activities.

7 Raising funds

	Unrestricted funds	Restricted funds	Total Total 2024 unrestricted	Total Total 2023 unrestricted
	£	£	£	£
Fundraising and publicity				
Direct fundraising costs	649,175	1,005	650,180	713,000
Direct retail costs	2,307,847	-	2,307,847	1,988,000
Support costs	403,587	-	403,587	301,000
	3,360,609	1,005	3,361,614	3,002,000

8 Charitable activities

	Total 2024 unrestricted	Total 2024 restricted	Total 2024	Total 2023
	£	£	£	£
Direct costs of palliative care	3,753,230	274,967	4,028,197	4,443,000
Recharges of doctors' costs	553,884	-	553,884	-
	4,307,114	274,967	4,582,081	4,443,000
Support costs	2,416,915	1,790	2,418,705	1,827,638
	6,724,029	276,757	7,000,786	6,270,638

9 Support costs

	Raising funds 2024	Charitable activity 2024	2024 Total	2023 Total
	£	£	£	£
Finance	64,224	384,896	449,120	321,000
Information Technology	42,000	251,706	293,706	303,000
HR & volunteering	35,951	215,457	251,408	229,000
Property	123,164	738,126	861,290	613,000
Management	31,628	189,548	221,176	133,000
Governance	366	2,194	2,560	27,000
Legal	2,288	13,709	15,997	3,000
Other	103,966	623,069	727,035	499,000
	403,587	2,418,705	2,822,292	2,128,000

Other support costs at £727,035 (2023: £499,000) relate to maintenance and management of hospice care centres and marketing and communication.

The above governance costs relate to access to Governor Hub and Stay and Information Commissioner Office (ICO) relating costs.

In addition to the above support costs, there are further governance costs included within Management, Finance and Legal support costs presented above. These are audit fees of £33,640 (2023: £25,000) and legal and professional fees of £24,761 (2023: £41,000).

Total governance costs across all costs categories amounted to £74,398 (2023: £93,000).

10 Net movement in funds

	2024	2023
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	33,640	25,000
Depreciation of owned tangible fixed assets	385,400	372,549
Operating lease charges	456,702	436,000

11 Trustees' and key management personnel remuneration and expenses

The total amount of employee benefits received by key management personnel is £578,267 (2023: £556,716). The charity considered that the following are key management personnel: The Trustees, Chief Executive, Head of Finance & IT, Fundraising Director, Medical Director, Director of Clinical Services, Marketing and Retail Director, HR & Volunteer Service Manager.

Trustees incurred expenses of £153 during the year (2023: £Nil) which relate to out of office meeting room hire. None of these expenses were paid via third party.

No Trustees are accruing pension arrangements. The Trustees were covered by qualifying indemnity insurance during the year. The Trustees neither received nor waived any remuneration during the year (2023: £Nil). No Trustees received payment for professional or other services supplied to the charity.

12 Employees

The average monthly number employees during the year was:

	2024 Number	2023 Number
Raising funds	78	69
Charitable activities	103	90
Management, finance and administration	25	21
	206	180

Employment costs	2024 £	2023 £
Wages and salaries	6,514,980	5,596,724
Social security	606,606	528,659
Pension	385,750	316,523
	7,507,336	6,441,906

The number of employees whose annual remuneration was £60,000 or more were:

	2024 Number	2023 Number
£60,000-70,000	2	6
£70,000-80,000	6	2
£80,000-90,000	1	2
£90,000-100,000	2	1
>£100,000	2	-
	13	11

13 Tangible fixed assets

	Hospice buildings	Shop and warehouse fittings	Fixtures and fittings	Total
	£	£	£	£
Cost				
At 1 April 2023	8,901,326	944,362	1,698,858	11,544,546
Additions	-	53,661	269,539	323,200
Disposals	-	(30,752)	-	(30,752)
At 31 March 2024	8,901,326	967,271	1,968,397	11,836,994
Depreciation and impairment				
At 1 April 2023	296,011	817,617	1,428,010	2,541,638
Depreciation charged in the year	178,026	58,757	148,617	385,400
Eliminated in respect of disposals	-	(30,752)	-	(30,752)
At 31 March 2024	474,037	845,622	1,576,627	2,896,286
Carrying amount				
At 31 March 2024	8,427,289	121,649	391,770	8,940,708
At 31 March 2023	8,605,315	126,745	270,848	9,002,908

14 Fixed asset investments

	Listed investments	Cash on investments	Total
	£	£	£
Cost or valuation			
At 1 April 2023	740,962	4,334	745,296
FV movement	82,076	-	82,076
Cash held as investments movement	-	(3,751)	(3,751)
At 31 March 2024	823,038	583	823,621
Carrying amount			
At 31 March 2024	823,038	583	823,621
At 31 March 2023	740,962	4,334	745,296

Historic cost of listed investments held as at the year-end brought forward from previous year is £750,000.

15 Financial instruments

	2024	2023
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	1,183,340	2,201,217
Equity instruments measured at cost less impairment	823,621	745,296
Carrying amount of financial liabilities		
Measured at amortised cost	657,354	621,332

16 Stocks

	2024	2023
	£	£
Christmas cards and similar goods	7,143	3,195

17 Debtors

	2024	2023
Amounts falling due within one year:	£	£ (restated)
Trade debtors	675,203	619,815
Amounts due from fellow group undertakings	166,792	1,235,371
Other debtors	422,956	435,523
Prepayments and accrued income	260,785	332,190
	1,525,736	2,622,899

There was a correction applied to the Debtors note as at 31 March 2023 because it was presented incorrectly in the note. £1,020,000 has been reclassified to Amounts due from fellow group undertakings from Other debtors balance. No restatement was required in the Balance Sheet as a result of this.

18 Creditors: amounts falling due within one year

	Notes	2024	2023
		£	£
Trade creditors		139,864	188,962
Other taxation and social security		167,175	137,148
Deferred income	19	621,250	686,561
Accruals		399,244	383,662
Other creditors		118,246	48,708
		1,445,779	1,445,041

19 Deferred income

	2024 £	2023 £
Deferred income	621,250	686,561

Deferred income comprises mainly ICB advance income, together with income from fundraising events held in 2024/25.

20 Retirement benefit schemes

The total employer pension contribution to all schemes for the year ended 31 March 2024 charged to Statement of Financial Activities was £385,750 (2023: £316,523).

Auto-enrolment
All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet is auto-enrolment obligations. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The auto-enrolment pension contributions payable in the year were £146,160 (2023: £122,830).

NHS Pension Scheme
The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the directive of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is impossible to identify the Hospice's share of the underlying assets and liabilities and as a result of that, the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £239,590 (2023: £193,693).

21 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Year-ended 31 March 2024	Balance at 1 April 2023	Movement in funds: Incoming resources	Movement in funds: Resources expended	Balance at 31 March 2024
	£	£	£	£
CNS	13,000	208,859	(220,391)	1,468
Horticultural Project	3,000	-	(3,000)	-
Counselling	-	3,610	-	3,610
Equipment	24,244	14,263	(8,700)	29,807
On call service	-	-	-	-
Clinical IT systems	37,563	-	(37,563)	-
Wellbeing	1,938	5,187	(7,103)	22
NHSE	-	-	-	-
Other	779	1,301	(1,005)	1,075
	80,524	233,220	(277,762)	35,982

Year-ended 31 March 2023	Balance at 1 April 2022	Movement in funds: Incoming resources	Movement in funds: Resources expended	Balance at 31 March 2023
	£	£	£	£
CNS	5,000	87,000	(79,000)	13,000
Horticultural Project	-	3,000	-	3,000
Counselling	-	1,000	(1,000)	-
Equipment	15,000	9,244	-	24,244
On call service	-	19,000	(19,000)	-
Clinical IT systems	37,563	-	-	37,563
Wellbeing	-	5,000	(3,062)	1,938
NHSE	-	54,000	(54,000)	-
Other	779	-	-	779
	58,342	178,244	(156,062)	80,524

21 Restricted funds **(Continued)**

Funds description is as follows:

Clinical Nurse Specialists (CNS) funds provided to support care at home.

Horticultural project is for funds to be spent on the hospice gardens.

Counselling funds are to assist in the delivery of the counselling service to patients and family members.

Equipment fund is to assist in the purchase of clinical equipment such as new beds and chairs for the wellbeing centres and the ward.

The On call service fund is for the service provided by the medical team, including external support, following the need to move this service predominantly in-house.

Clinical IT systems fund is for the EMIS project for the community teams.

22 Unrestricted funds

The income funds of the charity include the following unrestricted funds which have been set aside out of unrestricted funds by the Trustees to meet the objectives of the charity:

		Movement in funds		
Year-ended 31 March 2024	**Balance at 1 April 2023**	**Incoming resources**	**Resources expended**	**Balance at 31 March 2024**
	£	**£**	**£**	**£**
Unrestricted funds - general	14,093,153	8,809,057	(10,084,638)	12,817,572

		Movement in funds		
Year-ended 31 March 2023	**Balance at 1 April 2022**	**Incoming resources**	**Resources expended**	**Balance at 31 March 2023**
	£	**£**	**£**	**£**
Unrestricted funds - general	15,232,623	7,986,059	(9,125,529)	14,093,153

23 Analysis of net assets between funds

	Total 2024 Unrestricted £	Total 2024 Restricted £	Total 2024 £	Total 2023 £
Fund balances at 31 March 2024 are represented by:				
Tangible assets	8,940,708	-	8,940,708	9,002,908
Investments	823,621	-	823,621	745,296
Current assets/(liabilities)	3,053,243	35,982	3,089,225	4,425,473
	12,817,572	35,982	12,853,554	14,173,677

Total restricted net assets funds for the year ending 31 March 2023 related to current assets and amounted to £80,524.

24 Operating lease commitments

Operating leases mainly relate to shop leases.

At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024 £	2023 £
Within one year	459,118	451,000
Between two and five years	1,571,137	1,314,000
In over five years	1,580,663	1,214,000
	3,610,918	2,979,000

25 Related party transactions

Event costs totalling £1,120 (2023: £560) were paid to an entity which is operated by the spouse of a Trustee, Richard Roberts, that is considered a related party. The Trustee has neither direct nor indirect interest or control in that entity.

26 Members liability

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up, the liability of each member is limited to a maximum of £1, being the amount that each member undertakes to contribute to the assets of the charity. This applies to the period during their appointment and during the period within one year from termination of appointment.

27 Subsidiaries

Sam Beare Hospice

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office of Goldsworth Park Centre, Woking, Surrey, GU21 3LG. Woking Hospice operates as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services. The decision to do so annually was agreed at the Board of Trustees' meeting on 11 November 2020 until further notice. No notice as such has been issued to date. In 2024 Sam Beare awarded a grant of £166,169 (2023: £767,781) to Woking Hospice.

Whilst the income for Sam Beare is £172,289 (2023: £769,643), the Trustees decided not to consolidate the two entities this year, similarly to previous years since 2017. If in the future it appears that Sam Beare is consistently receiving notifications of high value donations, legacies or other charitable income, then the point of consolidation will be reviewed again.

The individual financial statements of the subsidiary are presented below.

Details of the charity's subsidiaries at 31 March 2024 are as follows:

Name of undertaking	Registered office	Nature of business	% Held Direct
Sam Beare Hospice	England and Wales	Medical nursing home activities	100

27 Subsidiaries **(Continued)**

Statement of Income and Expenditure

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	2024 Total £	2023 Total £
Income from:				
Donations and legacies	158,827	-	158,827	763,671
Other trading	3,728	-	3,728	2,166
Investment	9,734	-	9,734	3,806
Total	172,289	-	172,289	769,643
Expenditure from:				
Charitable activities	1,035	-	1,035	-
Governance costs	5,085	-	5,085	1,235
Grant to Woking Hospice	166,169	-	166,169	768,408
Total	172,289	-	172,289	769,643
Net Income and Expenditure	-	-	-	-
Reconciliation of funds:				
Total funds brought forward	-	-	-	-
Total funds carried forward	-	-	-	-

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

Balance Sheet

	2024 Total £	2023 Total £
Current assets		
Debtors	31,261	148,000
Cash at bank and in hand	138,229	1,088,000
Total current assets	169,490	1,236,000
Creditors: amounts falling due within one year	(169,490)	(1,236,000)
Net current assets	-	-
Total assets less total liabilities	-	-
Net Assets	-	-

27 Subsidiaries **(Continued)**

Funds of the Group/ Charity		
Unrestricted funds	-	-
Restricted funds	-	-
Total funds	-	-

28 Cash generated from operations

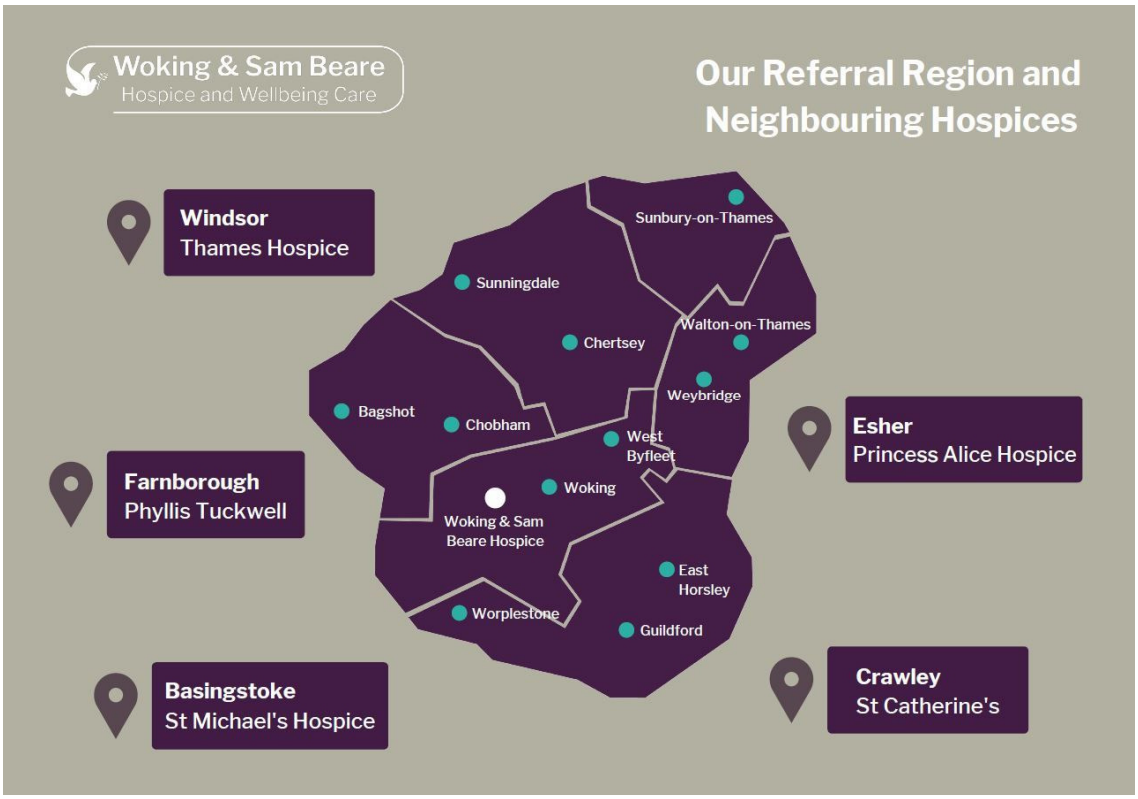
	2024	2023
	£	£
Deficit for the year	(1,320,123)	(1,116,955)
Adjustments for:		
Investment income recognised in statement of financial activities	(100,471)	-
Gain on investments	(78,325)	-
Fair value gains and losses on investments	-	5,000
Depreciation and impairment of tangible fixed assets	385,400	372,550
Movements in working capital:		
(Increase)/decrease in stocks	(3,948)	3,000
(Increase)/decrease in debtors	1,097,163	20,000
Increase/(decrease) in creditors	738	(236,000)
Rental income	16,800	(34,000)
Prior year '£000 rounding variance	-	(1,045)
Cash absorbed by operations	(2,766)	(987,255)

WOKING HOSPICE

LEGAL AND ADMINISTRATIVE INFORMATION

Charity number	1082798
Company number	03955487
Secretary	Anne Collett
Registered office	The Goldsworth Park Centre Woking GU21 3LG
Trustees	Nicola Eggers (resigned 7 June 2024) Susan Gent Peter Goodyear Jon Jagger Tony Jarvis Kerry Jarred Carina Kemp Marc Riggs Richard Roberts Timothy Stokes Janice Whitby (resigned 13 March 2024)
Auditor	Ward Williams Limited Belgrave House 39-43 Monument Hill Weybridge KT13 8RN
Bankers	Barclays Bank Plc Leicester LE87 7BB Lloyds TSB Plc Gail House Lower Stone Street Maidstone ME15 6NB
Investment managers	Rathbones Group Plc 8 Finsbury Circus London EC2M 7AZ
Solicitors	Moore Barlow The Oriel, Sydenham Road Guildford GU1 3SR

Woking & Sam Beare
Hospice and Wellbeing Care



Woking & Sam Beare Hospice and Wellbeing Care
E: info@wsbhospices.co.uk
T: 01483 881750
www.wsbhospices.co.uk

Woking Hospice
Goldsworth Park Centre
Woking

Registered with FUNDRAISING REGULATOR

WOKING HOSPICE

England & Wales - Charity number 1082798

Accounts

Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2023

Registered Office: Goldsworth Park Centre, Woking, Surrey GU21 3LG
Registered Company No: 03955487
Registered Charity No: 1082798
Website: www.wsbh.org.uk

Woking Hospice

An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the “Hospice”) is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers, and families.

In the year ended 31 March 2023, the Hospice again delivered care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all of our activities focus on ensuring that we are able to be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition, we deliver care in patient homes across our community and in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent Charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option set out in the Charities SORP paragraph 24.13A of not preparing consolidated financial statements where the exclusion of a subsidiary from consolidation is not material for the purpose of giving a true and fair view as they believe doing so would not result in the effected primary statements or notes being materially different from unconsolidated versions; where Sam Beare Hospice generates a surplus,the historic and current strategy of its trustees is that the charity grants this entire surplus to Woking Hospice. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospice and Wellbeing Care. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to “group” activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the Charity for the year ended 31 March 2023. Within the Trustees' Report is the Strategic Report required under s414 c[II] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice [SORP] applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Chairperson's Report 2022/23



I start my statement with a compliment received from a family member during the year:

'My mum is being very well cared for and with great dignity and respect, as were all the family and visitors. The staff from all departments are lovely and can't do enough for everyone even though they are busy themselves they make time to ensure everyone is doing ok. Fantastic Hospice with fantastic staff and volunteers. Thank you so much for your kindness and care.'

A reminder of the difference we make every day.

In my last report I said that we had made a financial surplus and that, in every aspect of our operations, we were stronger and better placed to take the Charity forward (free of debt) than at any point in our 25-year history. I also added that it was 'impossible to predict the challenges ahead'.

These words proved all too true given the various challenges now facing the Hospice.

Like households across the country, the Hospice is managing through a post-Brexit/post-covid period during which we have seen economic and political uncertainty which has been made worse by the awful conflict in Ukraine. We are experiencing increasing costs in all areas and, in common with our partners in the wider healthcare sector, greater demand for our services and huge pressure to do more with less. Inflation is impacting fundraising and spending in our shops due to the squeeze on disposable incomes. These pressures were coupled with recruitment challenges during the year, particularly in our clinical areas reflecting pressures in the wider healthcare economy.

As Chair, I am very proud to say all our staff, volunteers and Trustees have risen to these challenges with resilience and fortitude and are constantly seeking opportunities for improvement in all that we do.

In a testing year, I report a deficit of £1.118million with the deficit being met from Reserves. This level of deficit is largely the result of the decision to accept NHS funding relating to 2022/23 (of £800k) in the prior year.

Preparing for the year ahead we have budgeted for a similar deficit which includes a prudent approach to legacies. Legacies are increasingly important to our financial sustainability, and we seek to encourage people to favour us in their Wills. By their very nature, however, legacies are difficult to predict, and we therefore always take a prudent approach to this income stream when preparing our budgets.

Our teams have worked together to drive forward our strategic objectives. A key area of work for our clinical and IT teams has been the implementation of a paperless system for the management of patient records called EMIS. This enables our Community and Wellbeing teams to access real-time patient information using the same system as GPs and other healthcare partners. This work is a transformational change for our clinicians who have embraced the new system.

The implementation of EMIS is expected to be delivered on time and on budget thanks to our collaboration with colleagues at Central Surrey Health who have partnered with us in this project. Investment in EMIS is significant and would not have been possible without the generosity of our NHS partners, the Albert Hunt Trusts and our supporters for which we are most grateful.

We have worked hard to address recruitment challenges. We value our workforce (both staff and volunteers) and are committed to providing support and development opportunities. We recognise the importance of every individual regardless of their role.

Preparing for what we believe will be a more difficult environment for income generation, we have restructured our marketing and fundraising teams with a greater focus on innovation, cross-team collaboration and working across our community.

During the year, our chain of 16 shops continued to benefit from the application of strong retail leadership and market analysis with the quality of our sustainability offer under constant review. Where we believe we will be rewarded, we are prepared to invest in our High Street stores with one great example being our Sam Beare bookshop in Weybridge which, thanks to public votes received the prestigious Muddy Stilettos Award for the Best Independent Bookshop in Surrey!

During the year our Chief Executive (Marian Imrie) announced her plans to retire. Marian has made a significant contribution towards reshaping the Hospice, to building greater financial resilience, and ensuring our relevance and long-term sustainability through closer collaboration with our healthcare partners across North West Surrey. On behalf of the Board of Trustees, I thank her for all her work.

The Board underwent a thorough process to find Marian's successor and I am delighted that Siân Wicks LLM RGN joined the Hospice as Chief Executive on Marian's retirement in June 2023.

Together, and with the interests of our patients uppermost, we will continue to address our long-term financial security, developing plans to reach financial breakeven and then to move into surplus in the coming years. Together, we look forward to seizing opportunities which change, and challenge will inevitably produce.



Tim Stokes
Chairman of The Board of Trustees
20 December 2023

Trustees' Annual Report

Purpose, Vision, Mission, and Values

Purpose

The Hospice works in partnership with NHS Surrey Heartlands Integrated Care Partnership, local Hospitals and Health and Social Care Community providers in order to deliver care on behalf of, and complementary to, that provided by the NHS.

The demographics in North West Surrey are diverse, and the Hospice aims to ensure that, wherever possible, its staff and the services it provides reflect this diversity and is sensitive to the cultural needs of staff, patients and their families in accordance with its Equality and Diversity Policy.

Our Improvement during 2022/23 were to optimise the use of clinical systems, review our Hospice at Home services, develop a palliative and end of life care "hub" for North West Surrey and continue to invest in our workforce.

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of North West Surrey to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing, and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion

Accountability

Respect

Excellence

Trustees' Annual Report
Structure, Governance and Management

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the Charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team [see page 63 for details] provide services for the Charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. We therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. Woking Hospice operates as Woking and Sam Beare Hospice and Wellbeing Care.

The key management personnel of the group consist of the Trustees, Chief Executive Officer, and a Management Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

During 2022/23, the Hospice held a total of four Board meetings and a number of additional meetings for its three main Committees, namely, Governance, Finance & Sustainability and Development & Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

Consistent with Memorandum and Articles of Association, two of the Board's Trustees, Marc Riggs and Peter Goodyear on completion of their full terms have been re-elected, each for a further year after a rigorous review. The Hospice is driving forward with plans to ensure its financial sustainability and the knowledge of these two most experienced Trustees was considered invaluable in supporting this work.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions to enable it to govern the Hospice effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process to identify the most suitable appointee. Appointments are then approved by the full Board.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are benchmarked against similar roles in the voluntary sector and against NHS pay scales. The Finance & Sustainability Committee reviews remuneration packages for members of the Management Team.

Trustee Induction and Training

There is a formal induction programme for all new staff and Trustees.

Board Effectiveness

Our Trustees are all distinguished figures from the world of finance, business, law, medical and clinical, marketing, and public life. They are ultimately responsible for all that we do. The Board of Trustees works with the Management Team to:

- Shape the Hospice's long-term strategy and key priorities to ensure that its charitable objectives are met.
- Monitor progress and evaluate the impact of the Hospice's activities.
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship, and corporate governance.

Related Parties

Transactions with related parties are at market value and are approved by the Trustees and Executive Team. Details of Related Party Transactions are shown in note 27 on page 49.

Volunteer Recruitment, Induction and Training

We are extremely grateful to our friends in the community who give up their time for free. Our network of Volunteers is a valued and important part of our workforce without whom we could not do all that we do. Our Volunteers support our shops and offices, serve in our café at the Hospice, manage our reception desk, keep our gardens looking lovely, help at our fundraising events, and spend time with our patients in the Wellbeing Centre and on the Ward. They all play a vital role in the operation of the Hospice and its services.

We have a formal application process and all Volunteers are interviewed after which we complete the appropriate checks depending on the role that has been applied for. Full support and training is given to each Volunteer who we recruit which commences with a comprehensive induction programme.

Inpatient Unit

The Hospice provides 20 beds at its Inpatient Unit in Goldsworth Park in Woking where 24 hour care is provided by a highly skilled and dedicated multi-disciplinary team. Patients are cared for in single rooms with private bathrooms. Provision can be made for family members to stay overnight with patients.

Community Nurse Specialist Services

Our Community Nurse Specialist Team provides advice and support to patients living with life limiting conditions in their own homes. Members of the team work collaboratively with GP's and District Nurses and provide a vital link with their colleagues working on the Inpatient Unit and in the Hospice at Home Team (formerly referred to as "COSI").

Hospice at Home

The Hospice at Home service provides hands on support to those patients in the last few weeks of life and who wish to die in their own homes.

Wellbeing Services

In normal conditions, outpatients can access wellbeing services each weekday. A team of palliative care specialists work with patients to identify their personal goals for living and support them to live as well as possible within the constraints of their illness. There was inevitably some reduction in face to face services during the pandemic but these were restored in April 2022.

Bereavement, Counselling and Befriending

The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers, and family members including children.

Spiritual Care

Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends, or staff.

Voluntary Services

The Hospice is supported by many Volunteers who enable the Hospice to provide all the services that it does. It is estimated that our Volunteers save the Hospice in excess of £1 million per annum in equivalent staff costs. Their social impact value to the community is, of course, significantly more. The immense value of these individuals is very much appreciated by the staff and Trustees.



Trustees' Annual Report
Achievements and Performance 2022/23

Under the terms of its funding contract with NHS Surrey Integrated Care Partnership (the "ICP"), the Hospice is required to submit a Quality Account each year. The 2022/23 Quality Account was submitted in May 2023. In addition to setting out the Purpose, Vision and Principles of the Hospice, the ICP requires us to submit our "Priorities for Improvement" for the year ahead and to provide Statements of Assurance from the Board.

In March 2022, we set out four priority areas for quality improvement in 2022-2023 and we shared these in our Quality Account for 2021-2022. We have set out our progress in achieving these priorities in the following summary.

Priority 1: Optimising the use of the EMIS Clinical System	
How identified as a priority?	As a result of engagement with our Alliance partners in the Integrated Care Partnership (ICP) during 2021–22, it has become increasingly clear that sustainability and resilience within the local healthcare system is dependent upon increased collaboration between providers.
End of year results	The expected timetable for EMIS implementation was deferred. A considerable amount of progress was, however, made to set the foundations for project delivery in 2023. The priority to optimise the use of the EMIS clinical system has therefore been brought froward to 2023-2024.
Priority 2: Review	**of the Hospice at Home Service**
How identified as a priority?	The Hospice at Home Service (formerly known as CoSI) provides end of life care for people in their last 6-8 weeks of life. The service was introduced in 2014 as a pilot and commissioned in 2015 and enables people to remain at home where this is their preferred place of care. We recognise that there can be duplication in assessment and there is the potential to increase access and capacity through further refinement of the model.
End of year results	We reviewed the model and identified the following: Areas of duplication in assessment with our community team nurses; Registered nurses (RNs) were undertaking some health care assistant tasks; The Community and Hospice at Home Teams were working independently Recommendations were made to improve the clinical pathway and integrate the Hospice at Home and Community Teams. We engaged with the teams to develop and implement a new pathway, single assessment process and integrated service. The agreed model has been piloted and enables a streamlined and more efficient service with no reduction in service quality as evidenced by service outcome measures.

Priority 3. Development of a Palliative & End of Life Care "hub" for NW Surrey	
How identified as a priority?	It has long been acknowledged that providing Specialist Palliative & End of Life (P&EoL) services and resources across sites (with independently recruited and managed) teams is an inefficient use of the scarce resources within those teams. Consultants and senior clinicians are difficult to recruit and, whilst this was the initial driver for the development of the existing SLA, there is now a consensus that closer collaboration can deliver greater efficiency and efficacy.
End of year results	Hospice Doctors are working across sites; the Service Level Agreement between the Hospice and ASPH is currently in place until end of June 2024. The resourcing implications of the proposed Model have been identified; a Business Case has been developed. Discussions around the consolidation of all P&EoL patient services have been held throughout the year. It has not yet been possible, however, to agree a Project Plan with key stakeholders. As a consequence, the proposed changes in the traditional operating model have not been delivered.
Priority 4: Investing in our Workforce	
How identified as a priority?	The challenges of recruitment and retention that all providers are facing were undoubtedly a trigger for determining this priority as was the sense that it was the right action to be taking if we were to achieve our strategic objective of becoming an "Employer of Choice". We recognise that, in the current employment market, it is increasingly difficult to recruit staff who have all the skills and qualifications that are required.
End of year results	We achieved our priority to deliver a new education and training programme that enabled our clinical and non-clinical staff to access training (both internal and external) throughout the year. We reintroduced face to face training for elements of our mandatory training that had moved online due to Covid-19 restrictions. We jointly commissioned (in conjunction with Phyllis Tuckwell Hospice) a 6 month Liberating Leadership Course and shared training facilities to deliver this as a collaborative training opportunity which was highly evaluated. This culminated in a shared learning day. We will repeat this course again in 2023. In March this year, we launched our new Clinical Education programme which offers fortnightly specialist palliative care teaching sessions. The full rolling programme will benefit from contributions from our Medical, Therapy, Wellbeing, Nursing and Counselling Teams and external providers.

Trustees' Annual Report
The Quality Agenda

Quality: Priorities for Improvement for 2023/24

Our Strategic Framework document that sets out the direction of travel for the Hospice for the period ending 31st March 2023 has been reviewed and updated. The revised Strategic Framework document sets out our objectives until March 2025. The priorities below have been identified from this Framework and will support the delivery of our objectives.

The Priorities for Improvement for the year 2023/24 have been identified as follows. Performance against each priority will be assessed in the 2023/24 Quality Account which will be submitted to the NHS Surrey Heartlands Integrated Care Partnership (ICP) in May 2024.

Priority 1: Optimising the use of the EMIS Clinical System

The priority for 2023/24 is to build upon the success of implementing the EMIS clinical system into our Community Services in May 2023. We will ensure that the benefits of this clinical system and the improved communication with our community partners are fully realised and that overall service delivery is materially improved.

Priority 2: Patient Safety

In line with the new NHS England Patient Safety Strategy, we will prepare and transition to the new Patient Safety Incident Reporting Framework (PSIRF) and implement the new processes for responding to patient safety incidents for the purpose of learning and improving patient safety.

Priority 3: To develop and implement a medicines management improvement plan

All clinical incidents are reviewed at the monthly Clinical Quality Meeting. There has been a small increase (and discernible upward trend) in incidents albeit with no harm to the patient.

This will now be a key area for focus and improvement and will be overseen by the Medicines Management Group which is multidisciplinary including a clinical pharmacist. The aim of this focus will support reduction of risk around prescribing and administration of medicines.

Priority 4: To improve our corporate and departmental induction processes

Induction is an opportunity for an organisation to welcome new starters, help them settle in and ensure they have the knowledge and support they need to perform their role. We recognise that an employee's first impressions of an organisation will have a significant impact on their integration within the team and job satisfaction.

An innovative approach to corporate induction will be planned and introduced. In addition, improvements to the current departmental checklists will be made to ensure key elements are completed within an appropriate timescale.

Care Quality Commission (CQC) Regulators

The Hospice was last inspected by the Care Quality Commission in December 2019 when Inspectors assessed our clinical performance as "GOOD" and on a trajectory to "OUTSTANDING". During the COVID pandemic, the CQC has adopted a practice of regular (quarterly) virtual monitoring sessions covering all aspects of our activities.

Post-COVID 19 Roadmap

Progress in delivering some aspects of our Quality Agenda during 2022/23 has inevitably been adversely impacted and / or delayed by COVID 19. Conversely, it has continued to have a positive impact in accelerating changes in practices and our use of technology – changes that have been retained and are now part of "Business as Usual".



Trustees' Annual Report
Our Impact



The Hospice produces an Impact Report each year to share with its supporters the very real difference their support makes. In this section, we look at some of its highlights.

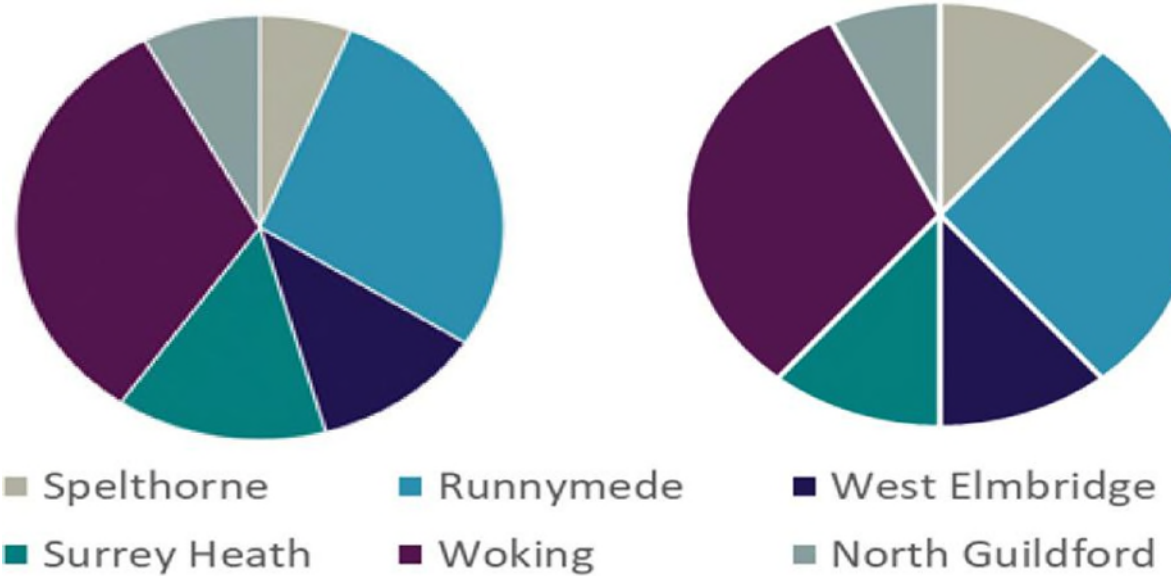
In 2022/23, we continued to care for individual patients and their families and carers.

The table below shows the proportion of our patients who have accessed more than one of our services during 2022/23 compared with the preceding year.

Number of services accessed per patient	2022/23	2021/22
1 Service	58%	67%
2 Services	29%	25%
3 services	10%	6%
4 services	3%	1%

Our care is delivered across six Surrey Boroughs. The charts below illustrate the source of our referrals.

2022/23



2021/22

The holistic nature of palliative care means that we help our patients live well and die comfortably and with dignity. The impact of our care can be measured by the feedback we get from our patients and their families. Patient Surveys are carried out routinely and feedback is monitored to identify where service changes may be required.

We took part in the 2022 National Independent FAMCARE [Service Evaluation of Bereaved Relatives' Satisfaction with End-of-Life Care] Audit for the 11th year running. This audit measures how satisfied the bereaved relatives of patients are with the care services we have provided at the Hospice or at home. The audit was undertaken between 1st August to 30th September 2022.

As in the previous years the majority of results were either '**VERY Satisfied**' or '**Satisfied**'.

The Hospice's impact and value within the community is more than just the care we deliver. In 2022/23 we also added value by:

- Employing 254 local people
- Offering 650 Volunteering opportunities
- Providing family fun events for more than 1,500 local people
- Supporting the NHS through our Fundraising and Retail Income
- Recycling approximately 350 tonnes of items that would have ended up in landfill
- Providing 17 affordable Retail Shops
- Providing 98,450 website users with information
- Sharing updates with approximately 20,000 social media followers

Trustees' Annual Report
Our Commitment to Our Supporters

Like most Charities, the Hospice has an in-house Fundraising Team which it finances in order to generate more income.

The Hospice is registered with the Fundraising Regulator, and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer and adapt our methods as needed. Supporters can change their preferences at any time, and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

We genuinely appreciate feedback from supporters and the public and we review our fundraising activities in light of feedback and complaints we may receive.

We take any Fundraising, Retail, or other trading activity complaints that we receive very seriously. Any emerging trends then inform future practice and procedures to ensure we always treat our supporters' donated goods with respect, and we provide the best possible shopping experience for our customers. For the year 2022/23, we received no fundraising complaints and 28 complaints in Retail that were largely related to donations we were unable to accept but nothing of a serious nature.

Across our Fundraising and Retail operations comprising thousands and thousands of transactions, we received just six complaints. All of these were satisfactorily addressed without the need for referral to the Fundraising Regulator.



Trustees' Annual Report
Our Supporter Promise

At Woking & Sam Beare Hospices, we are extremely lucky and grateful to have so many passionate, committed, and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advance life-limiting conditions, when they need us most.

We want to make sure that our supporters have a great experience. Good communication in the way that's right for our supporters is therefore key.

We promise:

- We will keep the personal details of our supporters safe, secure, and confidential.
- We will not share or sell details of our supporters to any other organisations or individuals [unless for printing and distribution of communications via our approved preferred supplier].
- We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people.
- We will answer any questions about our fundraising activities and costs openly and truthfully.
- We will keep our supporters up to date with inspiring and relevant news from our care team.
- We will tell the truth and won't exaggerate. What we say we will do, we will do.
- Supporters will always be able to let us know how they would like to be communicated with or if they would prefer not to be contacted. And they can change their preferences at any time.
- Our database is constantly updated to ensure we have the correct contact details for supporters and how they like to be communicated with.
- We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated.

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752
E: fundraising@wsbhospices.co.uk

fundraising@wsbhospices.co.uk

Trustees' Annual Report
Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services.

Whilst hospices benefitted from additional Government funding during the pandemic, it is generally acknowledged that the traditional hospice operating model is not financially sustainable. Hospice UK has continued to encourage its members to collaborate with each other and with their NHS partners in order to reduce their individual cost base and to develop new and more sustainable operating models. The Hospice has been successfully addressing these areas.

In the balance of this Report, we assess the principal risks associated with our current operating model and outline the steps that we have taken to transform our operation in order to ensure our long-term financial sustainability.



Trustees' Annual Report
Principal Risks and Uncertainties

The Risk Register

The Hospice maintains a Risk Register in which risks are identified and assessed. Assessments are undertaken on a regular basis with policies and procedures developed to mitigate the incidence, scale, and potential impact of all risks. The Risk Register is reviewed at both the quarterly Governance and Finance & Sustainability Committee meetings. Both these Committees report to the main Board on the outcome of these reviews.

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is its continued reliance upon the (net) income from fundraising activity (Fundraising and Retail).

In normal conditions, these funds typically contribute more than 60% of the costs directly associated with our clinical operation. By definition, however, they could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

Our Retail and Fundraising Departments work continuously to improve performance but, even before the advent of the COVID 19 pandemic, the economic climate and decline of footfall on the High Street was having an adverse impact and making it harder to achieve the funding we require to deliver our services. This last financial year has also seen escalating costs stemmed from a cost-of-living crisis.

Shortfalls in Legacy income represent a lower risk as, for the purposes of forward planning, this income is traditionally included at a prudent level.

The balance of our funds is derived primarily from our contract for clinical services with the NHS Surrey Heartlands Integrated Care Partnership (ICP). This contract is for Inpatient, Community and "Hospice at Home" services. Our contract was renewed from 1 April 2022 for a further 2 years.

As is the case with all healthcare operators, we are facing ongoing recruitment challenges which have been exacerbated (in part at least) by the UK's departure from the European Union. We now offer an equivalent clinical Pay Scale to that offered by our NHS partners so that we can compete on the similar Terms and Conditions.

Trustees' Annual Report
Principal Risks and Uncertainties

Total Reserves

The total reserves of Woking Hospice decreased by £1,118k during the year and totalled £14.2m as at 31 March 2023. This compares with a total of £15.3m on 31 March 2022.

Reserves Policy

The Hospice needs to hold adequate levels of Reserves to ensure that its known liabilities can be met. The Reserves Policy is on the basis of costs, excluding depreciation, less guaranteed contract income. The Trustees will be considering the Reserves Policy in greater detail with a view to changing to a risk-based approach in future years.

It is the view of the Trustees that six months reserves will enable the charity to meet its future charitable expenditure and allow it to be able to react to a significant short-term drop in income. We carry out financial planning for a three year period, including income and expenditure, to enable the hospice to put plans in place for both growth and cost management and has set a balanced on-going operational budget in cash terms for the coming year which we believe is achievable.

As at 31 March 2023, Free Reserves stood at £4.344m which includes a cash balance of £3.244m. Free reserves have reduced since the previous year-end (£6.097m) as a result of the deficit movement in funds in the year (£1.118m) offset by a new long-term investment (£750k). This represents more than six months of operating costs, which includes not only the costs of the staff required to deliver the service offered by the Hospice but also those staff members who are involved in raising funds and providing support services.



Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice are summarised on page 19 and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern for the foreseeable future.

The Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services has been renewed by the Integrated Care Partnership (ICP).

In the current climate it is clear that new challenges are becoming more apparent. These include the pressure for further wage rises and other operational cost increases.

Recruitment continues to be challenging across the health and social care sector, but we have been successful in filling our nursing vacancies. Demand for our clinical services has not reduced and our NHS partners appear to be more reliant on us than ever before.

The Finance and Sustainability Committee continues to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36 month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Trustees' Annual Report
Looking Ahead

During 2022/23, the Hospice continued to make changes to its management structure and methods of operation. In making these changes, it was able to assure its partners in the local healthcare economy of its long-term sustainability.

With a new Strategic Framework that was ratified by the Board of Trustees at the Board Meeting in 2023, we have retained much of what would be classified as best practice strategic objectives. We have also carried forward and modified some and have developed new ones in response to changes in the political and economic landscape and some of the workforce challenges we face. This relates to general difficulties clinical recruitment post-Covid but also in maintaining our salaries and benefit packages competitive.

Woking & Sam Beare Hospice now an established member of the North West Surrey [NWS] Alliance. We are working together for better health care and wellbeing for the residents of Woking, Runnymede, Elmbridge and Spelthorne.

The NWS Alliance is one of the largest public sector Alliances in the UK and is made up of local health and care organisations, and local authorities.

We seek to tackle some of the most significant health and care challenges facing people in North West Surrey, transforming how we operate our services to meet the challenges posed to a 21st-century health system.

We believe we can achieve more by working together and we are committed to joining up health and care services and considering all a person's health, wellbeing, and social care needs.



Trustees' Annual Report
Trustees' Responsibilities

The Trustees [who are also Directors of Woking Hospice for the purposes of Company Law] are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards [United Kingdom Generally Accepted Accounting Practice].

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

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

A. **Select suitable accounting policies and then apply them consistently**
B. **Observe the methods and principles in the Charities Statement of Recommended Practices**
C. **State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements**
D. **Make judgements and estimates that are reasonable and prudent and;**
E. **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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware. Each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 20 December 2023 and signed on its behalf by:



Tim Stokes
Chair of the Board of Trustees
20 December 2023

Independent Auditor's Report
To Members of Woking Hospice
A limited company by guarantee - Registered Company No.: 03955487

Opinion

We have audited the financial statements of Woking Hospice (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided as well as discussions with management of plans going forward.

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



Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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' report (incorporating the Directors' report) for the financial year
for which the financial statements are prepared is consistent with the financial statements; and
The Directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Review of transactions which could relate to instances of fraud or non-compliance;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

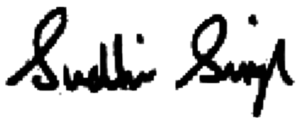
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-ofauditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of this 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.



Sudhir Singh FCA (Senior Statutory Auditor)
For and behalf of MHA, Statutory Auditor
London, United Kingdom

Date: 22 December 2023

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

Statement of Financial Activities
Including Income and Expenditure
For the year ended 31 March 2023 | Registered Company No.: 03955487

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total Funds £'000	2022 Total Funds £'000
Income From:					
Donations and legacies	**2**	2,046	125	**2,171**	1,490
Charitable activities	**3**	2,241	54	**2,295**	4,840
Other trading activities	**4**	3,659	-	**3,659**	3,484
Investment income	**5**	38	-	**38**	73
Total		**7,984**	**179**	**8,163**	**9,887**
EXPENDITURE ON					
Charitable Activities	**6**	6,114	156	6,270	6,291
Raising Funds including Retail	**7**	3,002	-	3,002	2,500
Investments	**8**	-	-	-	6
Total		**9,116**	**156**	**9,272**	**8,797**
Net income and Expenditure		**(1,132)**	**23**	**(1,109)**	**1,090**
Extraordinary Item		-	-	-	6,659
Net losses on investments		(9)	-	(9)	
Net movement in funds		(1,141)	23	(1,118)	7,749
Reconciliation of funds					
Total funds brought forward		15,233	58	15,291	7,543
Total funds carried forward		**14,092**	**81**	**14,173**	**15,292**

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 32-50 form part of these financial statements.

Balance Sheet

As at 31 March 2023 | Registered Company No.: 03955487

	Notes	2023 £'000	2022 £'000
FIXED ASSETS			
Tangible assets	**13**	9,003	9,136
Investments	**14**	745	-
Total Fixed Assets		**9,748**	**9,136**
CURRENT ASSETS			
Stock	**15**	3	6
Debtors	**16**	2,622	2,642
Cash at Bank and in Hand		3,244	5,188
Total Current Assets		**5,869**	**7,836**
CREDITORS: amounts falling due within one year	**17**	(1,444)	(1,680)
NET CURRENT ASSETS		**4,425**	**6,156**
TOTAL ASSETS LESS CURRENT LIABILITIES		**14,173**	**15,292**
CREDITORS: amounts falling due after one year	**19**	-	-
NET ASSETS		**14,173**	**15,292**
Funds of the Group/Charity			
Restricted Funds	**21**	81	58
Unrestricted Funds			
	General	14,092	15,234
Total Unrestricted Funds		**14,092**	**15,234**
TOTAL FUNDS		**14,173**	**15,292**

The Financial Statements were approved and authorised for issue by the Board of Trustees on 20 December 2023. The notes on pages 32-62 form part of these Financial Statements.



J Jagger,

Trustee | 20 December 2023

Statement of Cash Flows

For the year ended 31 March 2023 | Registered Company No.: 03955487

	Notes	2023 £'000	2022 £'000
Cash Flow from Operating Activities	22	(989)	1,842
Net Cash Flow from Operating Activities		**(989)**	**1,842**
Cash Flow from Investing Activities			
Payments to acquire tangible fixed assests		(239)	(243)
Purchase of investments		(750)	-
Interest Received		34	-
Net Cash Flow from Investing Activities		**(955)**	**(243)**
Net increase/(decrease) in cash and cash equivalents		**(1,944)**	**1,599**
Cash and cash equivalents at 31 March 2022		5,188	3,589
Cash and cash equivalents at 31 March 2023		**3,244**	**5,188**
Cash and cash equivalents consist of:			
Cash at Bank and in Hand		3,244	5,188
Cash and cash equivalents at 31 March 2022		**3,244**	**5,188**

Analysis of net debt is not required as there are no relevant movements in the year and the previous year.

The notes on pages 31-49 form part of these financial statements

Financial Statements
For the year ended 31 March 2023 | Registered Company No.: 03955487

1. General information

Woking Hospice is a company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information page of these financial statements. The nature of the charity's operations and principal activities is the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The presentational currency of the financial statement is Pound Sterling (£).

2. Accounting policies

2.1 Basis of preparation of financial statements

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

The financial statements have been prepared under the historical cost convention, if appropriate modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £000.

Woking 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.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The Trustees have taken the option set out in the Charities SORP paragraph 24.13A of not preparing consolidated financial statements where the exclusion of a subsidiary from consolidation is not material for the purpose of giving a true and fair view as they believe doing so would not result in the effected primary statements or notes being materially different from unconsolidated versions; where Sam Beare Hospice generates a surplus,the historic and current strategy of its trustees is that the charity grants this entire surplus to Woking Hospice.

2.2 Funds

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

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

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

2.3 Going concern

The principal financial risks facing the Hospice are summarised on page 19 and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern for the foreseeable future.

The Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services has been renewed by the Clinical Commissioning Group.

In the current climate it is clear that new challenges are becoming more apparent. These include the pressure for further wage rises and other operational cost increases.

Recruitment continues to be challenging across the health and social care sector, but we have been successful in filling our nursing vacancies. Demand for our clinical services has not reduced and our NHS partners appear to be more reliant on us than ever before.

The Finance and Sustainability Committee continues to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24-month basis and annually over a 36 month basis. Despite the cost pressures noted above, our cash reserve position appears to be sufficiently strong to maintain activities at full capacity levels.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

2.4 Income recognition

All income is included in the Statement of Financial Activities [SoFA] when the group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, they can be measured reliably, and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example, the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP [FRS102]. Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion, legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these

occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the group. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government sources is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

2.5 Donated goods and services

There were no donations of goods or services in the year ended 31 March 2023 (2022: £Nil). Donated goods for resale are recognised as income when sold and included in income from retail shops in the SoFA. It is not practical to estimate the fair value of these goods on receipt because of the volume of low value items received and the lack of detailed records.

2.6 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds includes the operation of the income generation and retail departments.
Expenditure on charitable activities includes all costs of the provision of hospice services.
Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

All expenditure is inclusive of irrecoverable VAT.

2.7 Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent
with use of the resources.

Premises overheads have been allocated on a usage basis and other overheads have been apportioned on a basis consistent with use of the resources; heads, FTE (Full Time Equivalent), floor space and expenditure. Support costs also include governance costs which are those costs incurred in relation to compliance with constitutional and statutory requirements. The analysis of support costs is included in note 10.



2.8 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets are capitalised when the value is greater than £500.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a straight-line basis over its expected useful life as follows:

Leasehold buildings and improvements	- 2%
Hospice building improvements	- 2%
Shop and warehouse fittings	- 20%
Fixtures and fittings	- Between 15%- 33%
Motor vehicles	- Between 20% - 30%

2.9 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are continuously measured at fair value with changes recognised in 'net (losses)/ gains on investments' in the Statement of Financial Activities, if the shares are publicly traded or their fair value can otherwise be measured reliably. As investments are continuously revalued there are no realised gains or losses recorded. Investment income is accounted for in the period in which the Charitable Company is entitled to receipt.

2.10 Stocks

Stocks are stated at the lower of cost and estimated selling price, less costs to complete and sell. Costs includes all cost of purchases, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first in, first out formula. Provision is made for damaged, obsolete and slow moving stock where appropriate.

2.11 Debtors

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

Debtors with no stated interest rate and receivable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

2.12 Cash at bank and in hand

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

2.13 Liabilities and provisions

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

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

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

2.14 Financial instruments

The Charitable Company 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.

The financial assets and liabilities are as follows:

- Debtors trade and other debtors (including accrued income) are financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

- Cash at bank is classified as a basic financial instrument and is measured at face value.

- Liabilities trade creditors accruals and other creditors are classified as financial instruments and are measured at amortised cost. Amounts due for taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

2.15 Operating leases

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

2.16 Tax

The charity is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for the UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

2.17 Employee benefits

The charity operates a defined contribution plan for the benefit of some of its employees. Contributions are expensed as they become payable. When employees have rendered service to the charity, short term

employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The NHS defined benefit scheme is operating but accounted for like a defined contribution scheme for the reasons detailed in note 26.

2.18 Redundancy and termination benefits

It is the Charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives. The payments do not provide the Charity with future economic benefits therefore they are recognised immediately as an expense.

2.19 Pensions

The Charitable Company operates a defined contribution pension scheme. It's clinical staff are also enrolled on an NHS employers contribution pension scheme. The pension charge represents the amounts payable by the Charitable Company to these funds in respect of the year.

2.20 Fund accounting

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

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

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

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

2.21 Judgement and key sources of estimation uncertainty

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

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- We have not consolidated our accounts with the subsidiary Sam Beare Hospice.
- Depreciation rates reflect an estimate of economic lives of the underlying assets.
- Impracticality of valuing donated goods for resale at fair value on receipt of the goods.
- Allocation of support costs.

3. Income from donations and Legacies

	2023			2022		
	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2023 £000	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2022 £000
Donations	151	14	165	174	106	280
In Memory donations	497	-	497	524	-	524
Legacies	460	-	460	299	-	299
Grants from Trusts	170	111	281	143	-	143
Local Authority Grants	-	-	-	36	-	36
CJR Scheme	-	-	-	30	-	30
Grants from Subsidiary	768	-	768	101	-	101
Corporate	-	-	-	77	-	77
	2,046	**125**	**2,171**	**1,384**	**106**	**1,490**

Local Authority Grants were government grants received via local authorities to support non-essential businesses forced to close due to lockdown restrictions whilst the Coronavirus Job Retention Scheme (CJR) was set up by the Government to support businesses with the employment costs of staff who would otherwise have been laid off or made redundant because the business was impacted by the Covid 19 crisis.

4. Income from charitable activities

	2023 £000	2022 £000
Clinical Commissioning Group	654	2,388
Continuing Care	461	531
NHSE	54	927
CoSI	488	470
Other	638	524
	2,295	**4,840**

NHSE funding related to grants provided by NHSE due to the Covid 19 crisis.

5. Income from other trading activities and fundraising events

	2023 £000	2022 £000
Lottery and Raffles	391	410
Fundraising events	500	337
Other	95	24
Insurance Income	-	456
Shop Income	2,469	2,144
Gift Aid on Shop Income	204	113
	3,659	**3,484**

Other income includes income from the cafe and all income is unrestricted in 2021/22 and 2022/2023.

6. Investment Income

	2023	2022
	£000	£000
Rental Income	34	73
Income from Investments	4	-
	38	**73**

Investment income is unrestricted

7. Expenditure on charitable activities

	2023	2022
	£000	£000
Direct costs of Palliative Care	4,443	4,918
Support costs	1,827	1,372
	6,270	**6,291**

8. Expenditure on raising funds

	2023	2022
	£000	£000
Direct Fundraising costs	713	326
Direct Retail costs	1,988	1,946
Support Costs	301	228
	3,002	**2,500**

9. Expenditure on Investments

	2023	2022
	£000	£000
Direct costs	0	6
	0	**6**

Direct costs relating to expenditure on investments for the 2023 year was £NIL.

10.Allocation of support costs

	Raising Funds	Charitable Activity	Total 2023	Raising Funds	Charitable Activity	Total 2022
	£000	£000	£000	£000	£000	£000
Finance	46	275	**321**	38	211	**249**
Information Technology	47	256	**303**	31	188	**219**
HR & Volunteering	33	196	**229**	25	150	**175**
Property	88	525	**613**	53	336	**392**
Management	19	114	**133**	15	90	**105**
Governance	1	26	**27**	1	25	**26**
Other	67	432	**499**	62	372	**434**
Legal	0	3	**3**	0	0	**0**
	301	**1,827**	**2,128**	**228**	**1,372**	**1,600**

11. Governance costs

Within Management support costs above are the following governance costs:

	2023	2022
	£000	£000
Audit - Current year	25	26
Legal Fees	41	47
	66	**73**

12. Net income / expenditure for the year

Net (Income)/Expenditure is stated after charging/(crediting):

	2023	2022
	£000	£000
Depreciation of tangible Fixed Assets	373	565
Operating Lease Rentals	436	436
	809	**1,001**

2021/22 depreciation includes additional sums of £68k due to a change in the estimated life span of assets and a further £191k due to a correction in the applied estimated life span.

13(a). Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employee benefits received by key management personnel is £556,716 (2022: £409,989). In the period ended 31 March 2023, the Charity considered its key management personnel comprise: The Trustees; Chief Executive; Head of Finance & IT; Fundraising Director; Medical Director; Director of Clinical Services; Marketing and Retail Director; HR & Volunteer Services Manager. The Trustees neither received nor waived any remuneration during the year (2022: £NIL). No trustees are accruing pension arrangements. The trustees were covered by qualifying indemnity insurance during the year.

Trustees claimed nil expenses in both years. No charity Trustee received payment for professional or other services supplied to the charity. The reimbursement of key management expenses, none of which were paid via a third party, was as follows:

	2023	2022	2023	2022
	Number	Number	£	£
Travel & Subsistence	5	5	1	1

13(b). Staff costs

The average monthly number of employees and full time equivalents (FTE) during the year was as follows:

	2023 Number	2023 FTE	2022 Number	2022 FTE
Raising Funds	69	57	70	57
Charitable Activities	90	72	104	61
Management and Administration	21	18	18	15
	180	**147**	**192**	**133**

The total staff costs and employee benefits were as follows:

	2023 £'000	2022 £'000
Wages and Salaries	5,597	4,927
Social Security	529	424
Pension Costs	317	255
	6,443	**5,606**

In the period ended 31st March 2023 staff contractual redundancy payments were made totaling £9K (2022: £NIL).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows (amounts below include termination payments):

	2023 Number	2022 Number
£60,000-£70,000	6	4
£70,000-£80,000	2	1
£80,000-£90,000	2	1
£90,000-£100,000	1	1
	11	**7**

The total employee benefits of the above employees were £895k (2022: £567k)

14. Tangible fixed assets

	Leasehold Buildings (Donated Asset) £'000	Hospice Furniture and Fittings £'000	Shop, Warehouse Fittings and Motor Vehicles £'000	TOTAL £'000
Cost at 1 April 2022	8,901	1,502	902	**11,305**
Additions	-	197	42	**239**
At 31 March 2023	**8,901**	**1,699**	**944**	**11,544**
Accumulated depreciation at 1 April 2022	118	1,281	770	**2,169**
Depreciation charge	178	147	48	**373**
At 31 March 2023	**296**	**1,428**	**818**	**2,542**
Net book values				
At 1 April 2022	8,783	221	132	**9,136**
At 31 March 2023	**8,605**	**271**	**127**	**9,003**

15. Fixed asset investments

	Listed Investments £'000	Cash held as Investments £'000	Total £'000
Cost or valuation			
At 1 April 2022	-	-	-
Transfer between classes	750	(750)	**-**
Additions/Transfer	-	750	**750**
Unrealised gains/(losses)	(9)	-	**(9)**
Cash held as investments	-	4	**4**
At 31 March 2023	**741**	**4**	**745**

Historic cost of listed investments held as at the year -end is £750k (2022: £NIL).

16. Stock

	2023	2022
	£000	£000
Goods for Resale	3	6
	3	**6**

All stock is held for resale in shops and comprises mainly of Christmas cards and a small selection of new goods.

17. Debtors

	2023	2022
	£'000	£'000
Trade Debtors	620	646
Other Debtors	1,455	1,116
Amount due from subsidiary	215	486
Prepayments	332	308
VAT Recoverable	-	86
	2,622	**2,642**

18. Creditors: amounts falling due within one year

	2023	2022
	£'000	£'000
Trade Creditors	188	275
Tax and Social Security	137	121
Accruals and Deferred Income	1,119	1,284
	1,444	**1,680**

19. Deferred income

	2023	2022
	£'000	£'000
At 1 April 2021	(850)	(650)
Additions during the year	(683)	(850)
Amounts released to income	850	650
At 31 March 2022	**(683)**	**(850)**

Deferred Income comprises various amounts including advance ICP income, advance lottery sales and for fundraising events held in 2023/24.

20. Leases

Operating leases primarily relate to shop leases
Total future minimum lease payments under non-cancellable operating leases are as follows:

	Land & Buildings	Other	Land & Buildings	Other
	2023	2023	2022	2022
	£000	£000	£000	£000
Within one year	440	11	470	1
Greater than one year and not more than five years	1,297	17	1,189	-
Greater than five years	1,214	-	899	-
	2,951	**28**	**2,558**	**1**

21. Fund Reconciliation

	Charity 2023 £'000	Charity 2022 £'000
Unrestricted Funds		
At 01 April	15,234	7,465
Income	7,984	17,755
Expenditure	(9,116)	(9,986)
Net losses on investments	(9)	
At 31 March	14,093	15,234
General	14,093	15,234
At 31 March	**14,093**	**15,234**

	Charity 2023 £'000	Charity 2022 £'000
Restricted Funds		
At 01 April	58	78
Net Movement in Funds	23	(20)
At 31 March	**81**	**58**

2022/23

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2022 £'000	Transfers £'000	Income £'000	Expenditure £'000	At 31 March 2023 £'000
CNS	5	-	87	(79)	13
Horticultural Project	-	-	3	-	3
Counselling	-	-	1	(1)	
Equipment	15	-	10	-	25
On Call service	-	-	19	(19)	-
Clinical IT Systems	38	-	-	-	38
Wellbeing	-	-	5	(3)	2
NHSE	-	-	54	(54)	-
	58	**-**	**179**	**(156)**	**81**

Fund description

- Clinical Nurse Specialists (CNS) funds provided to support care in the home,
- Horticultural project is for funds to be spent on the Hospice gardens,
- Counselling funds are to assist in the delivery of the counselling service to patients and family members,
- Equipment is to assist in the purchase of clinical equipment such as new beds and chairs for the Wellbeing Service,
- The On Call Service is the service provided by the Medical Team, including external support, following the need to move this service predominantly in-house,
- Clinical IT Systems is for the EMIS project for the Community teams (that went live in May 2023)
- NHSE funding was funding to help maintain the provision of clinical care in the Hospice and in the community during the Omicron COVID-19 outbreak,

2021/22

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2021 £'000	Transfers £'000	Income £'000	Expenditure £'000	At 31 March 2022 £'000
CNS	24	-	69	(88)	5
Equipment	3	-	33	(21)	15
Staff Support	-	-	1	(1)	-
Woking Hospice (Goldsworth Park Ce	13	-	-	(13)	-
Clinical IT Systems	38	-	-	-	38
Wellbeing	-	-	2	(2)	
NHSE	-	-	927	(927)	-
	78	**-**	**1,033**	**(1,053)**	**58**

22. Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
Fixed Assets	9,003	-	9,003
Current Assets	5,788	81	5,869
Creditors less than one year	(1,444)	-	(1,444)
Fixed Asset Investment	745	-	745
Total	**14,092**	**81**	**14,173**

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
Fixed Assets	9,136	-	9,136
Current Assets	7,778	58	7,836
Creditors less than one year	(1,680)	-	(1,680)
Fixed Asset Investment	-	-	-
Total	**15,234**	**58**	**15,292**

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

	2023 £000	2022 £000
Net Income /(Expenditure) for the year per the consolidated SoFA	(1,118)	7,749
Loan Interest charged and not paid	-	207
Depreciation of tangible fixed assets	373	565
(Increase)/decrease in stock	3	6
(Increase)/decrease in debtors	20	(249)
Increase/(decrease) in creditors	(236)	223
Less Assets disposed/written off	-	(6,659)
Rental Income	(34)	-
Net movements in investments	5	-
Net Cash Flow from Operating Activities	**(987)**	**1,842**

24. Pension commitments

The total employer pension contribution to all schemes for the year ended 31 March 2023 charged to the Income and Expenditure account was £317k (2022: £255k)

NHS Pension Scheme
The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension Scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the direction of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is not possible to identify the Hospice's share of the underlying assets and liabilities and as a result the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £193k (2022: £158k).

Auto-enrolment
All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet is auto-enrolment obligations. The Royal London employer pension contributions payable in the year was £124k (2022: £97k).

25. Financial Commitments

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £NIL at 31 March 2023 (2022: £NIL).

26. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

27. Subsidiary Company

Sam Beare Hospice – Statement of income and expenditure

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU213LG. Woking Hospice operates as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. In 2023 Sam Beare awarded a grant to Woking Hospice of £768k (2022: £101k).

Whilst the income for Sam Beare is much higher this year, due to a large legacy, it has been decided not to consolidate the two entities this year. The Trustees have taken the option not to consolidate since March 2017. Legacies are inherently variable in nature and if in future it appears that Sam Beare is consistently receiving notifications of high value legacies then the point of consolidating will be reviewed again.

	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total Funds £'000	2022 Total Funds £'000
Income From:				
Donations and legacies	764	-	764	103
Other trading activities	2	-	2	-
Investment income	4	-	4	-
Total	**770**	**-**	**770**	**103**
EXPENDITURE ON				
Raising Funds	1	-	1	1
Retail Charitable activities	-	-	-	-
Governance Costs	1	-	1	1
Grant to Woking Hospice	768	-	768	101
Total	**770**	**-**	**770**	**103**
Net income and Expenditure	**-**	**-**	**-**	**-**
Reconciliation of funds				
Total funds brought forward	-	-	-	-
Total funds carried forward	**-**	**-**	**-**	**-**

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

Sam Beare Hospice – Balance Sheet

	2023 £'000	2022 £'000
CURRENT ASSETS		
Debtors	148	97
Cash at Bank and in Hand	1,088	391
Total Current Assets	**1,236**	**488**
CREDITORS: amounts falling due within one year	(1,236)	(488)
NET CURRENT ASSETS	-	-
TOTAL ASSETS LESS CURRENT LIABILITIES	**-**	**-**
NET ASSETS	**-**	**-**
Funds of the Group/Charity		
Unrestricted Funds		
TOTAL FUNDS	-	-

28. Related party transactions

Unrestricted donations totalling £180 were made by one member of Key Management Personnel and their related parties during the year (2022: unrestricted donations £1,595).

Event costs totalling £560 (2022: £742) were paid to an entity which is operated by the spouse of a re lated party, trustee Richard Roberts, but in which he has no shares or ownership.

29. Extraordinary Item

	2023 £'000	2022 £'000
Donated Asset	-	8,901
Loss on Sale of Assets	-	2,242
		6,659

There were no extraordinary items in the year ended March 2023. On 9 August 2021, the Hospice entered into an arrangement with Woking Borough Council. Under this arrangement, Woking Borough Council accepted full satisfaction of its loan to the Charity (£9.7m as at 31 March 2021) in consideration for the freehold interest of the Charity's Goldsworth Park property (recognised as a tangible fixed asset with a net book value of £9.0m as at 31 March 2021) and the leasehold interest in 5 Hill View Road investment property (valued at £3.2m as at 31 March 2021).
As part of this arrangement (and to help to ensure the continued operation of the Charity in the Borough), Woking Borough Council has granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent with some restrictions regarding its on-going use. There were no cash movements as a result of these arrangements.
The net effect of these transactions was an extraordinary credit of £6,659,000 which was reflected in the Statement of Financial Activities in the prior year.

Charity reference and administration details

The Board of Trustees

The Trustees are also the Directors of Woking Hospice for the purposes of Company Law. Those who served during the year and since year end were as follows:

Tim Stokes (Chair)
Marc Riggs
Nicola Eggers
Susan Gent
Peter Goodyear
Jon Jagger
Kerry Jarred
Tony Jarvis
Carina Kemp
Richard Roberts
Dr Jan Whitby
Rhod Lofting remains Life President

Company Secretary: Anne Collett

Chief Executive Officer: Marian Imrie [Retired 21st June 2023]; Siân Wickes [Appointed 14th June 2023]

Key Personnel

CEO
Medical Director
Director of Clinical Services
Head of Finance & IT
Director of Marketing & Retail
Fundraising Director
Head of HR & Volunteer Services

Woking Hospice

Goldsworth Park Centre
Woking, Surrey, GU21 3LG

Auditors

MHA
6th Floor, 2 London Wall Place,
London, EC2Y 5AU

Solicitors

Moore Barlow
The Oriel
Sydenham Road
Guildford,GU1 3SR

Bankers

Barclays Bank PLC, Leicester, LE87 7BB
Lloyds TSB PLC, Gail House, Lower Stone Street, Maidstone ME15 6NB

Investment Managers

Rathbones Group Plc, 8 Finsbury Circus, London EC2M 7AZ

Woking & Sam Beare
Hospice and Wellbeing Care

Our Region and Neighbouring Hospices:



Woking & Sam Beare Hospice and Wellbeing Care
E: info@wsbh.org.uk
T: 01483 881750
www.wsbh.org.uk

Woking Hospice
Goldsworth Park Centre
Woking, Surrey, GU21 3LG

Registered with FUNDRAISING REGULATOR

WOKING HOSPICE

England & Wales - Charity number 1082798

Accounts

Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2022

Registered Office:	Goldsworth Park Centre, Woking, Surrey GU21 3LG
Registered Company No:	03955487
Registered Charity No:	1082798
Website:	www.wsbhospices.co.uk

Woking Hospice
An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the "Hospice") is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers and families.

In the year ended 31 March 2022, the Hospice again delivered care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all of our activities focus on ensuring that we are able to be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition, we deliver care in patient homes across our community and, outside of the COVID-19 pandemic, in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent Charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option of not preparing consolidated financial statements as the income and activities of the subsidiary are immaterial in the context of the parent charity. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospice and Wellbeing Care. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to "group" activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the Charity for the year ended 31 March 2022. Within the Trustees' Report is the Strategic Report required under s414 c[II] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice [SORP] applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Woking Hospice

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Chairperson's Report 2021 / 22



This Annual Report is for the financial year to 31 March 2022. This was a year when the Hospice celebrated its 25th Anniversary and addressed, for a second year, challenges posed by the COVID pandemic.

It falls to me to thank all our clinical and medical teams for continuing to provide magnificent care to our patients and those who care for them. I also thank our management team and our staff who, along with our volunteers and Trustees, have served this charity so well during the most trying of times.

During the year, with over 80% of our work taking place in our communities, we provided care and support to patients and their loved ones. We continually adjusted our service provision against the backdrop of the pandemic.

It's a real pleasure for me to meet those we serve and to read their compliments. One such compliment received this year read; "Overall the service was more like 'Excellent' rather than 'Very Good'. All care and support staff demonstrated absolute empathy for my mum, sister and myself and the care for Dad was exemplary. Thank you so much, our appreciation is beyond words". A simple statement but one which reminds us of the essential work we do.

Placing patient care at the centre of everything we do, we have developed a Strategic Framework which set the direction of travel through to the end of the current financial year 2022/23. The targets and objectives contained within the Framework have been driven by the management team and supported by all staff. Progress is monitored closely by the Board and reported to our key stakeholders.

A cornerstone of the Framework is our financial health and sustainability without which we would be unable to provide the care and community benefit we do.

I referred last year to the progress that had been made to address our loan indebtedness. We reached a financial agreement with Woking Borough Council which was approved by the Board and which was concluded in this reporting period. Details of the accounting treatment applied to the transaction can be found in Note 28.

In addition, we continued our unremitting focus on cost management balanced with strategic investments to future-proof the organisation. We continued to evaluate our organisational structures and to re-shape them as necessary. We benefitted again from our Business Interruption insurance and are grateful for the COVID related assistance received during the year from the Government in recognition of our work in supporting the NHS.

We report a surplus this year of £7.749m which will be used to build our future Reserves. In addition, I am pleased to report good progress in all areas of our Strategic Framework. We are now debt free and, in every aspect of our operations, I believe that

we are stronger and better placed to take the Charity forward than at any point in our 25-year history.

It's impossible to predict the challenges that lay ahead but we now have solid foundations on which to plot the next stages of our development. This will give confidence to our staff, supporters, and communities that together we can look to extend our reach and continue to make a real and ongoing difference to many thousands of people.

We are committed to providing information to all our stakeholders and this year we produced an Impact Report which helps to explain our wider contribution to the community in which we operate. The Impact Report, Annual Report and Accounts and our Quality Account for 2021/22 can all be found on our website.

The annual Quality Account is produced for Surrey Heartlands Clinical Commissioning Group (CCG) which commissions our services. In the care setting, it details the progress we made during the year against key objectives and sets new objectives for the year ahead. These are based on our intention to increase collaboration with our partners in the North West Surrey Health and Care Alliance, to look for smarter ways of working, to increase our reach and impact and to invest in our workforce and strengthen our resilience.

Commenting on the Quality Account, Surrey Heartlands CCG said: 'Woking and Sam Beare Hospice continues to maintain its emphasis on improving quality of care and we look forward to supporting further partnership working with the Hospice to enable them to continue to innovate and deliver high quality services.'

We thank the CCG for its continuing support and we look forward to strengthening our relationships with Ashford and St Peter's Hospitals NHS Foundation Trust and all our partner organisations in the year to come.

Finally, I should like to add my thanks to our Life President, Rhod Lofting. Without his vision and dogged determination, we would not be celebrating the love and care we have provided for so many thousands of patients and loved ones over the past 25 years. The work of today's Board, management team, staff and volunteers is to build on this legacy, providing comfort to all who live in North West Surrey that we are there for them when they need us most.



Tim Stokes
Chairman of The Board of Trustees
30th September 2022

Trustees' Annual Report
Purpose, Vision, Mission and Values

Purpose

The Hospice works in partnership with North West Surrey Clinical Commissioning Group [CCG], local Hospitals and Health and Social Care Community providers in order to deliver care on behalf of, and complementary to, that provided by the NHS.

The demographics in North West Surrey are diverse and the Hospice aims to ensure that, wherever possible, its staff and the services it provides reflect this diversity and is sensitive to the cultural needs of staff, patients and their families in accordance with its Equality and Diversity Policy.

Our Improvement Priorities are to optimise the use of clinical systems, review our Hospice at Home services, develop a palliative and end of life care "hub" for North West Surrey and continue to invest in our workforce.

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of North West Surrey, to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion

Accountability

Respect

Excellence

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the Charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team [see page 51 for details] provide services for the Charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

The key management personnel of the group consist of the Trustees, Chief Executive Officer and a Management Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

During 2021/ 22, the Hospice held a total of four Board meetings and a number of additional meetings for its three main Committees, namely, Governance, Finance & Sustainability and Development & Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions to enable it to govern the Hospice effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process to identify the most suitable appointee. Appointments are then approved by the full Board.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are benchmarked against similar roles in the voluntary sector and against NHS pay scales. The Finance & Sustainability Committee reviews remuneration packages for members of the Management Team.

Trustees' Annual Report
Structure, Governance and Management

Trustee Induction and Training

There is a formal induction programme for all new staff and Trustees.

Board Effectiveness

Our Trustees are all distinguished figures from the world of finance, business, law, medical and clinical, marketing and public life. They are ultimately responsible for all that we do. The Board of Trustees works with the Management Team to:

- Shape the Hospice's long-term strategy and key priorities to ensure that its charitable objectives are met
- Monitor progress and evaluate the impact of the Hospice's activities
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship and corporate governance

Related Parties

Transactions with related parties are at market value and are approved by the Trustees and Executive Team. Details od Related Party Transactions are shown in note 27 on page 50.

Volunteer Recruitment, Induction and Training

We are extremely grateful to our friends in the community who give up their time for free. Our network of Volunteers is a valued and important part of our workforce without whom we could not do all that we do. Our Volunteers support our shops and offices, serve in our café at the Hospice, manage our reception desk, keep our gardens looking lovely, help at our fundraising events, and spend time with our patients in the Wellbeing Centre and on the Ward. They all play a vital role in the operation of the Hospice and its services.

We have a formal application process and all Volunteers are interviewed after which we complete the appropriate checks depending on the role that has been applied for. Full support and training is given to each Volunteer who we recruit which commences with a comprehensive induction programme.

Inpatient Unit

The Hospice provides 20 beds at its Inpatient Unit in Goldsworth Park in Woking where 24 hour care is provided by a highly skilled and dedicated multi-disciplinary team. Patients are cared for in single rooms with private bathrooms. Provision can be made for family members to stay overnight with patients.

Community Nurse Specialist Services

Our Community Nurse Specialist Team provides advice and support to patients living with life limiting conditions in their own homes. Members of the team work collaboratively with GP's and District Nurses and provide a vital link with their colleagues working on the Inpatient Unit and in the Hospice at Home Team (formerly referred to as "COSI").

Hospice at Home

The Hospice at Home service provides hands on support to those patients in the last few weeks' of life and who wish to die in their own homes.

Wellbeing Services

In normal conditions, outpatients can access wellbeing services each weekday. A team of palliative care specialists work with patients to identify their personal goals for living and support them to live as well as possible within the constraints of their illness. There was inevitably some reduction in face to face services during the pandemic but these were restored in April 2022.

Bereavement, Counselling and Befriending

The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers and family members including children.

Spiritual Care

Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends or staff.

Voluntary Services

The Hospice is supported by many Volunteers who enable the Hospice to provide all the services that it does. It is estimated that our Volunteers save the Hospice in excess of £1 million per annum in equivalent staff costs. Their social impact value to the community is, of course, significantly more. The immense value of these individuals is very much appreciated by the staff and Trustees.

Quality: Achievement of Priorities for 2021/22

Under the terms of its funding contract with Surrey Heartlands Clinical Commissioning Group (the "CCG"), the Hospice is required to submit a Quality Account each year. The 2021/22 Quality Account was submitted in May 2022. In addition to setting out the Purpose, Vision and Principles of the Hospice, the CCG requires us to submit our "Priorities for Improvement" for the year ahead and to provide Statements of Assurance from the Board.

In March 2021, we set out four priority areas for quality improvement in 2021/22 and we shared these in our Quality Account for 2020/21. We have set out our progress in achieving these priorities in the following summary.

Priority 1: Implementation of EMIS Clinical System	
How identified as a priority?	The priority was identified prior to the commencement of the Integrated Community Care Project (2019/2020 priority). It was recognised that an electronic clinical notes system would improve efficiency and coordination of care with our partners.
End of year results	Progress was delayed following discussions with our NHS partners (Central Surrey Health (CSH)) on the implementation model. Taking time to complete an options appraisal has enabled us to work collaboratively, to benefit from their experience of implementing from this system across the Community and to secure the support of its Digital Team. The first stage of the Project Plan has been completed and the focus is now on optimising the utilisation of this System
Priority 2: Implementation of a New Training and Development Programme	
How identified as a priority?	Given the challenges we face with recruitment, and following feedback from our staff, we recognise that improvements in our education and training programme are required in order to develop and retain our staff and to attract new staff.
End of year results	An in-house training programme was developed and implemented in January 2022 utilising the skills and expertise within our staff groups. Staff also took part in a wide range of external courses throughout 2021/22. A new Education and Training Manager came into post in January 2022 and met with all Heads of Department/Managers. She undertook a Gap Analysis in training provision and developed an action plan outlining the priorities for 2022/23. The Education and Training Manager has joined an Education Leads Group working with Phyllis Tuckwell Hospice and Princess Alice Hospice to share best practice, identify courses and develop more collaborative working.

Priority 3. Development of a new Wellbeing Model	
How identified as a priority?	With increasing demand for Hospice care, we identified that there was an opportunity for innovation to provide more individualised care and an enhanced range of services. During the pandemic, new resources were added to our website and online services were piloted and learning from this will be incorporated into the service plans.
End of year results	Phased implementation of the new Wellbeing Model was achieved this year. The key features of the model are personalised care, agreed objectives, outcome measurement and increased access. In addition, services were extended to patients and carers on the Inpatient Unit. A home-based Complementary Therapy service was also established for patients and their carers unable to attend the Hospice. Complementary Therapy was also offered to all staff.
Priority 4: The development of a workforce that is sustainable and fit for the future.	
How identified as a priority?	A number of initiatives including integrated opportunities for nursing staff. We recognise the challenges that all healthcare organisations face with recruitment and acknowledge that innovative ways of working are required to support career development. This will in turn provide exposure to palliative care and end of life care experience and will lead to more seamless patient care and a better patient experience.
End of year results	An experienced Palliative Care Nurse was seconded from the local Acute NHS Trust and took up her post as Inpatient Unit Manager in July 2021. The Manager has focused on improving existing clinical documentation and competency templates for all staff groups. New Senior Staff Nurse roles were introduced this year and we successfully recruited three nurses at this level. A new rostering tool (currently in use at Ashford and St Peter's Hospitals NHS Trust) is to be implemented which will facilitate the deployment of Bank staff between the Trust and the Hospice. The focus on attracting candidates into an internal rotation scheme continues. Recruitment of clinical staff remains a significant risk to the organisation and a new priority for 2022/23 has been set to develop existing staff and consider innovative roles.

Quality: Priorities for Improvement for 2022/23

The Priorities for Improvement for the year 2022/23 have been identified as follows. Performance against each priority will be assessed in the 2022/23 Quality Account which will be submitted to the Surrey Heartllands Clinical Commissioning Group in June 2023.

Priority 1: Optimising the use of the EMIS Clinical System

In the 2021/22 Quality Account, we set ourselves the priority of implementing the EMIS clinical system into our Community services. Whilst achieving consensus on partnering options proved challenging during the pandemic, implementation is well underway and will be completed during Q3. The priority for 2022/23 is to build upon this success by ensuring that the benefits of this clinical system (and the potential for further collaboration with our community partners) are fully realised and that overall service delivery is materially improved.

Priority 2: Review of the Hospice at Home Service

A review of our Hospice at Home Service to encourage further integration with the Community Service Team in order to optimise the use of resources and extend our reach.

Priority 3: Development of a Palliative & End of Life Care "hub"

Following a series of meetings during 2021, the Hospice is now the primary provider of specialist medical services and leads on the specialist palliative care agenda across North West Surrey. Our priority is to now work with our partners to transition the existing Agreement between the Hospice and Ashford and St Peter's Hospitals NHS Trust into a more collaborative one in which resources are allocated on the basis of clinical need rather than in accordance with the terms of an Agreement.

Priority 4: Investing in our Workforce

In our Quality Account for 2020/21, we set ourselves the priority of developing a workforce that was sustainable and fit for the future. This priority was based on integrated working with Ashford and St Peter's Hospitals NHS Trust to develop innovative ways of working across both sites. The priority for 2022/23 is to build upon this success by a focus on developing our staff. We will work with them to develop their full potential and, in doing so, to introduce increased resilience into our services.

Care Quality Commission (CQC) Regulators

The Hospice was last inspected by the Care Quality Commission in December 2019 when Inspectors assessed our clinical performance as "GOOD" and on a trajectory to "OUTSTANDING". During the COVID pandemic, the CQC has adopted a practice of regular (quarterly) virtual monitoring sessions covering all aspects of our activities.

COVID 19

Progress in delivering some aspects of our Quality Agenda during 2021/22 has inevitably been adversely impacted and / or delayed by COVID 19. Conversely, it has continued to have a positive impact in accelerating changes in practices and our use of technology – changes that will be retained post COVID 19.



Trustees' Annual Report
Our Impact



The Hospice produces an Impact Report each year to share with its supporters the very real difference their support makes. In this section, we look at some of its highlights.

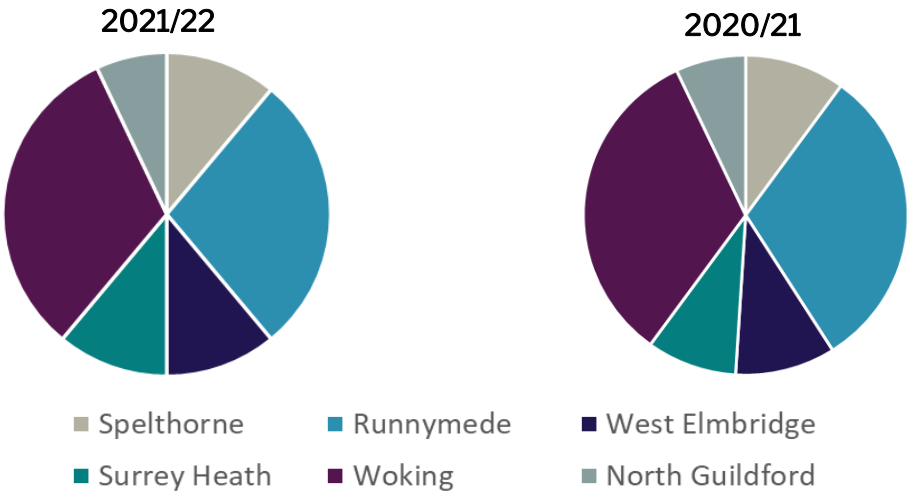
In 2021/22, we continued to care for individual patients and their families and carers.

The table below shows the proportion of our patients who have accessed more than one of our services during 2021/22 compared with the preceding year.

Number of services accessed per patient	2021/22	2020/21
1 Service	67%	67%
2 Services	25%	27%
3 services	6%	6%
4 services	1%	0%

Trustees' Annual Report
Our Impact

Our care is delivered across six Surrey Boroughs. The charts below illustrate the source of our referrals.



The holistic nature of palliative care means that we help our patients live well and die comfortably and with dignity. The impact of our care can be measured by the feedback we get from our patients and their families. Patient Surveys are carried out routinely and feedback is monitored to identify where service changes may be required.

We took part in the 2021 National Independent FAMCARE [Service Evaluation of Bereaved Relatives' Satisfaction with End-of-Life Care] Audit for the 10th year running. This audit measures how satisfied the bereaved relatives of patients are with the care services we have provided at the Hospice or at home. The audit was undertaken between 1st June to 31st August 2021.

As in the previous years the majority of results were either **'VERY Satisfied'** or **'Satisfied'**.

The Hospice's impact and value within the community is more than just the care we deliver. In 2021/22, we also added value by:

- Employing 254 local people
- Offering 650 Volunteering opportunities
- Providing family fun events for more than 1,000 local people
- Supporting the NHS through our Fundraising and Retail Income
- Recycling approximately 350 tonnes of items that would have ended up in landfill
- Providing 18 affordable Retail Shops
- Providing 95,867 website users with information
- Sharing updates with approximately 16,000 social media followers

Trustees' Annual Report

Our Commitment to Our Supporters

Like most Charities, the Hospice has an in-house Fundraising Team which it finances in order to generate more income.

The Hospice is registered with the Fundraising Regulator and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer and adapt our methods as needed. Supporters can change their preferences at any time and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

We genuinely appreciate feedback from supporters and the public and we review our fundraising activities in light of feedback and complaints we may receive.

We take any Fundraising, Retail or other trading activity complaints that we receive very seriously. Any emerging trends then inform future practice and procedures to ensure we always treat our supporters' donated goods with respect and we provide the best possible shopping experience for our customers.

Across our Fundraising and Retail operations comprising thousands and thousands of transactions, we received just six complaints. All of these were satisfactorily addressed without the need for referral to the Fundraising Regulator.

Registered with FUNDRAISING REGULATOR

Trustees' Annual Report
Our Supporter Promise

At Woking & Sam Beare Hospices, we are extremely lucky and grateful to have so many passionate, committed and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advance life-limiting conditions, when they need us most.

We want to make sure that our supporters have a great experience. Good communication in the way that's right for for our supporters is therefore key.

We promise:

- We will keep the personal details of our supporters safe, secure and confidential.
- We will not share or sell details of our supporters to any other organisations or individuals [unless for printing and distribution of communications via our approved preferred supplier].
- We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people.
- We will answer any questions about our fundraising activities and costs openly and truthfully.
- We will keep our supporters up to date with inspiring and relevant news from our care team.
- We will tell the truth and won't exaggerate. What we say we will do, we will do.
- Supporters will always be able to let us know how they would like to be communicated with or if they would prefer not to be contacted. And they can change their preferences at any time.
- Our database is constantly updated to ensure we have the correct contact details for supporters and how they like to be communicated with.
- We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated.

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752
E: fundraising@wsbhospices.co.uk

Trustees' Annual Report
Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services. This reliance has been all too evident during 2021/22 when these sources continued to be adversely impacted by the pandemic.

Whilst hospices have benefitted from additional Government funding to mitigate the loss of income in these areas, it is generally acknowledged that the traditional hospice operating model is not financially sustainable. Hospice UK has continued to encourage its members to collaborate with each other and with their NHS partners in order to reduce their individual cost base and to develop new and more sustainable operating models. The Hospice has been successfully addressing these areas .

In the balance of this Report, we assess the principal risks associated with our current operating model and outline the steps that we have taken to transform our operation in order to ensure our long term financial sustainability.



The Risk Register

The Hospice maintains a Risk Register in which risks are identified and assessed. Assessments are undertaken on a regular basis with policies and procedures developed to mitigate the incidence, scale and potential impact of all risks. The Risk Register is reviewed at both the quarterly Governance and Finance & Sustainability Committee meetings. Both these Committees report to the main Board on the outcome of these reviews.

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is its continued reliance upon the (net) income from fundraising activity (Fundraising and Retail).

In normal conditions, these funds typically contribute more than 60% of the costs directly associated with our clinical operation. By definition, however, they are uncertain and, as has been demonstrated all too clearly during the COVID 19 pandemic, could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

Our Retail and Fundraising Departments work continuously to improve performance but, even before the advent of the COVID 19 pandemic, the economic climate and decline of footfall on the High Street was having an adverse impact and making it harder to achieve the funding we require to deliver our services.

Shortfalls in Legacy income represent a lower risk as, for the purposes of forward planning, this income is traditionally included at a non material level.

The balance of our funds is derived primarily from our contract for clinical services with the North West Surrey Clinical Commissioning Group (CCG). This contract is for Inpatient, Community and "Hospice at Home" services. Our contract is expected to be renewed for a further 2 years from 1 April 2022.

Considerable progress was made during the course of 2021/22 to restructure the Hospices loan position with Woking Borough Council which was concluded in August 2021. Further details of this conclusion can be found in Note 28.

As is the case with all healthcare operators, we are facing ongoing recruitment challenges which have been exacerbated (in part at least) by the UK's departure from the European Union. We now offer an equivalent clinical Pay Scale to that offered by our NHS partners so that we can compete on the similar Terms and Conditions.

Total Reserves

The total reserves of Woking Hospice increased by £7.768m during the year and totalled £15.234m as at 31 March 2022. This compares with a total of £7.465m on 31 March 2021. The increase can be largely attributed to the benefit derived from the resolution of the loan position with Woking Borough Council which was completed on 9th August 2021 (see Note 28 for detail).

Reserves Policy

The Hospice needs to hold adequate levels of reserves to ensure that its known liabilities can be met.

It is the view of the Trustees that a level of 'Free Reserves' (i.e. unrestricted cash funds and other liquid assets) that are equivalent to six months of operating costs will enable the Charity to meet its future obligations and to be able to react to a significant short term drop in income. Free Reserves are calculated as unrestricted cash funds and other liquid assets.

As at 31 March 2022, Free Reserves stood at £6.097m which includes a cash balance of £5.188m. This represents more than six months of operating costs which will provide some protection in the event of a slower than anticipated recovery in Retail and Fundraising activity post pandemic. Operating costs include not only the costs of the staff required to deliver the service offered by the Hospice but also those staff members who are involved in raising funds and providing support services.

The Hospice undertakes financial planning on a three-year rolling programme which informs its budgeting and cash management processes.

Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice are summarised on page 19 and reflect the inherent uncertainties of the Hospice and charity sector. The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

The Hospice has made progress in resolving its loan position with Woking Borough Council. These negotiations were completed on 9th August 2021 and have significantly strengthened the Charity's Balance Sheet and its financial resilience. More details on this resolution can be found in note 28. In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 is expected to be renewed by the Clinical Commissioning Group

As we move forward, new challenges are becoming more apparent. These include the current cost of living crisis which will have an effect on our fundraising efforts and our retail operations.

Recruitment continues to be challenging across the health and social care sector. Demand for our clinical services grew during the COVID-19 pandemic and, despite a reduction in infection rates, this has not reduced and our NHS partners appear to be more reliant on us than ever before.

The Hospice is committed to deliver a near balanced budget for the 2022/23 financial year and the Finance and Sustainability Committee continues to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses quarterly on cash flow forecasts on a rolling 24 month basis and annually over a 36 month basis. These continue to be positive into the foreseeable future.

Accordingly, the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Trustees' Annual Report

Looking Ahead

During 2021/22, the Hospice continued to make changes to its management structure and methods of operation. In making these changes, it was able to assure its partners in the local healthcare economy of its long term sustainability.

In July 2020, the Hospice became a member of the Integrated Care Partnership Board for North West Surrey and it now plays an important role in the delivery of healthcare care models across the area. Since January 2021, its Medical Team has been working across both the Hospice and the local NHS Acute Trust (at St Peter's Hospital) and the Hospice leads on the specialist palliative care agenda across North West Surrey.



Trustees' Responsibilities

The Trustees (who are also Directors of Woking Hospice for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards [United Kingdom Generally Accepted Accounting Practice].

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

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

A. Select suitable accounting policies and then apply them consistently
B. Observe the methods and principles in the Charities Statement of Recommended Practices
C. State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
D. Make judgements and estimates that are reasonable and prudent and;
E. 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware. Each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 30th September 2022 and signed on its behalf by:



Tim Stokes
Chair of the Board of Trustees
30th September 2022

Independent Auditor's Report
To Members of Woking Hospice
[A limited company by guarantee] - Registered Company No.: 03955487

Opinion

We have audited the financial statements of Woking Hospice (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of this 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.



Sudhir Singh FCA (Senior Statutory Auditor)
For and behalf of
MHA MacIntyre Hudson
Statutory Auditor
London, United Kingdom

Date: 25 November 2022

Statement of Financial Activities
Including Income and Expenditure
For the year ended 31 March 2022 | Registered Company No.: 03955487

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2022 Total Funds £'000	2021 Total Funds £'000
Income From:					
Donations and legacies	2	1,384	106	**1,490**	4,475
Charitable activities	3	3,913	927	**4,840**	3,976
Other trading activities	4	3,484	-	**3,484**	1,518
Investment income	5	73	-	**73**	209
Total		**8,854**	**1,033**	**9,887**	**10,178**
EXPENDITURE ON					
Charitable Activities	6	5,238	1,053	6,291	6,143
Raising Funds including Retail	7	2,500	-	2,500	2,278
Investments	8	6	-	6	20
Total		**7,744**	**1,053**	**8,797**	**8,441**
Net income and (Expenditure)		**1,110**	**(20)**	**1,090**	**1,737**
Extraordinary Item	28	6,659	-	6,659	-
Net movement in funds		7,769	(20)	7,749	1,737
Reconciliation of funds					
Total funds brought forward		7,465	78	7,543	5,806
Total funds carried forward		**15,234**	**58**	**15,292**	**7,543**

All income and expenditure derive from continuing activities.

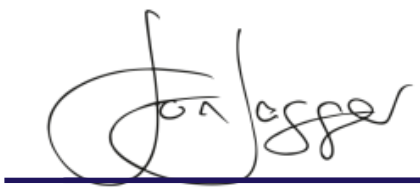
Balance Sheet

As at 31 March 2022

Registered Company No.: 03955487

	Notes	2022 £'000	2021 £'000
FIXED ASSETS			
Tangible assets	13	9,136	9,459
Investments	14	-	3,245
Total Fixed Assets		**9,136**	**12,704**
CURRENT ASSETS			
Stock	15	6	12
Debtors	16	2,642	2,393
Cash at Bank and in Hand		5,188	3,589
Total Current Assets		**7,836**	**5,994**
CREDITORS: amounts falling due within one year	17	(1,680)	(1,458)
NET CURRENT ASSETS		**6,156**	**4,536**
TOTAL ASSETS LESS CURRENT LIABILITIES		**15,292**	**17,240**
CREDITORS: amounts falling due after one year	19	-	(9,697)
NET ASSETS		**15,292**	**7,543**
Funds of the Group/Charity			
Restricted Funds	21	58	78
Unrestricted Funds			
General		15,234	7,465
Total Unrestricted Funds		**15,234**	**7,465**
TOTAL FUNDS		**15,292**	**7,543**

The Financial Statements were approved and authorised for issue by the Board of Trustees on 30th September 2022. The notes on pages 32-50 form part of these Financial Statements.



J Jagger, F.C.A.

Trustee | 30th September 2022

Statement of Cash Flows

For the year ended 31 March 2022

Registered Company No.: 03955487

	Notes	2022 £'000	2021 £'000
Cash Flow from Operating Activities	23	1,842	1,910
Net Cash Flow from Operating Activities		**1,842**	**1,910**
Cash Flow from Investing Activities			
Payments to acquire tangible fixed assests		(243)	(81)
Interest Received			1
Net Cash Flow from Investing Activities		**(243)**	**(80)**
Net increase/(decrease) in cash and cash equivalents		**1,599**	**1,830**
Cash and cash equivalents at 31 March 2021		3,589	1,759
Cash and cash equivalents at 31 March 2022		**5,188**	**3,589**
Cash and cash equivalents consist of:			
Cash at Bank and in Hand		5,188	3,589
Cash and cash equivalents at 31 March 2022		**5,188**	**3,589**

The notes on pages 32-50 form part of these Financial Statements.

Analysis of changes in net debt

	At 1 Apr 2021 £000	Cashflows £000	Other Changes £000	At 31 Mar 2022 £000
Cash & Cash Equivalents				
Cash at bank and in hand	3,589	1,599	-	5,188
	3,589	**1,599**	**-**	**5,188**
Borrowings				
Debt due after one year	(9,697)	(207)	9,904	(0)
	(9,697)	(207)	9,904	(0)
Total	**(6,108)**	**1,392**	**9,904**	**5,188**

1. Principal Accounting Policies

Summary of Significant Accounting Policies

(a) General information and basis of preparation

Woking Hospice is a company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information on page 49 of these financial statements. The nature of the charity's operations and principal activities is the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland [FRS 102] - (Charities SORP FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, if appropriate modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

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

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

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

(c) Income recognition

All income is included in the Statement of Financial Activities [SoFA] when the group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, they can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP [FRS 102]. Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion, legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the group. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government sources is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

(d) Donated goods and services

There were no donations of goods or services in the year ended 31 March 2022 (2021: £Nil). Donated goods for resale are recognised as income when sold and included in income from retail shops in the SoFA. It is not practical to estimate the fair value of these goods on receipt because of the volume of low-value items received and the lack of detailed records.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds includes the operation of the income generation and retail departments. Expenditure on charitable activities includes all costs of the provision of hospice services. Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Premises overheads have been allocated on a usage basis and other overheads have been apportioned on a basis consistent with use of the resources; heads, FTE (Full Time Equivalent), floor space and expenditure. Support costs also include governance costs which are those costs incurred in relation to compliance with constitutional and statutory requirements. The analysis of support costs is included in note 9.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets are capitalised when the value is greater than £500.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Freehold land	Not depreciated
Freehold buildings	2%
Leasehold buildings and improvements	2%
Hospice building improvements	2%
Shop and warehouse fittings	20%
Fixtures and fittings	Between 15%-33%
Motor vehicles	Between 20%-33%
Assets in the course of construction	Not depreciated

(h) Stocks

Stocks are stated at the lower of cost and estimated selling price, less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

(i) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(j) Loans and borrowings

Loans and borrowings are recognised at the transaction price including transaction costs.

(k) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event.

(l) Leases

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(m) Employee benefits

The charity operates a defined contribution plan for the benefit of some of its employees. Contributions are expensed as they become payable. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The NHS defined benefit scheme is in operating but accounted for like a defined contribution scheme for the reasons detailed in Note 24.

(n) Termination payments

The charity applies the government redundancy rules and employee contractual terms.

(o) Tax

The charity is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

(p) Financial Instruments

The charity only holds basic Financial Instruments. Financial Instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities.

The financial assets and financial liabilities of the charity are as follows:

Debtors - trade and other debtors (including accrued income) are financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors are classified as financial instruments, and are measured at amortised cost as detailed in notes 17 and 19. Amounts due for taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

(q) Going Concern statement for Woking Hospice

The principal financial risks facing the Hospice are summarised on page 21 and reflect the inherent uncertainties of the Hospice and charity sector. Despite the effects of COVID-19 creating considerable risk in forecasting the Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

The Hospice made significant progress in resolving its loan position with Woking Borough Council.

These negotiations with the Council were completed on 9th August 2021, which has significantly strengthened the charity's balance sheet and financial resilience. In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 was renewed.

The Hospice is projected to deliver a balanced budget for the 2022/23 financial year and the Finance and Sustainability Committee continue to monitor monthly financial performance against Budget and Prior Year. The Committee also focuses on cash flow forecasts on a rolling 24 month basis and 36 month basis which continue to be positive for the foreseeable future.

Accordingly the financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

(r) Judgements and key sources of estimation uncertainty

The following judgements [apart from those involving estimates] have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

- Depreciation rates reflect an estimate of economic lives of the underlying assets
- Impracticality of valuing donated goods for resale at fair value on receipt of the goods
- Allocation of support costs

2. Income from donations and legacies

	2022			2021		
	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2022 £000	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2021 £000
Donations	174	106	280	357	26	383
In Memory donations	524	-	524	541	-	541
Legacies	299	-	299	626	3	629
Grants from Trusts	143	-	143	158	54	212
Govt Grants (BBC)	-	-	-	-	8	8
NHSE - COVID Support	-	-	-	-	974	974
Local Authority Grants	36	-	36	580	-	580
CJR Scheme	30	-	30	677	-	677
Grants from Subsidiary	101	-	101	395	-	395
Corporate	77	-	77	76	-	76
	1,384	106	1,490	3,410	1,065	4,475

2. Income from donations and legacies continued ...

Local Authority Grants are government grants received via local authorities to support non-essential businesses forced to close due to lockdown restrictions whilst the Coronavirus Job Retention Scheme (CJR Scheme) was set up by the Govt to support business with the employment costs of staff who would otherwise have been laid off or made redundant because the business was impacted by the COVID-19 crisis. There are no unfulfilled conditions in relation to these grants.

3. Income from charitable activities

	2022			2021		
	Unrestricted Funds	Restricted Funds	Total Funds 2022	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£000	£000	£000	£000	£000	£000
Clinical Commissioning Group	2,388	-	2,388	1726	-	1726
Continuing Care	531	-	531	471	-	471
NHSE	-	927	927	-	961	961
CoSI	470	-	470	465	-	465
Other	524	-	524	353	-	353
	3,913	**927**	**4,840**	**3,015**	**961**	**3,976**

4. Income from other trading activities

	2022 £000	2021 £000
Lottery and Raffles	410	421
Fundraising events	337	251
Other	24	2
Insurance Claim	456	264
Shop Income	2,144	550
Gift Aid on Shop Income	113	30
	3,484	**1,518**

Other income includes income from the café and all income is unrestricted in 2020/21 and 2021/22.

5. Investment income

	2022 £000	2021 £000
Rental Income	73	208
Bank interest	-	1
	73	**209**

Investment income in 2022 and 2021 is unrestricted.

6. Expenditure on charitable activities

	2022 £000	2021 £000
Direct costs of Palliative Care	4,918	5,243
Support costs	1,372	900
	6,291	**6,143**

Expenditure on charitable activities in 2022 included £1,052,798 [2021 £1,964,352] of restricted expenditure. Increase in Support costs partly due to costs increasing as we emerge from the COVID-19 pandemic and return to something like normal operations.

7. Expenditure on raising funds

	2022 £000	2021 £000
Direct Fundraising costs	326	547
Direct Retail costs	1,946	1,580
Support Costs	228	151
	2,500	**2,278**

Expenditure on fundraising in 2022 and 2021 is all unrestricted

8. Expenditure on investments

	2022 £000	2021 £000
Direct costs	6	20
	6	**20**

9. Allocation of support costs

	Raising Funds £000	Charitable Activity £000	Total 2022 £000	Raising Funds £000	Charitable Activity £000	Total 2021 £000
Finance	38	211	**249**	27	145	**172**
Information Technology	31	188	**219**	27	158	**185**
HR & Volunteering	25	150	**175**	22	135	**157**
Property	53	336	**392**	36	212	**248**
Management	15	90	**105**	13	80	**93**
Governance	1	25	**26**	1	23	**24**
Other	62	372	**434**	25	147	**172**
	228	1,372	**1,600**	151	900	**1,051**

The above costs are apportioned on a basis consistent with use of the resources; per head, full time equivalent, floor space and expenditure.

10. Governance Costs

Within Management support costs above are the following governance costs:

	2022 £000	2021 £000
Audit - Current year	26	24
Legal Fees	47	20
	73	44

Net (Income)/Expenditure is stated after charging/(crediting):

11. Net (Income) / Expenditure for the year

	2022 £000	2021 £000
Depreciation of tangible Fixed Assets	565	352
Operating Lease Rentals	436	408
	1,001	760

2021/22 depreciation includes additional sums of £68k due to a change in the estimated life span of assets and a further £191k due to a correction in the applied estimated life span.

12 (a) Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employee benefits received by key management personnel is £409,989 (2021: £487,225). As at 31 March 2022, the Charity considered its key management personnel comprise: The Trustees; Chief Executive; Head Of Finance & IT; Fundraising Director; Medical Director; Director of Clinical Services; Marketing and Retail Director; HR & Volunteer Services Manager. The Trustees neither received nor waived any remuneration during the year (2021: £nil). No Trustees are accruing pension arrangements.

Trustees claimed nil expense in both years. No charity Trustee received payment for professional or other services supplied to the charity. The reimbursement of key management expenses, none of which were paid via a third party, was as follows:

	2022 Number	2021 Number	2022 £'000	2021 £'000
Travel & Subsistence	5	6	1	2

12 (b) Staff costs

The average monthly number of employees and full time equivalents (FTE) during the year was as follows:

	2022 Number	2022 FTE	2021 Number	2021 FTE
Raising Funds	70	57	74	57
Charitable Activities	104	61	136	79
Management and Administration	18	15	27	18
	192	133	237	154

The total staff costs and benefits were as follows:

	2022 £'000	2021 £'000
Wages and Salaries	4,927	4,763
Social Security	424	403
Pension Costs	255	280
Redundancy	-	11
	5,606	5,457

Staff contractual redundancy payments were made during the year totalling £0k (2021 £11k)

The number of employees who received total employee benefits [excluding employer pension costs] of more than £60,000 is as follows (amounts below include termination payments):

	2022 Number	2021 Number
£60,000-£70,000	4	3
£70,000-£80,000	1	2
£80,000-£90,000	1	-
£90,000-£100,000	1	-
	7	5

The total employee benefits of the above employees was £567,149 (2021 £531,269)

13. Tangible fixed assets

	Freehold Land and Buildings £'000	Leashold Buildings (Donated Asset) £'000	Hospice Furniture and Fittings £'000	Shop, Warehouse Fittings and Motor Vehicles £'000	TOTAL £'000
Cost at 1 April 2021	9,742	-	1,380	784	**11,906**
Additions	-	8,901	125	118	**9,144**
Disposals	(9,742)	-	(3)	-	**(9,745)**
At 31 March 2022	**-**	**8,901**	**1502**	**902**	**11,305**
Accumulated depreciation at 1 April 2021	772	-	934	740	**2,446**
Depreciation charge	69	118	347	30	**564**
Disposals	(841)	-	-	-	**(841)**
At 31 March 2022	**-**	**118**	**1,281**	**770**	**2,169**
Net book values					
At 1 April 2021	8,970	-	446	43	**9,460**
At 31 March 2022	**-**	**8,783**	**221**	**132**	**9,136**

The Hospice entered into an arrangement with Woking Borough Council where the Council accepted full satisfaction of its loan to the Charity in consideration for the freehold interest of the Charity's Goldsworth Park property , which was recognised as a tangible fixed asset, and the leasehold interest in 5 Hill View Road investment property.

To help ensure the continued operation of the Charity in the Borough, and also as part of the arrangement, the Council have granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent and with restrictions regarding its on-going use. More details of the transaction can be found in Note 28.

14. Investment Property

	Investments	TOTAL
	£'000	£'000
Valuation at 1 April 2021	3,245	3,245
Disposals	(3,245)	(3,245)
At 31 March 2022	-	-

As part of the arrangement with Woking Borough Council, that is covered in note 28, the leasehold interest in 5 Hillview Road investment property passed to Woking Borough Council as part of the consideration for the settlement of the outstanding debt.

15. Stock

	2022	2021
	£000	£000
Goods for Resale	6	12
	6	12

All stock held is for resale in shops and comprises mainly of Christmas cards and a small selection of new goods.

16. Debtors

	2022	2021
	£'000	£'000
Trade Debtors	646	561
Other Debtors	1,116	1,080
Amount due from subsidiary	486	432
Prepayments	308	269
VAT Recoverable	86	51
	2,642	2,393

17. Creditors: amounts falling due within one year

	2022	2021
	£'000	£'000
Trade Creditors	275	202
Tax and Social Security	121	102
Accruals and Deferred Income	1,284	1,154
	1,680	1,458

18. Deferred Income

	2022	2021
	£'000	£'000
At 1 April	(650)	(570)
Additions during the year	(850)	(650)
Amounts released to income	650	570
At 31 March	(850)	(650)

Deferred Income comprises various amounts including advance CCG income, advance lottery sales and for fundraising events held in 2022/23.

19. CREDITORS: amounts falling due after more than one year

	2022	2021
	£000	£000
Woking Borough Council Loan - Original	-	(150)
Woking Borough Council Loan - Goldsworth House	-	(9,547)
	-	(9,697)

As part of the arrangement with Woking Borough Council, that is covered in note 28, the outstanding debt to Woking Borough Council was settled as of 9th August 2021.

20. Leases

Operating leases primarily relate to shop leases. The charity has the following commitments under operating leases:

	Land & Buildings 2022	Other 2022	Land & Buildings 2021	Other 2021
	£000	£000	£000	£000
Within one year	470	1	394	8
Greater than one year and not more than five years	1,189	-	939	5
Greater than five years	899	-	609	-
	2,558	1	1,942	13

21. Fund Reconciliation

	Charity 2022	Charity 2021
	£'000	£'000
Unrestricted Funds		
At 01 April	7,465	5,748
Income	17,755	8,152
Expenditure	(9,986)	(6,435)
Revaluation of fixed assets	-	-
At 31 March	15,234	7,465
General	15,234	7,465
At 31 March	15,234	7,465

21. Fund Reconciliation continued

	Charity 2022 £'000	Charity 2021 £'000
Restricted Funds		
At 01 April	78	58
Net Movement in Funds	(20)	20
Transfers	-	-
At 31 March	58	78

Transfer of restricted funds is allocation of funds spent on the new hospice.

2021–22

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2021 £'000	Income £'000	Expenditure £'000	At 31 March 2022 £'000
CNS	24	69	(89)	5
Equipment	3	66	(21)	15
Staff Support	-	1	(1)	-
Woking Hospice (Goldsworth Park Centre)	13	-	(13)	-
Clinical IT Systems	38	-	-	38
Wellbeing	-	2	(2)	-
NHSE	-	927	(927)	-
	78	1,033	(1,053)	58

Fund description

- Clinical Nurse Specialists (CNS) funds provided to support care in the home.
- Equipment funds provided for the use of the Wellbeing and Inpatient teams which will be purchased for use in early 2022/23.
- The new Woking Hospice funds are provided for the development of the new Hospice.
- Clinical IT systems is to fund the implementation of an Electronic Notes System for patients (EMIS) which is being rolled out in the 2022/23 financial year.
- NHSE funding was funding to help maintain the provision of clinical care in the Hospice and in the community during the Omnicron COVID-19 outbreak.

21. Fund Reconciliation continued ...

2020—21

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2020 £'000	Income £'000	Expenditure £'000	At 31 March 2021 £'000
CNS	-	39	(15)	24
Children in Need	-	8	(8)	-
Counselling	-	5	(5)	-
COVID-19	3	7	(10)	-
Equipment	6	16	(19)	3
Woking Hospice (Goldsworth Park Centre)	11	2	-	13
Clinical IT Systems	28	10	-	38
Wildlife Garden	10	-	(10)	-
NHSE	-	1,936	(1,936)	-
Fundraising Salaries	-	3	(3)	-
	58	**2,026**	**(2,006)**	**78**

22. Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
Fixed Assets	9,136	-	9,136
Current Assets	7,778	58	7,836
Creditors less than one year	(1,680)	-	(1,680)
Creditors falling due after more than one year	-	-	-
Total	**15,234**	**58**	**15,292**

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
Fixed Assets	12,704	-	12,704
Current Assets	5,916	78	5,994
Creditors less than one year	(1,458)	-	(1,458)
Creditors falling due after more than one year	(9,697)	-	(9,697)
Total	**7,465**	**78**	**7,543**

23. Reconciliation of net (expenditure)/income to net cash flow

	2022 £000	2021 £000
Net movement of funds for the year per the consolidated SoFA	7,749	1,737
Interest Receivable	-	1
Loan Interest charged and not paid	207	583
Depreciation of tangible fixed assets	565	352
(Increase)/Decrease in stock	6	1
Decrease/(Increase) in debtors	(249)	(942)
Increase/(Decrease) in creditors	223	178
Less Assets disposed/written off	(6,659)	-
Net Cash Flow from Operating Activities	**1,842**	**1,910**

24. Pension Schemes

The total employer pension contribution to all schemes for the year ended 31 March 2022 charged to the Income and Expenditure account was £255,224 [2021: £259,651]

NHS Pension Scheme
The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension Scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the direction of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is not possible to identify the Hospice's share of the underlying assets and liabilities and as a result the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £157,634 [2021: £158,862].

Auto-enrolment
All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet is auto-enrolment obligations. The Royal London employer pension contributions payable in the year was £97,590 [2021: £100,790].

25. Financial Commitments

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £Nil at 31 March 2022 [2021: £Nil].

26. Subsidiary Company

Sam Beare Hospice - Statement of income and expenditure

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The Trustees have taken the option not to consolidate as the activities and income are not material to the parent charity Woking Hospice. Woking Hospice will operate as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services as agreed at the Board of Trustees' meeting on 11 November 2020. We will therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. In 2022 Sam Beare awarded a grant to Woking Hospice of £100,888 [2021 £325,185].

Sam Beare - Statement of Income and Expenditure

	Unrestricted Funds	Restricted Funds	2022 Total Funds	2021 Total Funds
	£'000	£'000	£'000	£'000
Income From:				
Donations and legacies	103	-	103	323
Other trading activities	-	-	-	5
Total	103	-	103	328
Expenditure on:				
Raising Funds including Retail	1	-	1	1
Charitable activities	-	-	-	1
Governance Costs	1	-	1	1
Grant to Woking Hospice	101	-	101	325
Total	103	-	103	328
Net income and Expenditure	-	-	-	-
Reconciliation of funds				
Total funds brought forward	-	-	-	-
Total funds carried forward	-	-	-	-

Sam Beare - Balance Sheet

	2022	2021
	£'000	£'000
CURRENT ASSETS		
Debtors	97	161
Cash at Bank and in Hand	391	271
Total Current Assets	488	432
CREDITORS: amounts falling due within one year	(488)	(432)
NET CURRENT ASSETS	-	-
NET ASSETS	-	-
Funds of the Group/Charity		
Unrestricted Funds		
TOTAL FUNDS	-	-

27. Related Party Transactions

Unrestricted donations totaling £1,595 were made by three members of Key Management Personnel and their related parties during the year (2021: £nil)

Event costs totaling £742 were paid to an entity which is operated by the spouse of a related party, trustee Richard Roberts, but in which he has no shares or ownership.

28. Extraordinary Item

	2022 £'000	2021 £'000
Donated Asset	8,901	-
Loss on Sale of Assets	2,242	-
	6,659	-

On 9 August 2021, the Hospice entered into an arrangement with Woking Borough Council. Under this arrangement, Woking Borough Council accepted full satisfaction of its loan to the Charity (£9.7m as at 31 March 2021) in consideration for the freehold interest of the Charity's Goldsworth Park property (recognised as a tangible fixed asset with a net book value of £9.0m as at 31 March 2021) and the leasehold interest in 5 Hill View Road investment property (valued at £3.2m as at 31 March 2021).

As part of this arrangement (and to help to ensure the continued operation of the Charity in the Borough), Woking Borough Council has granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent with some restrictions regarding its on-going use. There were no cash movements as a result of these arrangements.

The net effect of these transactions was an extraordinary credit of £6,659,000 which is reflected in the Statement of Financial Activities.

Charity reference and administration details

The Board of Trustees

The Trustees are also the Directors of Woking Hospice for the purposes of Company Law. Those who served during the year and since year end were as follows:

- Tim Stokes (Chair)
- Marc Riggs
- Nicola Eggers
- Susan Gent
- Peter Goodyear
- Jon Jagger
- Tony Jarvis
- Piers Meadows+
- Richard Roberts
- Carina Kemp
- Kerry Jarred

+Resigned 13/05/2021

Rhod Lofting remains Life President

Company Secretary

Anne Collett

Chief Executive Officer

Marian Imrie

Key Personnel

- CEO
- Medical Director
- Director of Clinical Services
- Head of Finance & IT
- Director of Marketing & Retail
- Fundraising Director
- Head of HR & Volunteer Services

Woking Hospice

Goldsworth Park Centre
Woking
Surrey, GU21 3LG

Auditors

MHA MacIntyre Hudson
6th Floor, 2 London Wall Place,
London,
EC2Y 5AU

Solicitors

Moore Barlow
The Oriel
Sydenham Road
Guildford,GU1 3SR

Bankers

Barclays Bank PLC
Leicester, LE87 7BB

Lloyds TSB PLC
Gail House
Lower Stone Street
Maidstone ME15 6NB

Woking & Sam Beare
Hospice and Wellbeing Care

Our Region and Neighbouring Hospices



Woking & Sam Beare Hospice and Wellbeing Care
E: info@wsbhospices.co.uk
T: 01483 881750
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Woking Hospice
Goldsworth Park Centre
Woking

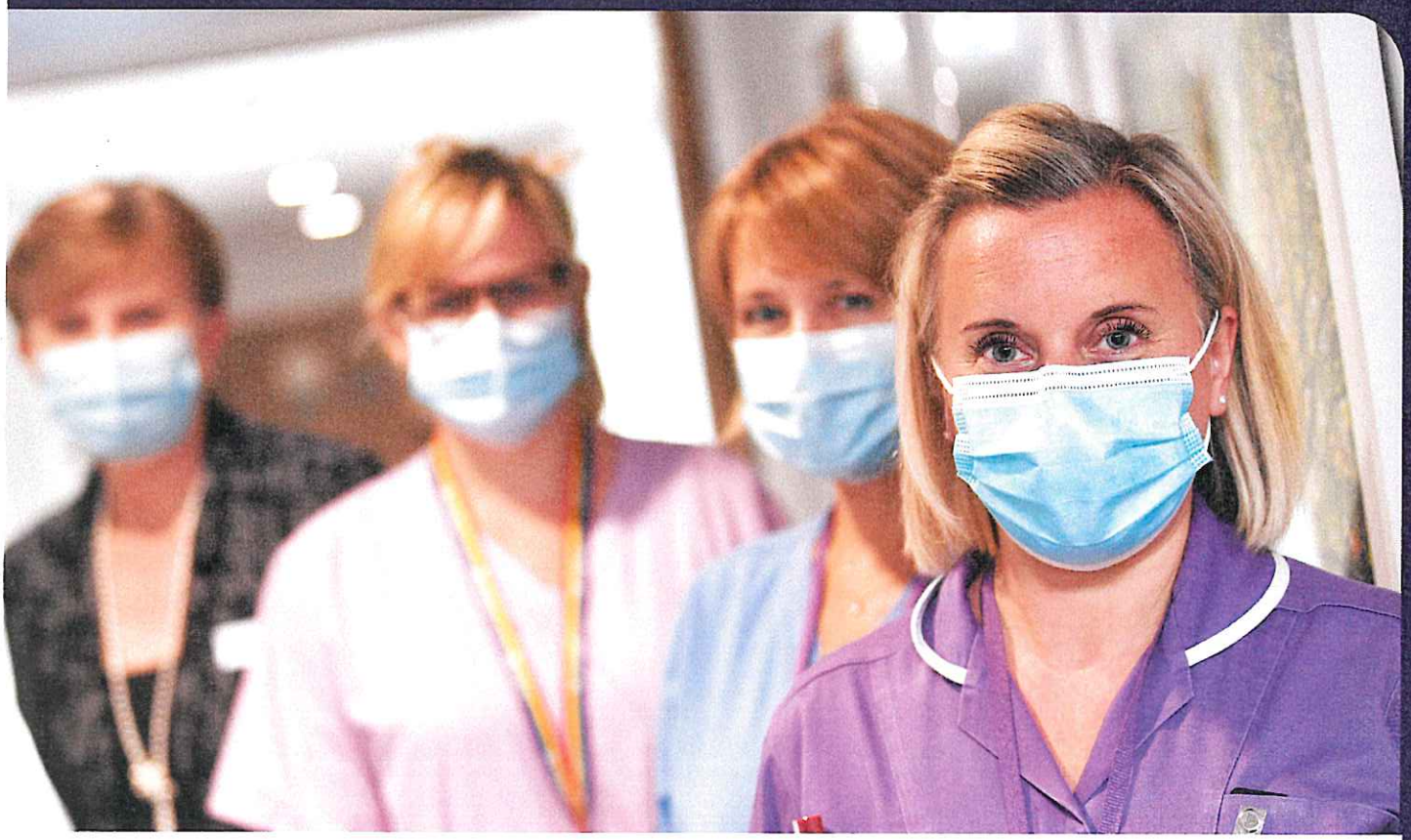
Registered with FUNDRAISING REGULATOR

WOKING HOSPICE

England & Wales - Charity number 1082798

Accounts

Woking & Sam Beare
Hospice and Wellbeing Care



Woking Hospice

Annual Report and Financial Statements
Year ended 31 March 2021

Registered Office: Goldsworth Park Centre
Woking, Surrey GU21 3LG

Registered Company No: 03955487

Registered Charity No: 1082798

Website: www.wsbhospices.co.uk

Trustees' Annual Report
An Introduction

Woking & Sam Beare Hospice and Wellbeing Care (the "Hospice") is a patient-centred charity that delivers palliative and end of life care to people with advanced life limiting illnesses and that provides support to their carers and families.

In the year ended 31 March 2021, the Hospice again delivered over 2,000 episodes of care across the Boroughs of Spelthorne, Runnymede, West Elmbridge, Surrey Heath, Woking and North Guildford with a combined population of approximately 360,000. This care is provided to patients and their families and carers without charge. Our holistic approach is designed to cater for patients' physical, psychological, social and spiritual needs.

As our patients are at the heart of everything we do, all of our activities focus on ensuring that we are able to be sustainable so that we can continue to offer the best possible care to all those that require our support and services. We provide care on the Inpatient Unit at the Hospice. In addition we deliver care in patient homes across our community and, in pre-COVID times, in our Wellbeing Centre at the Hospice.

Woking Hospice is the parent Charity which has a wholly controlled subsidiary charity (Sam Beare Hospice). Woking Hospice and Sam Beare Hospice are governed by their respective Memorandum and Articles of Association and both are charitable companies limited by guarantee and without share capital.

The Trustees have taken the option of not preparing consolidated financial statements as the income and activities of the subsidiary are immaterial in the context of the parent charity. We are committed to retaining the Sam Beare name and therefore Woking Hospice operates as Woking & Sam Beare Hospices. The surplus from Sam Beare Hospice is given to Woking Hospice as a grant for services. We will not refer to the 'group's' activity within these reports and will solely be reporting on the activity of Woking Hospice.

The Trustees present their Annual Report and the audited financial statements of the Charity for the year ended 31 March 2021. Within the Trustees' Report is the Strategic Report required under s414 c[II] of the Companies Act 2006.

The Trustees have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and to further the purposes of the charity for the public benefit.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice [SORP] applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

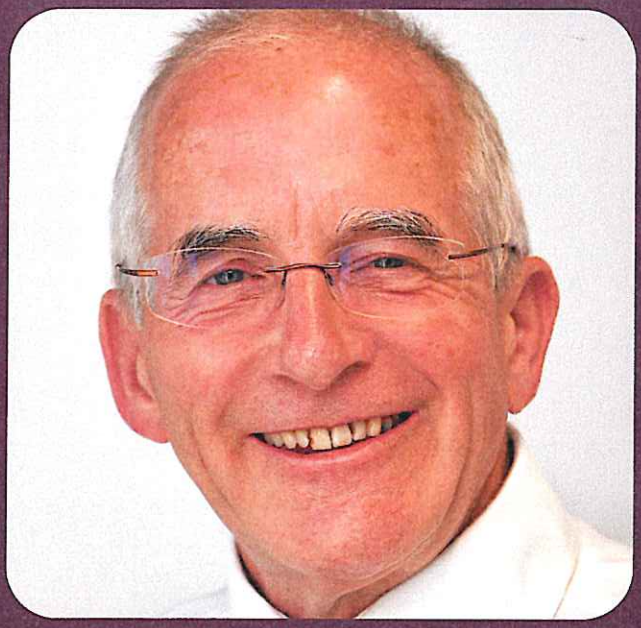
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Woking Hospice

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Chairperson's Report



This Annual Report is for the financial year to 31st March 2021. This was a year in which the Hospice had to adjust to the many unprecedented challenges posed by the COVID-19 pandemic that affected every aspect of its work.

I should like to begin by thanking all of our staff and volunteers who worked tirelessly throughout the year to deliver the care for which we are renowned at a time when our patients and their families needed it the most. Inevitably we had to make changes to some of our operational procedures but, with only some notable exceptions, there was no interruption to our mainstream clinical services.

Indeed, we stepped forward to increase our in-patient facilities and to introduce a new model of Direct Patient Transfer to relieve pressure on our local NHS Acute Trust during the pandemic. Our clinical teams worked collaboratively with other agencies to manage COVID positive patients.

We adopted and embraced new ways of working. With over 80% of our work being delivered in the Community, we took the opportunity to pilot new virtual models - some of which will be retained even post-COVID.

These efforts were recognised by our NHS Commissioners who, upon receiving our Quality Report for the year, responded by stating that they "would also like to acknowledge the support that the Hospice and its staff made to facilitate local system partnership working and to care for patients, staff, and visitors throughout the challenges of the Covid-19 pandemic".

I would also like to recognise the efforts of the Management Team and our support staff and Volunteers who have worked throughout the year. The principles of "good governance" were maintained throughout the organisation and, where necessary, our business was conducted virtually. Whilst the pandemic has undoubtedly delayed progress on some of the objectives that we set ourselves at the beginning of the year, it has enabled us to accelerate many others as we have had to find new and innovative ways of serving our community.

In recent Annual Reports, I have addressed the recurring theme of the need to achieve long-term financial sustainability as, without this, we would be unable to provide the care we do. I have also spoken of the progress that has been made in re-shaping and in re-engineering the organisation. And, whilst there is still undoubtedly more to do, it is worth reflecting that the Hospice faced the challenges imposed by the pandemic leaner, fitter and more agile than would have been the case had this work not been undertaken.

The loss of charitable income (as non-essential shops were forced to close and fundraising events were cancelled) was mitigated (in large part) by the prompt action of the Government. Additional funding from the Treasury and local Councils was made available to us and to all other Hospices in recognition of the role that this sector plays in supporting its NHS partners. The Hospice was also able to access the Coronavirus Job Retention Scheme so that staff employed across its Retail and Fundraising Divisions could be retained. The Hospice is very grateful for this assistance and for the support of the local community which has manifested itself in so many different ways.

The steps that have been taken to deliver financial sustainability together with the

unprecedented levels of additional funding that hospices have received have helped to deliver an Operating Surplus of £1,737,477 for the twelve month period ending 31 March 2021. This compares favourably with the small deficits reported in recent years and will stand the Hospice in good stead to face the challenges of our country's economic recovery.

In last year's Report, I referred to the progress that had been made in addressing our loan indebtedness. I am now pleased to be able to report that we have reached a financial agreement with Woking Borough Council which will take away some of the significant financial uncertainties that we have struggled with in recent years. We are grateful to Woking Borough Council for their support and this represents a real vote of confidence in everything we do and will undoubtedly help to assure our long-term sustainability. More importantly, it will give our Community confidence that its support can make a real and ongoing impact.

The Hospice recognises that its long-term sustainability is also dependent upon collaboration with its health and social care partners and it is proud to be a member of the North West Surrey Health and Social Care Alliance. I have already referred to some examples of collaborative working that were delivered during the pandemic but many more are planned and/or have since been implemented. These include a specialist "in reach" service to our local NHS Trust under which our medical staff undertake patient reviews and provide specialist support to their peers and colleagues in other specialties. To attract and retain nursing staff in a difficult labour market the Hospice will also collaborate with its partners at the Trust to develop a scheme whereby nurses can rotate across both sites and, in doing so, gain valuable experience and career development.

These and other initiatives feature prominently in a Strategic Framework that has been developed by the Hospice. The Framework will set out in clear terms the direction of travel for the balance of the current financial year (2021/22) and for the following financial year (2022/23). We expect it to inform and engage our workforce (staff and Volunteers) , our partners and all our stakeholders.

Hospice UK has long advocated such models of collaborative working as the foundation for assuring financial sustainability and clinical relevance and for extending patient access. I am delighted with the progress made in these areas with our healthcare partners to innovate and deliver real value to patients and their families across North West Surrey.

Finally, it would be remiss of me not to thank the Board of Trustees for their unstinting commitment and support during this most challenging of years. Particular thanks must go to Piers Meadows who took the decision to stand down from the Board after many years of providing wise counsel and support. During the year, the Hospice welcomed two new Trustees (Kerry Jarred and Carina Kemp) to the Board and both have already made significant contributions to our work.

The Hospice is a complex and multi-faceted charity which makes a real contribution to our community and to our wider society. We are keen to ensure that we provide all our stakeholders with sufficient, easily accessible information to broaden their understanding of what we do. With this objective in mind, the Annual Report and Accounts and Quality Account have been made available on our website. In addition, we will shortly be publishing an Impact Report for the first time which, as its name would suggest, will describe the full impact that our services have made during the year. I hope that these three reports will help to deepen the understanding of your Hospice and the services that it provides.



Tim Stokes 18 November 2021
Chairman of The Board of Trustees

Trustees' Annual Report
Purpose, Vision, Mission and Values

Purpose

The Hospice works in partnership with North West Surrey Clinical Commissioning Group [CCG], local Hospitals and Health and Social Care Community providers in order to deliver care on behalf of, and complementary to, that provided by the NHS.

The demographics in North West Surrey are diverse and the Hospice aims to ensure that, wherever possible, its staff and the services it provides reflect this diversity and is sensitive to the cultural needs of staff, patients and their families in accordance with its Equality and Diversity Policy.

Our Improvement Priorities are to extend Access and Scope, introduce new ways of working and to focus on Service Delivery.

Vision

To enable all those with life-limiting illnesses to live life to the full and to equip them to die with dignity.

Mission

To be a centre of excellence delivering specialist palliative care, from the heart of North West Surrey, to people with life-limiting illnesses and support to those important to them. To continually improve by gaining, sharing and applying knowledge. To raise both an awareness of our activities and the funds to deliver them.

Values

Caring and Compassion

Accountability

Respect

Excellence

Trustees' Annual Report
Structure, Governance and Management

Organisational Structure

The Hospice is governed by a Board of Trustees which meets on a regular basis. The balance of the Board is such that it provides the Charity with the necessary skills and expertise to ensure the effective running of the Hospice.

The Trustees and Management Team [see page 45 for details] provide services for the Charity to a high standard. They also continue to review the appropriateness of those services in order that Woking Hospice can continue to meet the needs of the population which it serves.

The key management personnel of the group consist of the Trustees, Chief Executive Officer and a Management Team. The day-to-day running of both charities is undertaken by the Chief Executive Officer and the Management Team. They are tasked with making operational decisions but refer to the Board of Trustees to ratify significant decisions at our quarterly Board Meetings.

During 2020/ 21, the Hospice held a total of four Board meetings and a number of additional meetings for its three main sub committees, namely, Governance, Finance & Sustainability and Development & Income Generation.

Recruitment and appointment of Trustees

Under the requirements of the Memorandum and Articles of Association, Trustees are elected to serve for a period of four years after which time they may either stand down or offer themselves for re-election.

New Trustees are appointed from the population of the catchment area in compliance with a formal recruitment procedure. The Board constantly monitors its own skill base to ensure that it has proper representation across all functions that will enable it to govern the hospices effectively. The requirements for new Trustees are clearly identified and the local press, other relevant media and local organisations are deployed in recruitment. All potential candidates are fully vetted and go through a selection process using a sub-committee of both Trustees and Senior Managers who recommend the most suitable appointee. Appointments are then approved by the full Board.

Remuneration Policy

Trustees are not remunerated. Remuneration levels for staff are benchmarked against similar roles in the voluntary sector and against NHS pay scales. The Finance & Sustainability Committee reviews remuneration packages for all Managers.

Trustees' Annual Report
Structure, Governance and Management

Trustee Induction and Training

There is a formal induction programme for all new staff and Trustees.

Board Effectiveness

Our Trustees are all distinguished figures from the world of finance, business, law, medical and clinical, marketing and public life. They are ultimately responsible for all that we do. The Board of Trustees works with the Management Team to:

- Shape the Hospice's long-term strategy and key priorities to ensure its charitable objectives are met
- Monitor progress and evaluate the impact of the Hospice's activities
- Provide vision, challenge, leadership and to uphold the highest levels of integrity, financial stewardship and corporate governance

Related Parties

Transactions with related parties are at market value and approved by the Trustees and Executive Team. There are no related party transactions in the 2020/21 financial year.

Volunteer Recruitment, Induction and Training

We are extremely grateful to our friends in the community who give up their time for free. Our network of Volunteers is a valued and important part of our workforce without whom we could not do all that we do. Our Volunteers support our shops and offices, serve in our café at the Hospice, manage our reception desk, keep our gardens looking lovely, help at our fundraising events, and spend time with our patients in the Wellbeing Centre and on the Ward. They all play a vital role in the running of the Hospice and our services.

We have a formal application process and all Volunteers are interviewed after which we complete the appropriate checks depending on the role that has been applied for. Full support and training is given to each Volunteer that we recruit commencing with a comprehensive induction programme.

Inpatient Unit

The Hospice provides 20 beds at its Inpatient Unit in Goldsworth Park where 24 hour care is provided by a highly skilled and dedicated multi-disciplinary team. Patients are cared for in single rooms with private bathrooms. Provision can be made for family members to stay overnight with patients.

Community Nurse Specialist Services

Our Community Nurse Specialist Team provides advice and support to patients living with life limiting conditions in their own homes. Members of the team work collaboratively with GP's and District Nurses and provide a vital link with their colleagues working on the Inpatient Unit and in the Hospice at Home Team (formerly referred to as COSI).

Hospice at Home

The Hospice at Home service provides hands on support to those patients in the last few weeks' of life and who wish to die in their own homes.

Wellbeing Services

In normal conditions, outpatients can access wellbeing services each weekday. A team of palliative care specialists work with patients to identify their personal goals for living and support them to live as well as possible within the constraints of their illness. There has invariably been some reduction in face to face services due to the pandemic but these will be restored as soon as permissible.

Bereavement, Counselling and Befriending

The Hospice provides a wide range of bereavement, counselling and befriending services to patients, their carers and family members including children.

Spiritual Care

Clinical staff and counsellors work closely with religious leads across the community. The Hospice Retreat provides a quiet, reflective space which can be utilised by patients, family members, friends or staff.

Voluntary Services

The Hospice is supported by many Volunteers who enable the Hospice to provide all the services that it does. It is estimated that our Volunteers save the Hospice in excess of £1.8 million per annum in equivalent staff costs. Their social impact value to the community is, of course, significantly more. The immense value of these individuals is very much appreciated by the staff and Trustees.

Trustees' Annual Report
Achievements and Performance 2020/2021

Quality: Achievement of Priorities for 2020/21

Under the terms of its funding contract with North West Surrey Clinical Commissioning Group (the "CCG"), the Hospice is required to submit a Quality Account each year. The 2020/21 Quality Account was submitted in June 2021. In addition to setting out the Purpose, Vision and Principles of the Hospice, the CCG requires us to submit our "Priorities for Improvement" for the year ahead and to provide Statements of Assurance from the Board.

In March 2020, we set out four priority areas for quality improvement in 2020/21 and we shared these in our Quality Account for 2019/20. We have set out our progress in achieving these priorities in the following summary.

Priority 1: Deliver Improvements and increase Clinical Effectiveness through Collaborative Working across North West Surrey	
How identified as a priority?	There was recognition at both ICP and individual partner level that there should be a single specialist palliative / End of Life Team in order to extend patient access and deliver improvements in overall care.
End of year results	Our medical team is working at our local NHS Trust hospital providing clinical sessions and managing multi-disciplinary team (MDT), ward rounds and patient management. This has enabled a more efficient transfer of appropriate patients to the Hospice and an improved patient end of life care experience.
Priority 2: Implement an Integrated Community Care Model and Pathways	
How identified as a priority?	In advance of the implementation of an Electronic Notes System for patients it was decided that standard ways of working should be introduced in order to optimise the benefits of this technology and improve overall service delivery.
End of year results	A new standardised way of working was designed, new processes and documentation were piloted and fully implemented. The next phase of the project will be to implement the EMIS clinical system.
Priority 3. Development of a new Wellbeing Model	
How identified as a priority?	With increasing demand for Hospice care there is an opportunity for innovation to provide more individualised care and an enhanced range of services.
End of year results	During the COVID-19 pandemic, new online services were developed and virtual sessions were piloted. New Wellbeing programmes have been developed and will be implemented in 2021/22 when services can be safely resumed.
Priority 4: To develop the online Training and Education system	
How identified as a priority?	Our current system is not ideally suited for the Hospice requirements. A number of issues have been identified that are being addressed by a replacement system.
End of year results	A new training system was introduced in November 2020 starting with mandatory and core modules. The system has been rolled out to all staff with good feedback regarding improved functionality and ease of use. Monthly reports are shared at Management Meetings and a focus to improve and maintain compliance is ongoing.

Quality: Priorities for Improvement for 2021/22

The Priorities for Improvement for the year 2021/22 have been identified as follows. Performance against each priority will be assessed in the 2021/22 Quality Account which will be submitted in June 2022.

Priority 1: Implementation of EMIS Clinical System

We will implement the EMIS clinical system (of electronic records for patients) into our Community services. This will enable us to improve overall service delivery and integrate with our community partners.

Priority 2: Implementation of a New Training and Development Programme

To train and support staff to reach their potential and to attract the right workforce. We aim to create innovative solutions to deliver an education and training programme that meets the needs of our staff and in order to build a sustainable workforce.

Priority 3: Implementation of a new Wellbeing Model

Following the review of our Wellbeing Service in 2019/20 we developed new Wellbeing programmes but we were unable to implement these due to closure during the pandemic. These will be implemented in 2021/22 to ensure the needs of our patients are better identified and met and to further extend the reach of our service.

Priority 4: The development of a workforce that is sustainable and fit for the future

We will develop methods of integrated working with Ashford & St Peter's Hospitals NHS Foundation Trust (ASPH) to develop innovative ways of working across both sites to build a fit for purpose workforce model.

Care Quality Commission (CQC) Regulators

The Hospice was last inspected by the Care Quality Commission in December 2019 when Inspectors assessed our clinical performance as "GOOD" and on a trajectory to "OUTSTANDING". During the COVID pandemic, the CQC has adopted a practice of regular (quarterly) virtual monitoring sessions covering all aspects of our activities.

COVID 19

Progress in delivering some aspects of our Quality Agenda during 2020/21 have inevitably been adversely impacted and/or delayed by COVID 19. Conversely, it has had a positive impact in accelerating changes in practices and use of technology – changes that will be retained post COVID 19.

Trustees' Annual Report

Our Commitment to Our Supporters

Like most charities, the Hospice has an in-house Fundraising Team which it finances in order to generate more income.

The Hospice is registered with the Fundraising Regulator and we endeavour to meet the high standards promoted by their Fundraising Practice by ensuring our activities are open, fair, honest and legal. We continue to work towards full compliance with all GDPR and other regulations to ensure we always respect our supporters' wishes and treat their privacy with the utmost respect. We ensure that staff are fully trained and understand their responsibilities in their respective areas.

We contact supporters in the ways that they prefer, adapting them as needed. Supporters can change their preferences at any time and we will not contact them if they ask us not to. We never share names, addresses or other personal information with third parties for charity, commercial or fundraising purposes.

We genuinely appreciate feedback from supporters and the public and we review our fundraising activities in light of feedback and complaints we may receive. During the year we received no complaints that were deemed to be highly serious or needed to be referred to the Fundraising Regulator.

Any Retail or other trading activity complaints we receive we take very seriously and any emerging trends then inform future practice and procedures to ensure we always treat our supporters' donated goods with respect and we provide the best possible shopping experience for our customers.

Registered with FUNDRAISING REGULATOR

Trustees' Annual Report

Our Supporter Promise

At Woking & Sam Beare Hospices, we are extremely lucky and grateful to have so many passionate, committed and generous supporters. Without our wonderful local community, we simply wouldn't be able to continue to provide specialist palliative care to adult patients of all ages, who have advance life-limiting conditions, when they need us most.

We want to make sure that as part of our wonderful community of supporters you have a great experience. It is important to us therefore that you are communicated with in the way that's right for you.

We promise:

- We will keep your personal details safe, secure and confidential .
- We will not share or sell your details to any other organisations or individuals [unless for printing and distribution of communications to you via our approved preferred supplier].
- We will communicate appropriately and sensitively and are especially careful when engaging with vulnerable people.
- If you have questions about our fundraising activities and costs, we will answer them openly and truthfully.
- We will keep you up to date with inspiring and relevant news from our care team and the families you are helping.
- We will tell the truth and won't exaggerate, what we say we will do, we will do.
- You will always be able to let us know how you would like to be communicated with or if you would prefer not to be contacted. And you can change your preferences at any time.
- Our database is constantly updated to ensure we have the correct contact details for you. We will make sure we know exactly how you like to be communicated with.
- We adopt best fundraising practice by regulatory bodies and will continue to do so as these are updated.

For more information

Our Fundraising Team are always happy to help.

T: 01483 881752
E: fundraising@wsbhospices.co.uk

Trustees' Annual Report
Long Term Sustainability

Hospices rely heavily on charitable income from fundraising and retail activity to provide their services and this reliance has been all too evident during 2020/21 when these sources were so adversely impacted.

Whilst hospices have benefitted from additional Government funding to mitigate the loss of income in these areas, it is generally acknowledged that the traditional hospice operating model is no longer financially sustainable. In recent years, Hospice UK has urged its members to collaborate with each other and with their NHS partners to reduce their individual cost base and to develop new and sustainable operating models which the Hospice has been addressing successfully.

In the balance of this Report, we assess the principal risks associated with our current model and outline the steps that we have taken to transform our operation in order to ensure our long term financial sustainability.



The Risk Register

The Hospice maintains a Risk Register in which risks are identified and assessed. Assessments are undertaken on a regular basis with policies and procedures developed to mitigate the incidence, scale and potential impact of all risks. The Risk Register is reviewed at both the Governance Committee (quarterly) and at the Finance & Sustainability Committee (monthly) meetings. Both these Committees report to the main Board on the outcome of these reviews.

Principal Financial Risks

The main ongoing financial risk to the continued activity of the Hospice is the reliance upon the (net) income from fundraising activity (Fundraising and Retail).

These funds contribute towards approximately 60% of the costs directly associated with our clinical operation. By definition, however, they are uncertain and, as has been demonstrated all too clearly during the COVID 19 pandemic, could at any time prove inadequate to allow the Hospice to continue to operate at current service levels.

Our Retail and Fundraising Departments work continuously to improve performance but, even before the advent of the COVID 19 pandemic, the economic climate and decline of footfall on the high street was having an adverse impact and making it harder to achieve the funding we require to deliver our services.

Shortfalls in legacy income represent a lower risk as, for the purposes of forward planning, this income is specifically excluded.

The balance of the Hospices' funds are derived primarily from its contract for clinical services with the North West Surrey Clinical Commissioning Group (CCG). This contract is for inpatient, community and "Hospice at Home" services. Our contract was renewed for a further year on 1 April 2021 and we see no reason to believe that will not continue to be the case in future years.

Considerable progress has been made during the course of 2020/21 to restructure the current loan position with Woking Borough Council which was fully resolved in August 2021 (see section on Events after the end of the period on page 44).

We offer an equivalent clinical pay scale to that offered by our NHS partners. We need to be able to deliver services of the highest standards and that means that we have to attract the best talent. We are competing from the same pool of healthcare professionals as the NHS.

The UK's departure from the EU continues to pose a risk in relation to the availability of clinical staff, drug supplies and equipment along with the increased costs of imports.

The Board of Trustees sets a Reserves Policy as outlined in the Reserves section of this Report [page 16] to mitigate this risk. It is committed to moving towards building sufficient free reserves to cover the known liabilities for the Hospice. The Finance & Sustainability Committee reviews cash flow forecasts on a monthly basis.

Trustees' Annual Report
Principal Risks and Uncertainties

Total Reserves

The total reserves of Woking Hospice increased by £1.7m during the year and totalled £7.5m on 31 March 2021.

Reserves Policy

The Hospice needs to hold adequate levels of reserves to ensure that its known liabilities can be met. The Reserves Policy is determined on the basis of costs excluding depreciation less guaranteed contract income.

Free reserves for Woking Hospice [calculated as unrestricted funds at year end] not held in fixed assets [both tangible and investments, excluding the revaluation gain on the investment property as it is not considered as free reserves, long term debt or designated] stood at £4.458m as at 31 March 2021 which represents more than six months running costs.

Cash Reserve Policy

It is the view of the Trustees that a level of Reserves that are equivalent to six months' of operating costs will enable the Charity to meet its future obligations and to be able to react to a significant short term drop in income. The cash balance as at 31 March 2021 was £3.589m.

The Hospice undertakes financial planning on a three year rolling programme which informs its budgeting and cash management processes. The three year budget that has been approved is considered to be both realistic and achievable.



Cost of operating our Charitable Activity

For every £1 of charitable income received, around 87p is spent on charitable activities with the balance utilised on generating this income.

Going Concern

The principal financial risks facing the Hospice are summarised on page 15 and reflect the inherent uncertainties of the hospice and charity sector.

Throughout the course of 2020/21, the Hospice has continued to reduce its operating costs base. It has also made significant progress in restructuring its loan position with Woking Borough Council and these negotiations were completed on 9th August 2021. See also section on Events after the end of the period on page 44.

In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 has been renewed.

The Hospice is projected to deliver a surplus for the 2021/22 financial year. This result is in part due to the re-shaping of the Hospice management team and the reduction in operating costs but has also been boosted by the Government response to the COVID 19 pandemic (e.g. additional Treasury funding, Local Authority Grants and access to the Coronavirus Job Retention Scheme) together with an increase in Legacies and Bequests.

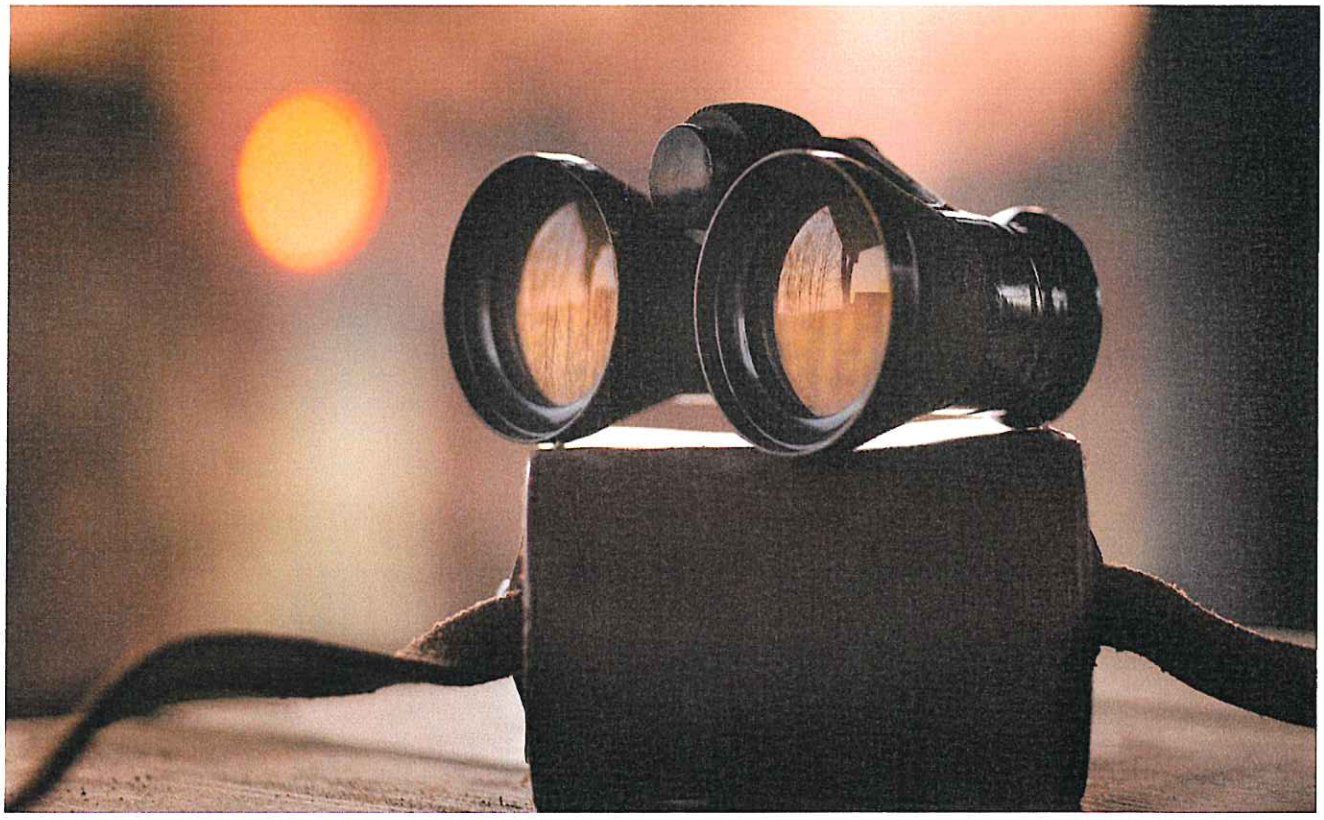
The Finance and Sustainability Committee continues to meet each month to review financial performance against Budget and Prior Year. The Committee also focuses on cash flow forecasts on a rolling 24 month basis and, periodically on a 36 month basis.

The financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

Trustees' Annual Report
Looking Ahead

During 2019/20, the Hospice made a number of significant changes to its management structure and methods of operation. In making these changes it reduced its operating cost base and, in doing so, was able to assure its partners in the local healthcare economy of its long term sustainability.

In July 2020, the Hospice became a member of the Integrated Care Partnership Board for North West Surrey and it now plays an important role in the delivery of healthcare care models across North West Surrey. Since January 2021, our medical team has been working across both the Hospice and the local NHS Acute Trust (at St Peter's Hospital) and the Hospice leads on the specialist palliative care agenda across North West Surrey.



Trustees' Annual Report
Trustees' Responsibilities

The Trustees [who are also Directors of Woking Hospice for the purposes of Company Law] are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards [United Kingdom Generally Accepted Accounting Practice].

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

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

A. **Select suitable accounting policies and then apply them consistently**
B. **Observe the methods and principles in the Charities Statement of Recommended Practices**
C. **State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements**
D. **Make judgements and estimates that are reasonable and prudent and;**
E. **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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information of which the company's Auditor is unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

The Trustees' Annual Report and Strategic Report have been approved and authorised for issue by the Board on 18th November 2021 and signed on its behalf by:



Tim Stokes
Chairman of the Board of Trustees
18 November 2021

Independent Auditor's Report

To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

Opinion

We have audited the financial statements of Woking Hospice (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design

procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

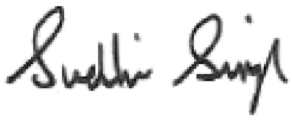
- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of this 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.



16 December 2021

Signed: **Dated:** [redacted]

Sudhir Singh FCA [Senior Statutory Auditor]

For and on behalf of MHA MacIntyre Hudson
Statutory Auditor
London, UK

Statement of Financial Activities
Including Income and Expenditure
For the year ended 31 March 2021 | Registered Company No.: 03955487

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2021 Total Funds £'000	2020 Total Funds £'000
Income From:					
Donations and legacies	2	3,410	1,065	4,475	1,631
Charitable activities	3	3,015	961	3,976	2,788
Other trading activities	4	1,518	-	1,518	3,445
Investment income	5	209	-	209	177
Total		**8,152**	**2,026**	**10,178**	**8,041**
EXPENDITURE ON					
Charitable Activities	6	4,137	2,006	6,143	5,871
Raising Funds including Retail	7	2,278	-	2,278	2,596
Investments	8	20	-	20	42
Total		**6,435**	**2,006**	**8,441**	**8,509**
Net income and Expenditure		**1,717**	**20**	**1,737**	**(468)**
Gain on revaluation of fixed asset	14	-	-	-	245
Net movement in funds		1,717	20	1,737	(223)
Reconciliation of funds					
Total funds brought forward		5,748	58	5,806	6,029
Total funds carried forward		**7,465**	**78**	**7,543**	**5,806**

All income and expenditure derive from continuing activities.

Balance Sheet

As at 31 March 2021

Registered Company No.: 03955487

	Notes	2021 £'000	2020 £'000
FIXED ASSETS			
Tangible assets	**13**	9,459	9,730
Investments	**14**	3,245	3,245
Total Fixed Assets		**12,704**	**12,975**
CURRENT ASSETS			
Stock	**15**	12	13
Debtors	**16**	2,393	1,451
Cash at Bank and in Hand		3,589	1,759
Total Current Assets		**5,994**	**3,223**
CREDITORS: amounts falling due within one year	**17**	(1,458)	(1,279)
NET CURRENT ASSETS		**4,536**	**1,944**
TOTAL ASSETS LESS CURRENT LIABILITIES		**17,240**	**14,919**
CREDITORS: amounts falling due after one year	**19**	(9,697)	(9,114)
NET ASSETS		**7,543**	**5,806**
Funds of the Group/Charity			
Restricted Funds	**21**	78	58
Unrestricted Funds			
General		7,465	5,748
TOTAL FUNDS		**7,543**	**5,806**

The Financial Statements were approved and authorised for issue by the Board of Trustees on 18th November 2021. The notes on pages 26-44 form part of these Financial Statements.

J Jagger, F.C.A.
Trustee | 18th November 2021

Statement of Cash Flows
For the year ended 31 March 2021
Registered Company No.: 03955487

	Notes	2021 £'000	2020 £'000
Cash Flow from Operating Activities	23	1,910	1,180
Net Cash Flow from Operating Activities		**1,910**	**1,180**
Cash Flow from Investing Activities			
Payments to acquire tangible fixed assets		(81)	(41)
Interest Received		1	4
Net Cash Flow from Investing Activities		**(80)**	**(37)**
Net increase/(decrease) in cash and cash equivalents		**1,830**	**1,143**
Cash and cash equivalents at 31 March 2020		1,759	616
Cash and cash equivalents at 31 March 2021		**3,589**	**1,759**
Cash and cash equivalents consist of:			
Cash at Bank and in Hand		3,589	1,759
Cash and cash equivalents at 31 March 2021		**3,589**	**1,759**

The notes on pages 26-44 form part of these Financial Statements.

Analysis of changes in net debt

	At 1 Apr 2020 £000	Cash flows £000	Other Changes £000	At 31 Mar 2021 £000
Cash & Cash Equivalents				
Cash at bank and in hand	1,759	1,830	-	3,589
	1,759	**1,830**	**-**	**3,589**
Borrowings				
Debt due after one year	(9,114)	(583)	-	(9,697)
	(9,114)	**(583)**	**-**	**(9,697)**
Total	**(7,355)**	**1,247**	**-**	**(6,108)**

1. Principal Accounting Policies

Summary of Significant Accounting Policies

(a) General information and basis of preparation

Woking Hospice is a company limited by guarantee and a registered charity in the United Kingdom. The address of the registered office is given in the charity information on page 45 of these financial statements. The nature of the charity's operations and principal activities is the provision of palliative care and hospice services to the communities in North West Surrey.

In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland [FRS 102] - (Charities SORP FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention, if appropriate modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

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

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

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

(c) Income recognition

All income is included in the Statement of Financial Activities [SoFA] when the group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, they can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP [FRS 102]. Further detail is given in the Trustees' Annual Report.

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. However the Trustees deem it is impracticable to place a fair value on the items when received due to the volume of low value items and as such they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion, legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the group. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government sources is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds includes the operation of the income generation and retail departments. Expenditure on charitable activities includes all costs of the provision of hospice services. Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Premises overheads have been allocated on a usage basis and other overheads have been apportioned on a basis consistent with use of the resources; heads, FTE (Full Time Equivalent), floor space and expenditure. Support costs also include governance costs which are those costs incurred in relation to compliance with constitutional and statutory requirements. The analysis of support costs is included in note 9.

(f) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets are capitalised when the value is greater than £500.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Freehold land	Not depreciated
Freehold buildings	2%
Leasehold buildings and improvements	2%
Hospice building improvements	2%
Shop and warehouse fittings	20%
Fixtures and fittings	Between 15%-33%
Motor vehicles	Between 20%-33%
Assets in the course of construction	Not depreciated

(g) Stocks

Stocks are stated at the lower of cost and estimated selling price, less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

(h) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(i) Loans and borrowings

Loans and borrowings are recognised at the transaction price including transaction costs.

(j) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event.

(k) Leases

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) Employee benefits

The charity operates a defined contribution plan for the benefit of some of its employees. Contributions are expensed as they become payable. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

(m) Termination payments

The charity applies the government redundancy rules and employee contractual terms.

(n) Tax

The charity is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

(o) Financial Instruments

The charity only holds basic Financial Instruments. Financial Instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets or financial liabilities. The financial assets and financial liabilities of the charity are as follows:

Debtors - trade and other debtors (including accrued income) are financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors are classified as financial instruments, and are measured at amortised cost as detailed in notes 17 and 19. Amounts due for taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

(p) Going Concern statement for Woking Hospice

The principal financial risks facing the Hospice are summarised on page 15 and reflect the inherent uncertainties of the Hospice and charity sector. Despite the effects of COVID-19 creating considerable risk in forecasting the Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

Throughout the course of 2020/21, the Hospice made significant progress in restructuring its loan position with Woking Borough Council and these negotiations were completed on 9th August 2021. In parallel, the Hospice has continued to build on its relationships with its partners within the Integrated Care Partnership (the ICP) for North West Surrey and its contract for the provision of clinical services from April 2021 has been renewed.

The Hospice is projected to deliver a surplus for the 2021/22 financial year. This result has been boosted by the Government response to the COVID 19 pandemic (e.g. additional Treasury funding, Local Authority Grants and access to the Coronavirus Job Retention Scheme) together with a significant increase in Legacies and Bequests.

The Finance and Sustainability Committee continues to meet each month to review financial performance against Budget and Prior Year. The Committee also focuses on cash flow forecasts on a rolling 24 month basis and, periodically on a 36 month basis.

The financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist concerning its ability to meet its financial obligations as they fall due for the foreseeable future.

(q) Judgements and key sources of estimation uncertainty

The following judgements [apart from those involving estimates] have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

- Depreciation rates reflect an estimate of economic lives of the underlying assets
- Impracticality of valuing donated goods for resale at fair value on receipt of the goods
- Allocation of support costs

2. Income from donations and legacies

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£000	£000	£000	£000	£000	£000
Donations	357	26	383	400	36	436
In Memory donations	541	-	541	501	4	505
Legacies	626	3	629	532	1	533
Grants from Trusts	158	54	212	73	34	107
Govt Grants (BBC)	-	8	8	-	33	33
NHSE - COVID Support	-	974	974	-	-	-
Local Authority Grants	580	-	580	-	-	-
CJR Scheme	677	-	677	-	-	-
Grants from Subsidiary	395	-	395	-	-	-
Corporate	76	-	76	17	-	17
	3,410	**1,065**	**4,475**	**1,523**	**108**	**1,631**

3. Income from charitable activities

	2021			2020		
	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
CCG	1,726	-	1,726	1,673	-	1,673
Continuing Care	471	-	471	306	-	306
NHSE	-	961	961	-	-	-
COSI	465	-	465	454	-	454
Other	353	-	353	355	-	355
	3,015	**961**	**3,976**	**2,788**	**-**	**2,788**

4. Income from other trading activities

	2021 £000	2020 £000
Lottery and Raffles	421	466
Fundraising events	251	652
Other	2	56
Insurance Income	264	-
Shop Income	550	2,130
Gift Aid on Shop Income	30	141
	1,518	**3,445**

5. Investment income

	2021	2020
	£000	£000
Property Rental Income	208	173
Bank interest	1	4
	209	177

Investment income in 2021 and 2020 is unrestricted.

6. Expenditure on charitable activities

	2021	2020
	£000	£000
Direct costs of Palliative Care	5,243	4,813
Support costs	900	1,058
	6,143	5,871

Expenditure on charitable activities in 2021 included £1,964,352 [2020 £57,000] of restricted expenditure.

7. Expenditure on raising funds

	2021	2020
	£000	£000
Direct Fundraising costs	547	784
Direct Retail costs	1,580	1,635
Support Costs	151	177
	2,278	2,596

Expenditure on fundraising in 2021 and 2020 is all unrestricted

8. Expenditure on investment

	2021	2020
	£000	£000
Direct costs	20	42
	20	42

9. Allocation of support costs

	Raising Funds	Charitable Activity	Total 2021	Raising Funds	Charitable Activity	Total 2020
	£000	£000	£000	£000	£000	£000
Finance	27	145	172	50	295	345
Information Technology	27	158	185	21	124	145
HR & Volunteering	22	135	157	29	172	201
Property	36	212	248	29	172	201
Management	13	80	93	18	109	127
Governance	1	23	24	1	14	15
Business Management	-	-	-	3	20	23
Other	25	147	172	26	152	178
	151	900	1,051	177	1,058	1,235

The above costs are apportioned on a basis consistent with use of the resources; per head, full time equivalent, floor space and expenditure.

10. Governance Costs

Within Management support costs above are the following governance costs:

	2021	2020
	£000	£000
Audit - Current year	24	15
Legal Fees	20	14
	44	29

11. Net (Income) / Expenditure for the year

Net (Income)/Expenditure is stated after charging/(crediting):

	2021	2020
	£000	£000
Depreciation of tangible Fixed Assets	352	369
Operating Lease Rentals	408	426
	760	795

12 (a) Trustees' and Key Management Personnel Remuneration and Expenses

The total amount of employee benefits received by key management personnel is £487,225 (2020: £603,905). As at 31 March 2021, the Charity considered its key management personnel comprise: The Trustees; Chief Executive; Head Of Finance & IT; Fundraising Director; Medical Director; Director of Clinical Services; Marketing and Retail Director; HR & Volunteer Services Manager. The Trustees neither received nor waived any remuneration during the year (2020: £nil). No Trustees are accruing pension arrangements.

Trustees claimed nil expense in both years. No charity Trustee received payment for professional or other services supplied to the charity. The reimbursement of key management expenses, none of which were paid via a third party, was as follows:

	2021 Number	2020 Number	2021 £'000	2020 £'000
Travel & Subsistence	6	5	2	4

12 (b) Staff costs

The average monthly number of employees and full time equivalents (FTE) during the year was as follows:

	2021 Number	2021 FTE	2020 Number	2020 FTE
Raising Funds	74	57	79	60
Charitable Activities	136	79	138	84
Management and Administration	27	18	29	21
	237	**154**	**246**	**165**

The total staff costs and benefits were as follows:

	2021 £'000	2020 £'000
Wages and Salaries	4,763	4,904
Social Security	403	406
Pension Costs	280	325
Redundancy	11	35
	5,457	**5,670**

Staff contractual redundancy payments were made during the year totalling £11k (2020 £35k)

The number of employees who received total employee benefits [excluding employer pension costs] of more than £60,000 is as follows (amounts below include termination payments):

	2021 Number	2020 Number
£60,000-£70,000	3	2
£70,000-£80,000	2	2
£80,000-£90,000	-	-
£90,000-£100,000	-	1
	5	5

The total employee benefits of the above employees was £531,269 (2020: £456,468)

13. Tangible fixed assets

	Freehold Land and Buildings £'000	Hospice Furniture and Fittings £'000	Shop, Warehouse Fittings and Vehicles £'000	TOTAL £'000
Cost at 1 April 2020	9,742	1,324	758	**11,824**
Additions	-	56	25	**81**
Disposals	-	-	-	**-**
At 31 March 2021	**9,742**	**1,380**	**783**	**11,905**
Accumulated depreciation at 1 April 2020	566	821	707	**2,094**
Depreciation charge	206	113	33	**352**
Disposals	-	-	-	**-**
At 31 March 2021	**772**	**934**	**740**	**2,446**
Net book values				
At 1 April 2020	9,176	503	51	**9,730**
At 31 March 2021	**8,970**	**446**	**43**	**9,459**

14. Investment Property

	Investments	TOTAL
	£'000	£'000
Valuation at 1 April 2020	3,245	3,245
At 31 March 2021	3,245	3,245

The valuation of the Investment Property was made in March 2020 by an independent local valuer. The fair value is based on an income and market approach and in accordance with RICS Valuation Global Standards (Red Book) and FRS 102.

Tangible fixed assets and Investment property with a net book value of £12,637,000 [2020: £12,909,000] have been pledged as security for liabilities of the charity in respect of loans from Woking Borough Council.

15. Stocks

	2021	2020
	£000	£000
Goods for Resale	12	13
	12	**13**

All stock held is for resale in shops and comprises mainly of Christmas cards and a small selection of new goods.

16. Debtors

	2021	2020
	£'000	£'000
Trade Debtors	561	631
Other Debtors	1,080	518
Amount due from subsidiary	432	23
Prepayments	269	238
VAT Recoverable	51	41
	2,393	**1,451**

17. Creditors: amounts falling due within one year

	2021	2020
	£'000	£'000
Trade Creditors	202	180
Tax and Social Security	102	109
Accruals and Deferred Income	1,154	940
ReSpect Funding	-	50
	1,458	1,279

18. Deferred Income

	2021	2020
	£'000	£'000
At 1 April	(570)	(577)
Additions during the year	(650)	(570)
Amounts released to income	570	577
At 31 March	(650)	(570)

Deferred Income comprises various amounts including advance CCG income, advance lottery sales and for fundraising events held in 2021/22.

19. CREDITORS: amounts falling due after more than one year

	2021	2020
	£000	£000
Woking Borough Council Loan - Original	(150)	(150)
Woking Borough Council Loan - Goldsworth House	(9,547)	(8,964)
	(9,697)	(9,114)

The £150,000 loan from Woking Borough Council is repayable in the event that the charity ceases to operate as a hospice. The Goldsworth House loan is repayable over 50 years at a fixed interest rate of 6.5%. Woking Borough Council have charges over all the tangible assets of the charity with a net book value of £12,637,000.

20. Leases

Operating leases primarily relate to shop leases. The charity has the following commitments under operating leases:

	Land & Buildings 2021 £000	Other 2021 £000	Land & Buildings 2020 £000	Other 2020 £000
Within one year	394	8	423	14
Greater than one year and not more than five years	939	5	816	20
Greater than five years	609	-	298	-
	1,942	**13**	**1,537**	**34**

21. Fund Reconciliation

	Charity 2021 £'000	Charity 2020 £'000
Unrestricted Funds		
At 01 April	5,748	5,974
Income	8,152	7,932
Expenditure	(6,435)	(8,403)
Revaluation of fixed assets	-	245
At 31 March	7,465	5,748
General	7,465	5,748
At 31 March	**7,465**	**5,748**

21. Fund Reconciliation continued

	Charity 2021 £'000	Charity 2020 £'000
Restricted Funds		
At 01 April	58	55
Net Movement in Funds	20	3
Transfers	-	-
At 31 March	**78**	**58**

Transfer of restricted funds is allocation of funds spent on the new hospice.

2020—21

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2020 £'000	Transfers £'000	Income £'000	Expenditure £'000	At 31 March 2021 £'000
Clinical Nurse	-	-	39	(15)	24
Children in Need	-	-	8	(8)	-
Counselling	-	-	5	(5)	-
COVID-19	3	-	7	(10)	-
Equipment	6	-	16	(19)	3
Woking Hospice (GH)	11	-	2	-	13
Clinical IT Systems	28	-	10	-	38
Wildlife Garden	10	-	-	(10)	-
NHSE	-	-	1,936	(1,936)	-
Fundraising Salaries	-	-	3	(3)	-
	58	**-**	**2,026**	**(2,006)**	**78**

21. Fund Reconciliation continued

Fund description

- Clinical Nurse Specialists (CNS) funds provided to support care in the home.
- The Children in Need fund represents donations from the BBC Children in Need Appeal, utilised in the provision of counselling services .
- Counselling funding towards Adult Counselling service provided in the hospice and community.
- COVID-19 related funds received from local organisations and individuals to support the work carried out by clinical teams, towards the cost of PPE and staff welfare.
- Equipment funds provided for the use of the Wellbeing and Inpatient teams.
- The new Woking Hospice funds are provided for the development of the new Hospice.
- Clinical IT systems is to fund the implementation of an Electronic Notes System for patients (EMIS).
- Wildlife garden construction and planting.
- NHSE funding was funding to help maintain the provision of clinical care in the Hospice and in the community.
- Fundraising Salaries was to enable the hospice to bring a Fundraising staff member back from furlough to help support the Hospice's fundraising efforts during the COVID-19 pandemic.

2019—20

The net movement in the group restricted funds is analysed as follows:

	At 01 April 2019	Transfers	Income	Expenditure	At 31 March 2020
	£'000	£'000	£'000	£'000	£'000
Clinical Nurse Specialist	-	-	24	(24)	-
Children in Need	-	-	33	(33)	-
Counselling	-	-	3	(3)	-
COVID-19	-	-	3	-	3
Equipment	-	-	15	(9)	6
Woking Hospice	-	-	11	-	11
Clinical IT Systems	10	-	18	-	28
Wildlife Garden	45	-	1	(36)	10
	55	**-**	**108**	**(105)**	**58**

22. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Designated Funds	Total 2021
	£'000	£'000	£'000	£'000
Fixed Assets	12,704	-	-	12,704
Current Assets	5,916	78	-	5,994
Creditors less than one year	(1,458)	-	-	(1,458)
Creditors falling due after more than one year	(9,697)	-	-	(9,697)
Total	**7,465**	**78**	**-**	**7,543**

	Unrestricted Funds	Restricted Funds	Designated Funds	Total 2020
	£'000	£'000	£'000	£'000
Fixed Assets	12,975	-	-	12,975
Current Assets	3,166	58	-	3,224
Creditors less than one year	(1,279)	-	-	(1,279)
Creditors falling due after more than one year	(9,114)	-	-	(9,114)
Total	**5,748**	**58**	**-**	**5,806**

23. Reconciliation of net (expenditure)/income to net cash flow

	2021	2020
	£000	£000
Net movement of funds for the year per the consolidated SoFA	1,737	(223)
Interest Receivable	1	4
Gain on revaluation of Fixed Asset	-	(245)
Loan Interest charged and not paid	583	557
Depreciation of tangible fixed assets	352	369
(Increase)/Decrease in stock	1	(4)
Decrease/(Increase) in debtors	(942)	540
Increase/(Decrease) in creditors	178	187
Less Assets disposed/written off	-	(5)
Net Cash Flow from Operating Activities	**1,910**	**1,180**

24. Pension Schemes

The total employer pension contribution to all schemes for the year ended 31 March 2021 charged to the Income and Expenditure account was £259,651 [2020: £294,115]

NHS Pension Scheme
The Hospice makes payments to the NHS Pension Scheme for former NHS employees who, on employment with the Hospice, are eligible to continue in or re-join the NHS Pension Scheme. The NHS Pension Scheme is an unfunded defined benefit scheme that covers employees of NHS employers, General Practices and other bodies allowed under the direction of the Secretary of State for Health and Social Care in England and Wales, which includes the Hospice. It is not possible to identify the Hospice's share of the underlying assets and liabilities and as a result the NHS Pension Scheme is treated as a defined contribution scheme under FRS102.

The NHS employer pension contributions payable in the year were £158,862 [2020: £180,153].

Auto-enrolment
All employees meeting certain criteria must be enrolled into a workplace pension if they are not already in a qualifying scheme. The Hospice has chosen Royal London to meet is auto-enrolment obligations. The Royal London employer pension contributions payable in the year was £100,790 [2020: £113,962].

25. Financial Commitments

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £Nil at 31 March 2021 [2020: £Nil].

26. Subsidiary Company
Sam Beare - Statement of income and expenditure

Sam Beare Hospice is a wholly controlled subsidiary of Woking Hospice, with company number 05822985 and charity number 1115439, registered office Goldsworth Park Centre, Woking, Surrey, GU21 3LG. The Trustees have taken the option not to consolidate as the activities and income are not material to the parent charity Woking Hospice. Going forward Woking Hospice will operate as Woking & Sam Beare Hospices. The fundraising surplus from Sam Beare Hospice has been given to Woking Hospice as a grant for services. This was agreed at the Board of Trustees' meeting on 11 November 2020. We will therefore no longer refer to the 'group's' activity within these reports and will solely be reporting herewith on the activity of Woking & Sam Beare Hospices. In 2021 Sam Beare awarded a grant to Woking Hospice of £325,185 [2020 £69,783].

Sam Beare - Statement of Income and Expenditure

	Unrestricted Funds	Restricted Funds	2021 Total Funds	2020 Total Funds
	£'000	£'000	£'000	£'000
Income From:				
Donations and legacies	323	-	323	69
Other trading activities	5	-	5	3
Total	**328**	**-**	**328**	**72**
Expenditure on:				
Raising Funds including Retail	1	-	1	-
Charitable activities	1	-	1	2
Governance Costs	1	-	1	
Grant to Woking Hospice	325	-	325	70
Total	**328**	**-**	**328**	**72**
Net income and Expenditure	**-**	**-**	**-**	**-**
Reconciliation of funds				
Total funds brought forward	-	-	-	-
Total funds carried forward	**-**	**-**	**-**	**-**

Sam Beare - Balance Sheet

	2021	2020
	£'000	£'000
CURRENT ASSETS		
Debtors	161	1
Cash at Bank and in Hand	271	93
Total Current Assets	**432**	**94**
CREDITORS: amounts falling due within one year	(432)	(94)
NET CURRENT ASSETS	-	-
NET ASSETS	-	-
Funds of the Group/Charity		
Unrestricted Funds		
TOTAL FUNDS	-	-

27. Related Party Transactions

There were no Related Party Transactions recorded in the 2020/21 financial year.

28. Events after the end of the period

On 9 August 2021, the Hospice entered into an arrangement with Woking Borough Council. Under this arrangement, the Council accepted full satisfaction of its loan to the Charity (£9.7m as at 31 March 2021) in consideration for the freehold interest of the Charity's Goldsworth Park property (recognised as a tangible fixed asset with an unencumbered net book value of £9.0m as at 31 March 2021) and the leasehold interest in 5 Hill View Road investment property (valued at £3.2m as at 31 March 2021).

To help ensure the continued operation of the Charity in the Borough, and also as part of the arrangement, the Council have granted the Charity a 999-year lease of the Goldsworth Park property at a peppercorn rent and with restrictions regarding its on-going use. There were no cash movements as a result of these arrangements. The effect of these transactions will be reflected in the charity's financial statements for the year ending 31 March 2022.

29. Contingent Asset

As at 31 March 2021 an unsettled business interruption insurance claim between the charity and insurers QBE, but not included in the financial statements in accordance with Charities SORP and FRS102, had an estimated value of £457,313. The timing of the settlement is currently unknown, with correspondence ongoing, and relates predominantly to the Retail shops of the Hospice closing during the national lockdown ordered in November 2020 and from December 2020 to April 2021. A successful claim was submitted, and paid, for the initial national lockdown from March to June 2020 (see note 4) under the same insurance policy that the subsequent claim was made.

Charity reference and administration details

The Board of Trustees

The Trustees are also the Directors of Woking Hospice for the purposes of Company Law. Those who served during the year and since year end were as follows:

- Tim Stokes* (Chair)
- Marc Riggs
- Nicola Eggers
- Susan Gent
- Peter Goodyear
- Jon Jagger*
- Tony Jarvis*
- Piers Meadows+
- Richard Roberts*
- Carina Kemp#
- Kerry Jarred#

Rhod Lofting remains Life President

* Re-appointed 21/01/2021

\+ Resigned 13/05/2021

\# Appointed 21/01/2021

Company Secretary

Anne Collett

Chief Executive Officer

Marian Imrie

Key Personnel

- CEO
- Medical Director
- Director of Clinical Services
- Head of Finance & I.T
- Fundraising Director
- HR and Volunteer Services Manager
- Marketing & Retail Director

Woking Hospice

Goldsworth Park Centre
Woking
Surrey, GU21 3LG

Auditors

MHA MacIntyre Hudson
6th Floor, 2 London Wall Place,
London,
EC2Y 5AU

Solicitors

Moore Barlow
The Oriel
Sydenham Road
Guildford,GU1 3SR

Bankers

Barclays Bank PLC
Leicester, LE87 7BB

Lloyds TSB PLC
Gail House
Lower Stone Street
Maidstone ME15 6NB

Woking & Sam Beare
Hospice and Wellbeing Care

Our Region and Neighbouring Hospices



Woking & Sam Beare Hospice and Wellbeing Care
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Woking Hospice
Goldsworth Park Centre
Woking

Registered with
FUNDRAISING
REGULATOR