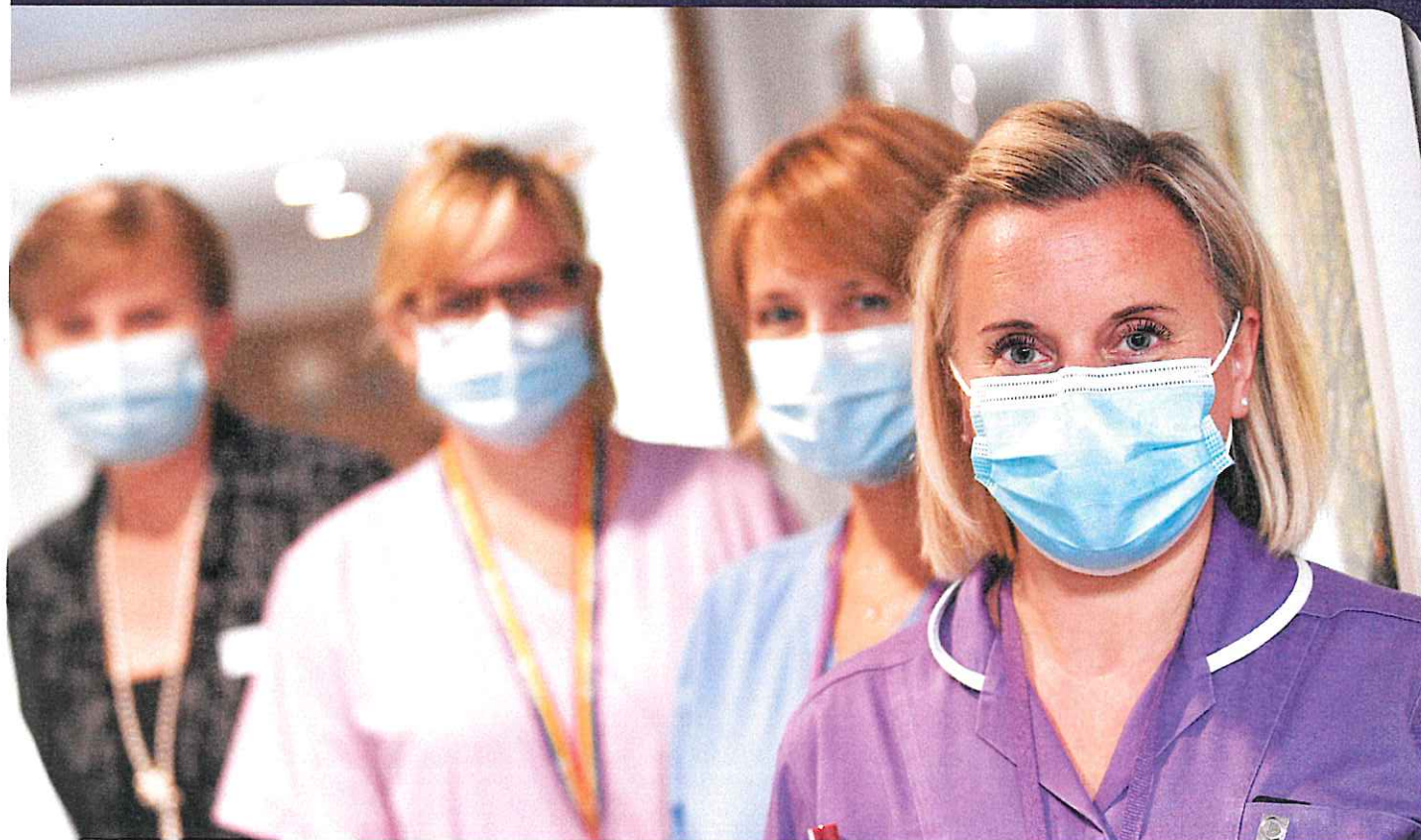




**Woking & Sam Beare**  
Hospice and Wellbeing Care



# Woking Hospice

Annual Report and Financial Statements  
Year ended 31 March 2021

<b>Registered Office:</b>	Goldsworth Park Centre Woking, Surrey GU21 3LG
<b>Registered Company No:</b>	03955487
<b>Registered Charity No:</b>	1082798
<b>Website:</b>	<a href="http://www.wsbhospices.co.uk">www.wsbhospices.co.uk</a>



# 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.

# Contents

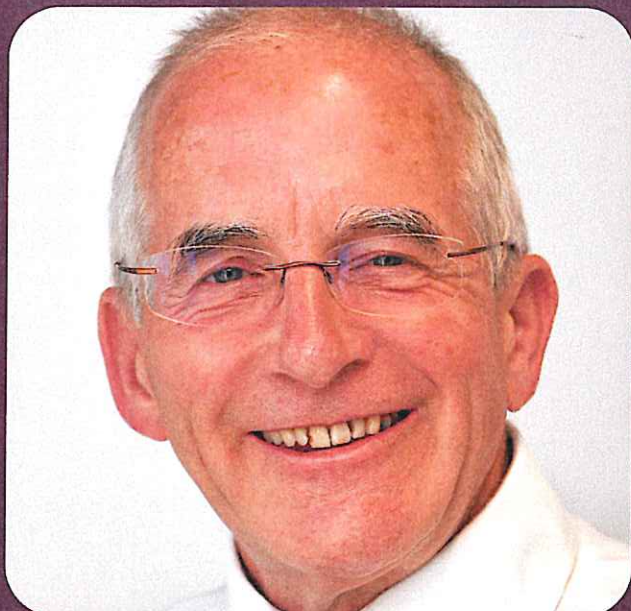
## Woking Hospice

### Annual Report and Financial Statements for the year ended 31 March 2021

<b>Chairperson's Report</b>	<b>4–5</b>
<hr/>	
<b>Trustees' Annual Report</b>	
Purpose, Vision, Mission and Values	6
Structure, Governance and Management	7–8
Main Activities and Performance	9-10
Quality Agenda	11
Supporter Promise	12-13
Long Term Sustainability	14
Principal Risks and Uncertainties	15-17
Looking Ahead	18
Trustees Responsibilities	19
<hr/>	
<b>Independent Auditor's Report</b>	<b>20-22</b>
<hr/>	
Statement of Financial Activities [including Income and Expenditure Account]	23
<hr/>	
<b>Balance Sheet</b>	<b>24</b>
<hr/>	
Statement of Cash Flow	25
<hr/>	
<b>Notes to the Financial Statements</b>	<b>26-44</b>
<hr/>	
<b>Charity Reference and Administration Details</b>	<b>45</b>
<hr/>	



# 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

**C**aring and Compassion

**A**ccountability

**R**espect

**E**xcellence



# 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.



# Trustees' Annual Report

## Main Activities

### 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.

<b>Priority 1: Deliver Improvements and increase Clinical Effectiveness through Collaborative Working across North West Surrey</b>	
<b>How identified as a priority?</b>	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.
<b>End of year results</b>	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.
<b>Priority 2: Implement an Integrated Community Care Model and Pathways</b>	
<b>How identified as a priority?</b>	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.
<b>End of year results</b>	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.
<b>Priority 3: Development of a new Wellbeing Model</b>	
<b>How identified as a priority?</b>	With increasing demand for Hospice care there is an opportunity for innovation to provide more individualised care and an enhanced range of services.
<b>End of year results</b>	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.
<b>Priority 4: To develop the online Training and Education system</b>	
<b>How identified as a priority?</b>	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.
<b>End of year results</b>	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.



# Trustees' Annual Report

## The Quality Agenda

### 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](mailto: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.





# 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 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.





# Trustees' Annual Report

## Principal Risks and Uncertainties

### 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.

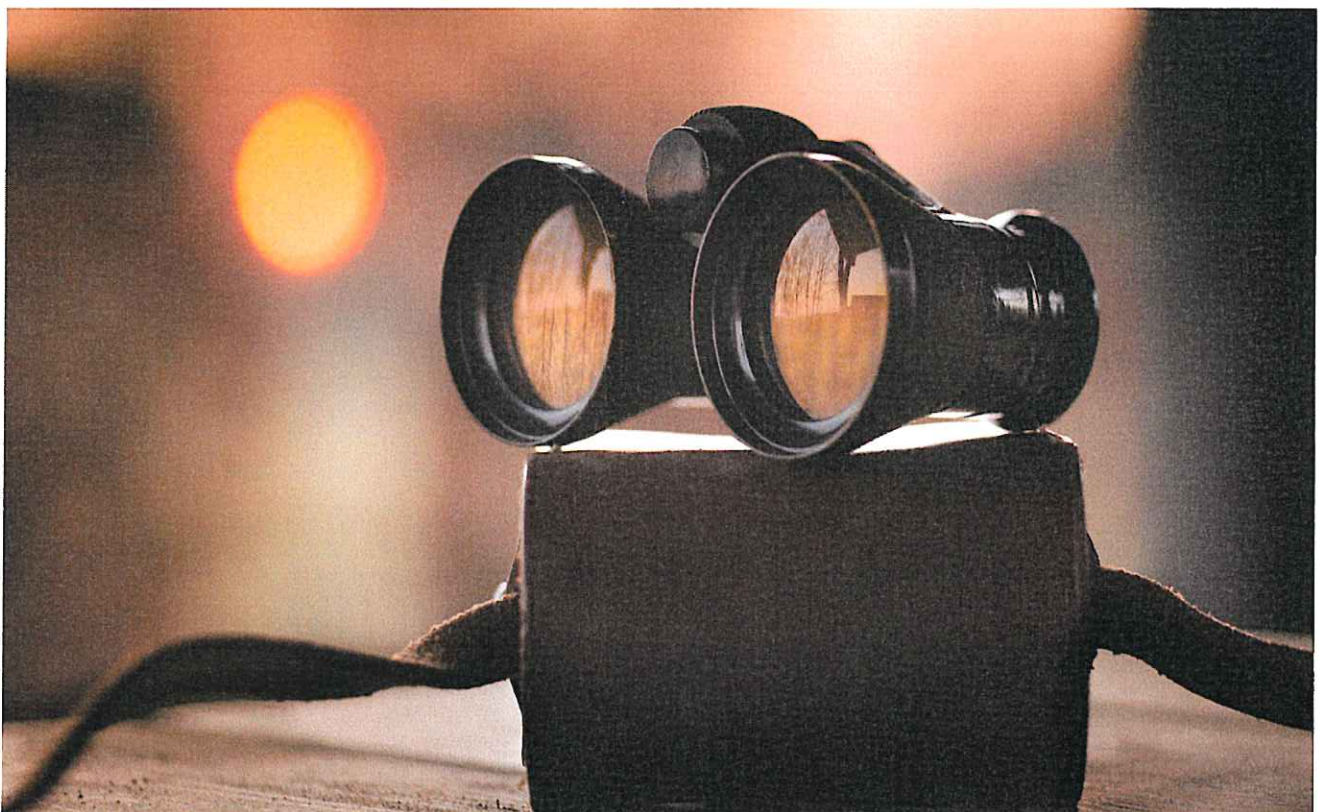


# Trustees' Annual Report

## 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:



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**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



# Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

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



# Independent Auditor's Report To Members of Woking Hospice

[A limited company by guarantee] - Registered Company No.: 03955487

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:

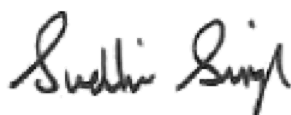
- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management 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: 

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

				2021	2020
		Unre- stricted Funds	Restrict- ed Funds	Total Funds	Total Funds
	Notes	£'000	£'000	£'000	£'000
<b>Income From:</b>					
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
<b>Total</b>		<b>8,152</b>	<b>2,026</b>	<b>10,178</b>	<b>8,041</b>
<b>EXPENDITURE ON</b>					
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
<b>Total</b>		<b>6,435</b>	<b>2,006</b>	<b>8,441</b>	<b>8,509</b>
Net income and Expenditure		<b>1,717</b>	<b>20</b>	<b>1,737</b>	<b>(468)</b>
Gain on revaluation of fixed asset	14	-	-	-	245
Net movement in funds		1,717	20	1,737	(223)
<b>Reconciliation of funds</b>					
Total funds brought forward		5,748	58	5,806	6,029
<b>Total funds carried forward</b>		<b>7,465</b>	<b>78</b>	<b>7,543</b>	<b>5,806</b>

All income and expenditure derive from continuing activities.



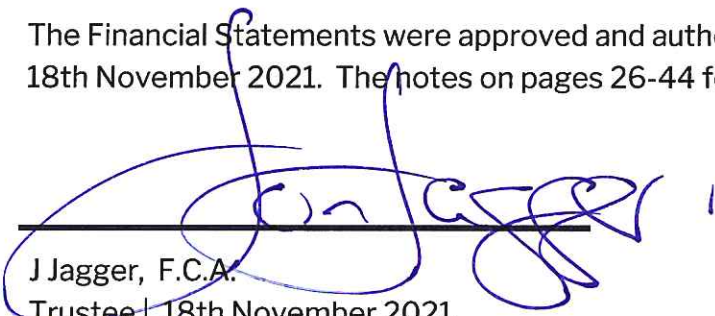
# Balance Sheet

As at 31 March 2021

Registered Company No.: 03955487

	Notes	2021 £'000	2020 £'000
<b>FIXED ASSETS</b>			
Tangible assets	13	9,459	9,730
Investments	14	3,245	3,245
<b>Total Fixed Assets</b>		<b>12,704</b>	<b>12,975</b>
<b>CURRENT ASSETS</b>			
Stock	15	12	13
Debtors	16	2,393	1,451
Cash at Bank and in Hand		3,589	1,759
<b>Total Current Assets</b>		<b>5,994</b>	<b>3,223</b>
<b>CREDITORS: amounts falling due within one year</b>	17	(1,458)	(1,279)
<b>NET CURRENT ASSETS</b>		<b>4,536</b>	<b>1,944</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>17,240</b>	<b>14,919</b>
<b>CREDITORS: amounts falling due after one year</b>	19	(9,697)	(9,114)
<b>NET ASSETS</b>		<b>7,543</b>	<b>5,806</b>
<b>Funds of the Group/Charity</b>			
Restricted Funds	21	78	58
Unrestricted Funds			
General		7,465	5,748
<b>TOTAL FUNDS</b>		<b>7,543</b>	<b>5,806</b>

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

		2021	2020
	Notes	£'000	£'000
Cash Flow from Operating Activities	23	1,910	1,180
<b>Net Cash Flow from Operating Activities</b>		<b>1,910</b>	<b>1,180</b>
<b>Cash Flow from Investing Activities</b>			
Payments to acquire tangible fixed assets		(81)	(41)
Interest Received		1	4
<b>Net Cash Flow from Investing Activities</b>		<b>(80)</b>	<b>(37)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>1,830</b>	<b>1,143</b>
<b>Cash and cash equivalents at 31 March 2020</b>		<b>1,759</b>	<b>616</b>
<b>Cash and cash equivalents at 31 March 2021</b>		<b>3,589</b>	<b>1,759</b>
<b>Cash and cash equivalents consist of:</b>			
<b>Cash at Bank and in Hand</b>		<b>3,589</b>	<b>1,759</b>
<b>Cash and cash equivalents at 31 March 2021</b>		<b>3,589</b>	<b>1,759</b>

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
<b>Cash &amp; Cash Equivalents</b>				
Cash at bank and in hand	1,759	1,830	-	3,589
	<b>1,759</b>	<b>1,830</b>	-	<b>3,589</b>
<b>Borrowings</b>				
Debt due after one year	(9,114)	(583)	-	(9,697)
	<b>(9,114)</b>	<b>(583)</b>	-	<b>(9,697)</b>
<b>Total</b>	<b>(7,355)</b>	<b>1,247</b>	-	<b>(6,108)</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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.



# Notes to the Financial Statement

## For the year ended 31 March 2021

Registered Company No.: 03955487

### (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.



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## (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



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## **(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:



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

**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



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<b>3,410</b>	<b>1,065</b>	<b>4,475</b>	<b>1,523</b>	<b>108</b>	<b>1,631</b>

## 3. Income from charitable activities

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£000	£000	£000	£000	£000	£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
	<b>3,015</b>	<b>961</b>	<b>3,976</b>	<b>2,788</b>	<b>-</b>	<b>2,788</b>

## 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
	<b>1,518</b>	<b>3,445</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 5. Investment income

	2021	2020
	£000	£000
Property Rental Income	208	173
Bank interest	1	4
	<u>209</u>	<u>177</u>

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
	<u>6,143</u>	<u>5,871</u>

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
	<u>2,278</u>	<u>2,596</u>

Expenditure on fundraising in 2021 and 2020 is all unrestricted

## 8. Expenditure on investment

	2021	2020
	£000	£000
Direct costs	20	42
	<u>20</u>	<u>42</u>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<b>151</b>	<b>900</b>	<b>1,051</b>	<b>177</b>	<b>1,058</b>	<b>1,235</b>

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
	<b>44</b>	<b>29</b>

## 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
	<b>760</b>	<b>795</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<b>237</b>	<b>154</b>	<b>246</b>	<b>165</b>

The total staff costs and benefits were as follows:

	2021 £'000	2020 £'000	Staff contractual redundancy payments were made during the year totalling £11k (2020 £35k)
Wages and Salaries	4,763	4,904	
Social Security	403	406	
Pension Costs	280	325	
Redundancy	11	35	
	<b>5,457</b>	<b>5,670</b>	



# Notes to the Financial Statement

## For the year ended 31 March 2021

Registered Company No.: 03955487

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	2020
	Number	Number
£60,000-£70,000	3	2
£70,000-£80,000	2	2
£80,000-£90,000	-	-
£90,000-£100,000	-	1
	<u>5</u>	<u>5</u>

The total employee benefits of the above employees was £531,269 (2020: £456,468)

### 13. Tangible fixed assets

	Freehold Land and Buildings	Hospice Furniture and Fittings	Shop, Warehouse Fittings and Vehicles	TOTAL
	£'000	£'000	£'000	£'000
Cost at 1 April 2020	9,742	1,324	758	11,824
Additions	-	56	25	81
Disposals	-	-	-	-
<b>At 31 March 2021</b>	<b>9,742</b>	<b>1,380</b>	<b>783</b>	<b>11,905</b>

Accumulated depreciation at 1 April 2020	566	821	707	2,094
Depreciation charge	206	113	33	352
Disposals	-	-	-	-
<b>At 31 March 2021</b>	<b>772</b>	<b>934</b>	<b>740</b>	<b>2,446</b>

#### Net book values

At 1 April 2020	9,176	503	51	9,730
<b>At 31 March 2021</b>	<b>8,970</b>	<b>446</b>	<b>43</b>	<b>9,459</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<u>12</u>	<u>13</u>

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
	<u>2,393</u>	<u>1,451</u>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<u>1,458</u>	<u>1,279</u>

## 18. Deferred Income

	2021	2020
	£'000	£'000
At 1 April	(570)	(577)
Additions during the year	(650)	(570)
Amounts released to income	570	577
<b>At 31 March</b>	<u><b>(650)</b></u>	<u><b>(570)</b></u>

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)
	<u><b>(9,697)</b></u>	<u><b>(9,114)</b></u>

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.



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 20. Leases

Operating leases primarily relate to shop leases. The charity has the following commitments under operating leases:

	Land & Buildings	Other	Land & Buildings	Other
	2021	2021	2020	2020
	£000	£000	£000	£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	-
	<b>1,942</b>	<b>13</b>	<b>1,537</b>	<b>34</b>

## 21. Fund Reconciliation

	Charity 2021	Charity 2020
	£'000	£'000
<b>Unrestricted Funds</b>		
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	<u>7,465</u>	<u>5,748</u>
<b>General</b>	<u>7,465</u>	<u>5,748</u>
At 31 March	<b><u>7,465</u></b>	<b><u>5,748</u></b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 21. Fund Reconciliation continued

	Charity 2021 £'000	Charity 2020 £'000
<b>Restricted Funds</b>		
At 01 April	58	55
Net Movement in Funds	20	3
Transfers	-	-
<b>At 31 March</b>	<b>78</b>	<b>58</b>

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)	-
	<b>58</b>	<b>-</b>	<b>2,026</b>	<b>(2,006)</b>	<b>78</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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
	<b>55</b>	<b>-</b>	<b>108</b>	<b>(105)</b>	<b>58</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 22. Analysis of Net Assets between Funds

	Unrestricted Funds £'000	Restricted Funds £'000	Designated 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)
<b>Total</b>	<b>7,465</b>	<b>78</b>	<b>-</b>	<b>7,543</b>

	Unrestricted Funds £'000	Restricted Funds £'000	Designated Funds £'000	Total 2020 £'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)
<b>Total</b>	<b>5,748</b>	<b>58</b>	<b>-</b>	<b>5,806</b>

## 23. Reconciliation of net (expenditure)/income to net cash flow

	2021 £000	2020 £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)
<b>Net Cash Flow from Operating Activities</b>	<b>1,910</b>	<b>1,180</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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 its 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].



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## Sam Beare - Statement of Income and Expenditure

			2021	2020
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£'000	£'000	£'000	£'000
<b>Income From:</b>				
Donations and legacies	323	-	323	69
Other trading activities	5	-	5	3
<b>Total</b>	<b>328</b>	<b>-</b>	<b>328</b>	<b>72</b>
<b>Expenditure on:</b>				
Raising Funds including Retail	1	-	1	-
Charitable activities	1	-	1	2
Governance Costs	1	-	1	-
Grant to Woking Hospice	325	-	325	70
<b>Total</b>	<b>328</b>	<b>-</b>	<b>328</b>	<b>72</b>
<b>Net income and Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	-	-	-	-
<b>Total funds carried forward</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Sam Beare - Balance Sheet

	2021	2020
	£'000	£'000
<b>CURRENT ASSETS</b>		
Debtors	161	1
Cash at Bank and in Hand	271	93
<b>Total Current Assets</b>	<b>432</b>	<b>94</b>
<b>CREDITORS: amounts falling due within one year</b>	<b>(432)</b>	<b>(94)</b>
<b>NET CURRENT ASSETS</b>	<b>-</b>	<b>-</b>
<b>NET ASSETS</b>	<b>-</b>	<b>-</b>
<b>Funds of the Group/Charity</b>		
Unrestricted Funds	-	-
<b>TOTAL FUNDS</b>	<b>-</b>	<b>-</b>



# Notes to the Financial Statement

For the year ended 31 March 2021

Registered Company No.: 03955487

## 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

E: [info@wsbhospices.co.uk](mailto:info@wsbhospices.co.uk)

T: 01483 881750

[www.wsbhospices.co.uk](http://www.wsbhospices.co.uk)

#### Woking Hospice

Goldsworth Park Centre

Woking



Registered with  
**FUNDRAISING  
REGULATOR**