ST JOSEPH'S HOSPICE HACKNEY

England & Wales · Charity number 1113125

Details

Status	Registered
Legal form	Charitable company
Company number	05513914
Registered	2006-03-01
Register	View on the Charity Commission register

Contact

Address	St. Joseph's Hospice Mare Street London E8 4SA
Phone	020 8525 6000
Email	info@stjh.org.uk
Website	www.stjh.org.uk

Activities

Objects: THE RELIEF OF SICKNESS AND DISABILITY IN FURTHERANCE OF THE AIMS, CHARISM AND ETHOS OF THE RELIGIOUS SISTERS OF CHARITY ("THE CONGREGATION") AND OF ANY MISSION STATEMENT OF ST JOSEPH'S HOSPICE WHICH MAY FROM TIME TO TIME BE APPROVED BY THE MEMBERS, IN PARTICULAR BY:(1) THE PROVISION OF PALLIATIVE, NURSING, MEDICAL AND OTHER CARE SERVICES FOR THOSE IN NEED AT ST JOSEPH'S HOSPICE OR AT ANY OTHER FACILITIES OR IN THE HOMES OF PATIENTS;(2) THE PROVISION OF PASTORAL CARE SERVICES FOR THE SPIRITUAL WELFARE AND SU[PPORT OF PATIENTS, RELATIVES AND STAFF PARTICULARLY THROUGH THE AGENCY AND ACTIVE WORK OF THE CONGREGATION;(3) THE PROVISION OF EDUCATION AND RESEARCH INTO ANY ASPECT OF THE CARE OF SICK OR DISABLED PEOPLE OR OF THE SERVICE PROVIDED BY ST JOSEPH'S HOSPICE OR AT ANY OTHER FACILITIES.

Activities: The Charity provides end of life palliative care, support and advice to all communities in the East and North East of London.

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Classification

- **How:** Provides Human Resources, Provides Services
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty
- **Who:** Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- **Area of benefit:** HACKNEY
- Camden
- City Of London
- Enfield
- Hackney
- Haringey
- Islington
- Newham
- Redbridge
- Tower Hamlets
- Waltham Forest

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£16,793,000	£16,754,000	£45,299,000	265
2024-03-31	£15,488,000	£15,531,000	£40,780,000	265
2023-03-31	£14,723,000	£14,402,000	£40,780,000	262
2022-03-31	£14,361,000	£13,813,000	£40,859,000	214
2021-03-31	£14,551,000	£14,152,000	£39,262,000	217

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Trustees

Name	Role	Appointed
Patrick Joseph McGuinness CMG OBE	Chair	2017-09-19
EDWARD DAVIES		2023-08-23
Edward Brian McGuigan		2016-09-20
JANE HEFFERMAN		2023-08-23
James McManus		2017-05-23
Margaret Mary Doherty		2017-09-19
Michael Moran		2017-04-05
NICK HOWARD		2023-08-23
Simon Christopher Bunce		2025-09-16

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ST JOSEPH'S HOSPICE HACKNEY

England & Wales - Charity number 1113125

Accounts

Annual Report and Financial Statements

31 March 2025

St Joseph's Hospice, Hackney
Charity Registration No.: 1113125
Company Registration No.: 05513914 (England and Wales)
Company Limited by Guarantee



St Joseph's Hospice
Serving East London and the City

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Reports

Reference and administrative details

Board of Trustees



Paddy McGuinness
CMG, OBE, MA (Chair)



Dr Michael Moran
Ph.D MMedSci, MBBChBAO, BSc (Hons) MRCS, DO-HNS



Nick Howard



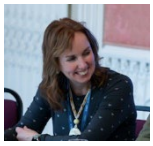
Edward Davies
MA (Oxon)



Edward McGuigan
BA, FFA, FIPA



Prof. Jim McManus
OCDS, D.Sc, BD (Hons), M.Sc, CPsychol, CSci, FBPsS, FFPH, FISSR



Margaret Doherty
BA (Hons), MSc, DEBA, MCIPR



Jane Heffernan
BA (Hons), MA, NPQH NPQEL

Senior Management Team



Dr Rachel Black
Chief Executive
RGN/RSCN, BSc(Hons), PGCLTHE, PhD



Dr Andrew Tysoe-Calnon
Medical Director
BSc, MBBS, FRCP



Lindsey Tuley
Interim HR Director
Chartered FCIPD



Fr Terence Seasman
Lead Chaplain
MA BACP accredited



Jacquie Hackett
Director of Care
RGN, MSc Supportive & Palliative Care, CTLLS



David French
Director of Finance, IT & Facilities
FCCA, MBA (Open)



Tracey Macbeth
Director of Communications & Enterprise
BA (Hons)

Administrative Details

Company Registration Number	05513914 (England and Wales)
Charity Registration Number	1113125
Registered Address	Mare Street Hackney London E8 4SA
Telephone	020 8525 6000
Email	info@stjh.org.uk
Website	www.stjh.org.uk
Banker	Barclays Bank plc 1 Churchill Place London E14 5HP
Solicitor	Lee Bolton Monier-Williams LLP 1 The Sanctuary Westminster London SW1P 3JT
Investment Manager	CCLA Investment Management Limited One Angel Lane London EC4R 3AB
Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL

Chair's statement



Heading into its 120th year, St Joseph's Hospice continues to nurse and support all the communities of East London at our site in Mare Street Hackney and in their homes. This is possible because of the exceptional contribution of our staff and volunteers and the engagement from our patients and their families whom it is our privilege to serve. We draw on a great legacy of care from the Religious Sisters of Charity whose hard work and moral leadership built up what we now carry forward. Like them we are led on by the example of Christ.

We give thanks for the many individuals and corporate partners who have supported us through donations, legacies and personal engagement and advocacy. Their wonderful charity is more important than ever as we strive to provide the very best end-of-life care for our patients. This is a time when the overall shortfall in good palliative care is in the public eye. Radical solutions are proposed by some. As a Catholic hospice, our position is that assisted dying plays no part in our specialist palliative care practice and is not consistent with our ethos or values. We neither hasten death nor postpone it. We cherish life but also embrace a natural death when it comes. We aspire to provide an example of what good palliative care can be.

As you will read in this report, we have continued our programmes to renew our wards and treatment areas and innovate in the services we can offer. Our purpose is to reach all who need palliative care from every community, faith and position in life.

The context remains challenging. We have weathered the worst of the spike in the cost of living which raised our costs and put pressure on our staff and those who donate to us alike. It requires constant effort to find and retain staff to deliver this good care. The chronic shortfall in palliative care clinicians is a particular worry and we are grateful to our staff who take the strain. We are mindful that every pound we spend is precious and must have good effect.

A great strength of St Joseph's is our work on care provision with the NHS. The material support we receive through the Integrated Care Board and our strong partnership with the great hospital and primary care providers in East London mean we can reach many more and diverse patients than might otherwise be the case. We are on standby to play our part in the strengthening of palliative care suggested by the Health Secretary.

Following his last stay in hospital in March 2025, the late Pope Francis spoke of the "miracle of tenderness" and "loving closeness" when care is provided. He was speaking of the care he received but also of the character of medical care more generally. As you are reading this, you must have St Joseph's in your minds and, I hope, your prayers or at least hearts. Thank you for enabling our small part of this miracle delivered at St Joseph's.



Paddy McGuinness CMG OBE
Chair of Trustees

Message from the CEO



I feel privileged that in November 2024, the Board of Trustees entrusted me to be the next CEO of St Joseph's Hospice. I am grateful to former Joint CEOs Tony McLean and Jane Naismith for their stewardship, and for handing over the organisation in the good shape described in this report. They steered the organisation through challenging years and have allowed me time to get to know this wonderful Hospice and its committed staff.

The demand for our services continues to grow year-on-year, especially for our community provision. In the last twelve months, we received 4,846 referrals from all the geographies we serve. This represents a 40% increase over five years.

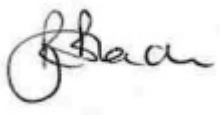
It is a similar picture for our day services with more than 2,000 internal and external referrals for Complementary Therapies, Occupational Therapy, Social Work, Physiotherapy and Benefits Advice. This represents an increase of 20% year-on-year, and more than 60% over five years. Notably we secured benefit awards for patients and their families to the value of £777,116. For many this is the difference between being able to die in dignity versus poverty.

June 2024 saw the completion of the refurbished St Michael's Ward which was officially opened by our Patron, His Eminence Cardinal Vincent Nichols, Archbishop of Westminster. As Jane Naismith commented: *"We had a specific vision for St Michael's Ward that it would be a comfortable and stylish space for our patients, visitors and staff so that they could enjoy quality time together at such a critical point in their lives."*

We could not deliver without our staff and volunteers. This year, we are proud to have earned a silver Compassionate Employer award, designed to provide managers with the skills to support colleagues as they in turn support patients and families through dying and death. We also received our silver Investors in Diversity award, recognising that we embed practices and behaviours around Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) throughout the organisation.

Improved end-of-life care is a stated priority of the Health Secretary and we strive to enhance our service offerings, expanding our outreach efforts to ensure that quality hospice care is accessible to all. The needs of our patients are evolving, and we must innovate and explore new models.

Many contribute to make a charity hospice possible. We are guided by the Catholic ethos and example of our founders, the Religious Sisters of Charity, and the support of our Patron Cardinal Vincent. Our Trustees continue to provide solid governance and clear strategic direction. From our communities we have many in public office - MPs, Counsellors and other office holders alongside NHS leaders - who engage on our issues and we have the charity of so many individuals and groups and wonderfully engaged corporate partners. With this behind us, our team is well placed to make St Joseph's particular contribution in these great communities of East London.



Dr Rachel Black
Chief Executive

Trustees' report (incorporating the strategic report)

Introduction

The Trustees present their statutory report together with the consolidated financial statements of St Joseph's Hospice, Hackney, for the year ended 31 March 2025. The report, which constitutes a Trustees' report for the purposes of charity legislation and a Directors' report for the purposes of company legislation, has been prepared in accordance with Part VIII of the Charities Act 2011.

The financial statements consolidate the accounts of St Joseph's Hospice with those of its fully owned trading subsidiary, Five Sisters Managed Services Limited, which was established on 22 October 2021.

The financial statements have been prepared in accordance with the accounting policies set out on page 33 of the attached financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the United Kingdom and Republic of Ireland (FRS 102).

Overview

"Doctors, nurses, and all healthcare workers are true heroes, who deserve our gratitude and support."

Pope Francis on International Nurses Day, May 12 2020

St Joseph's Hospice is a proud, modern, caring and compassionate independent Catholic charity, which supports the diverse communities of East London, the City of London, and its surrounding areas. We deliver specialist palliative care and end-of-life care both in the Hospice and the community for people with progressive life-limiting illnesses, as well as providing comprehensive support for their families and carers. All of our services are provided free of charge.

The provision of outstanding standards of care for our patients and their families is our primary priority. Our team of highly skilled and innovative clinical and nursing staff work tirelessly to ensure that all our services are specifically tailored to each individual person under our care. Patients come to the Hospice often with complex medical conditions.

At St Joseph's we have an expert multi-disciplinary team always ready to positively meet those complex medical conditions, ensuring that our care always begins and remains with the patient and their family, who are at the very centre of everything that we do. That same specialist support and expertise in end-of-life care is also provided to generalist services within the hospitals and communities within our catchment area and wider area.

In addition, we offer expert advice, support, education and training in specialist palliative care and end-of-life care to other professionals, and we undertake targeted research in aspects of this care. Underpinning all of our work, as part of our founding Mission, is a particular responsibility to support the poor regardless of the form which their poverty takes, whether it be poverty in health, economic condition, social circumstance, or emotional or spiritual need.

We operate the Hospice in full sight of the highest clinical and ethical standards, underpinned by our Catholic values. We are profoundly committed to our responsibility to promote a clear vision of the highest quality in specialist and end-of-life care, being called to speak and act in our commitment to the human dignity of the entire person and the sacredness of every human life.

Approximately half of our income comes from the NHS through our contracts with Integrated Care Boards (ICBs), which means we need to raise an additional £7 million a year just to meet our existing operating costs and commitments. This funding comes from legacies, individual and corporate donations, and other fundraising initiatives that we undertake. We owe a significant debt to the generosity and goodwill of our corporate sponsors, our local communities, and many others in the City, across London, as well as nationally and internationally. We thank them for their continued commitment to us, and the considerable support that they offer us year after year.

St Joseph's Hospice was founded in Hackney in 1905 by The Religious Sisters of Charity and has built an outstanding reputation in providing the highest quality care to our communities in East London, the City of London, and beyond. Historically, this part of East London has been characterised by material poverty and deprivation, as well as religious, ethnic, and cultural diversity.

We continue to develop new sources of funding to augment the income that we currently receive from the NHS and our charitable donors, and we endeavour to increase income from our various enterprises which are operated entirely in keeping with our founding Ethos, Mission, and Core Values.

A key element of these enterprises is our continuing commitment to ensuring that we always protect those we care for and their families, as we continue to engage with and influence those who commission our services, demonstrating the excellence of our care in a setting of value-added efficiency and effectiveness.

Objectives and activities

Charitable objectives and principal activities

Our Charity's purposes, as set out in the Objects contained in our Articles of Association, are the relief of sickness and disability, in particular by:

- The provision of specialist palliative, nursing, medical and other care services.
- The provision of pastoral care services for the spiritual welfare and support of patients, relatives, and staff.
- The provision of education and research into the care of sick or disabled people.

The aims of the Charity are to provide physical, emotional, social, and spiritual care to physically ill people of all races and creeds.

Mission statement

Our Mission is:

- To treat all individuals as unique
- To enable all to reach their full potential until the end of their natural life

- To confront and manage the patient's pain and distress whether physical, medical, psychological, social, or spiritual
- To encourage openness and honesty when communicating with the patient and family members
- To create an atmosphere where healing can occur
- To show particular concern for staff at all levels
- To be committed to education, research, and an ethical approach to care
- To be committed to the development of palliative care throughout the UK and further afield
- To actively participate in the national associations of the various palliative care disciplines

Vision

Our Vision is that everyone with a life-limiting illness is as fully supported as possible to ensure that they live well until the end of their natural life, and that support is provided where and when they need it.

Core values

We are committed to five core values. These are:

Respect for human dignity

We respect human dignity when we respect the sacredness of life, care for the whole person, demonstrate unity of purpose while recognising individual differences, value each person's contribution and act in a culturally appropriate manner.

Service quality

We provide service when we create an environment of welcome and hospitality, promote quality care and excellence, encourage and demonstrate team spirit, recognise the value of individual initiatives and ideas, and show an openness to constructive criticism and feedback.

Care of the poor and vulnerable/advocacy

We care for the poor and vulnerable when we listen attentively to identify unmet needs, respond in a practical way to those in need, collaborate with others to share resources, create access to needed services and provide basic resources for daily living to those in need.

Compassion

We show compassion when we act with understanding and sensitivity, work cooperatively with others, are available to those we serve and to each other, and respect and nurture the environment.

Justice

We promote justice when we act with integrity, respect the rights of others, take responsibility for our actions, preserve resources, provide quality without extravagance, demonstrate fairness in decision-making, affirm, celebrate and develop the gifts and talents of each person, and model justice in all aspects of business practice.

Strategic achievements and performance

As we embark on the next phase of the Hospice's strategy, we are excited about the new opportunities afforded to us by technological advancements. The shift from analogue to digital,

AI, and access to more sophisticated patient and business management tools will underpin our approach to innovation. Embracing technology will support our decision-making as we explore new models of access, allowing us to take a more nuanced approach to patient care in different boroughs.

We too are mindful of the need for our workforce to embrace a digitally focused culture so that we remain relevant and informed. Providing appropriate training will be key so the organisation remains agile and fit for purpose for the future.

Below we highlight our services and the key achievements of each during the 2024-25 financial year.

Patients

Our universal value is that everyone should have a good death. We continue with our mission to provide equitable access to specialist palliative care to all in our communities who need it. Our position is faith based but is one that works with all of those we serve.

The completion of the refurbishment of St Michael's ward will assist us with the provision of that care in a calm, safe and peaceful environment.



Our primary priority remains unchanged - to deliver an outstanding quality of service to our patients. We maintain and enhance our reputation as a centre of excellence for specialist palliative care through our continued close working with colleagues within primary care, and our local hospitals. Our services include:

- Inpatient Unit
- Community Palliative Care
- Outpatient Clinics
- Day Hospice
- Social Work
- Psychological Therapies including Bereavement, and Patient and Family Counselling
- Complementary Therapies
- Physiotherapy and Occupational Therapy
- Speech and Language Therapy and Dietetics
- A range of volunteer-led community services including Namaste, Empowered Living Team, Welfare Benefits, Carers Service and Compassionate Neighbours

The geographical area that the Hospice serves presents a complex tapestry of ethnic and cultural diversity, just as existed in 1905. Indeed, the proportion of non-white service users continues to increase year-on-year - from 57% to 62%. More than a third (36%) are at or below the poverty threshold. Our imperative is to uphold the profound values that we inherited from our founding Sisters, and the compassion and love for all humanity. We serve and support all and every member of the communities that we serve, regardless of circumstance.

It is our ongoing mission to reach out to all, especially to those who may not traditionally have considered using our range of Hospice services. We all work extremely hard to meet the varying needs and expectations of every patient, and those of their families and carers,

regardless of their cultural, spiritual, ethnic, gender or sexual orientation. We offer culturally sensitive diets, a comprehensive range of advocacy services, as well as a multi-faith Mission and Chaplaincy service.



Demand on the Hospice continues to grow year-on-year. In the year to March 2025, in the geographies we serve we recorded 6,403 patient contacts, including bereavement contacts and external referrals. This represents 3% more contacts than in 2024, and an 11% increase over a 5-year period.

The shift towards community services continues, with more than 18,000 (18,095) patient contacts made by the Community Palliative Care Team (CPCT), and 2,432 patient visits in their own home.



Of particular note is the increase in demand for carer support, with 119 referrals, many of which were complex. Volunteers deliver much of this care during the course of the year, giving 228 hours of respite support to unpaid carers compared with 156 hours in the previous year.

St Joseph's Hospice was privileged to be able support 76 children and young people through bereavement counselling and/or art therapy, up from 54 in the previous year. Furthermore, 1,220 people affected by loss and grief were referred to Psychological Therapies for counselling. This represents 3% more people than the previous year - over a five-year period the number of referrals has increased by more than 70%.

Bed occupancy is at 59%, with the average length of stay down from 17 to 15 days year-on-year in our core areas. Of patients admitted to the Hospice, around a quarter (26%) were discharged to their usual place of residence which included their own home, their care home or into the care of a relative.

We remain focused on advance care planning and detailed conversations with patients, and in 2024/25, three quarters (75%) of patients who died whilst under our care did so in their preferred place of death.

Our ability to communicate effectively with those we serve is essential and, on any given day, the range of languages spoken by our staff, patients, visitors, volunteers and callers, numbers in excess of forty distinct languages and dialects.

We continually develop, direct, and enhance our service provision to ensure that we dovetail into the specific needs of our patients and their relatives and carers to ensure that we exceed their expectations whilst fully respecting their unique identity. This includes our patient communications, ensuring that information about the Hospice can be understood by all, for example on our website every page can be translated into multiple languages that are presented in both the written and spoken word.

We work extremely hard in providing a warm, welcoming, and comfortable environment for our patients, their families, and all our visitors and staff. This includes our five-star rated catering provision, with food freshly prepared by our kitchen staff every day.

Visitors, staff and volunteers continue to enjoy an ever-expanding range of affordable hot and cold food and drinks from our ever-popular Five Sisters Café, and everyone can relax and unwind when visiting our spectacular award-winning gardens.

People

The HR department continues to drive forward our people and culture plan, which underpins the Mission of the Hospice. It aims to ensure that our people who are committed, motivated and skilled remain so and can explore and realise their talents. In doing this, we remain flexible and able to respond to the changing needs of our patients, staff and volunteers.

We continue to support managers to deliver their people management responsibilities. Looking ahead, we have started to think about the wide-ranging changes to the world of employment in the Employment Rights Bill.

The changes we implemented at the end of the last reporting period, particularly changing the group personal pension scheme provider to one that offers salary exchange, has been positively received. In parallel, staff are now better informed and educated about pensions and retirement. The medical cash plan is also a well-used and appreciated benefit. Also, for staff, we have collaborated with a local business to offer discounted goods, complementing our staff benefits portal and the Blue Light card that are already available.

It is pleasing to note that our gender pay gap is reducing year-on-year and is currently at 2.2% compared with 3.56% in 2023.



We have continued to demonstrate our commitment to our people, having achieved accreditation as a FREDIE (**F**airness, **R**espect, **E**quality, **D**iversity, **I**nclusion and **E**ngagement) organisation at silver standard. This was a huge achievement for our first assessment, and we are striving towards achieving gold in two years' time. We are also proud that the Hospice became a silver standard Compassionate Employer, again on first assessment.

As we come to the end of a strategic cycle, we have identified the department plan for the next phase, the key pillars of which are talent management; people and culture; organisational development; training, education and development; and maintaining a professional service. Our Values and Behaviours Competency Framework underpin our strategic plan.

We will continue to evolve the One Staff concept and will ensure that the asset that is our HRIS (Human Resources Information System) system is continually developed to support the people management of the employed team.

Training, Education and Development

Training, education and development remains a priority. 20 managers are currently actively engaged with the ILM (Institute of Leadership Management) programme, to support our aims to raise the professional standards of leaders and managers. Our Learning and Development team is now working on the next iteration of this programme, together with the Hospice's executive.

We continue to maintain our high standard of statutory and mandatory training compliance, which currently stands at 96% across the Hospice.

We continue to embed apprenticeships within the Hospice at all levels up to and including L7, with an increasing number of staff taking up apprenticeships to help pursue their chosen career path.

Oliver McGowan training part 2 has recently been introduced, providing our staff with an opportunity to learn and reflect on working with those who have a learning disability and autism in a care setting.

Staff Engagement and Voice

This year has been characterised by reviews of some of our programmes, such as our recognition programme “Above and Beyond”. This has evolved to become the ALiVE awards and has a much broader remit.

A key development has been completing the work to develop our Values and Behaviours Framework. It is currently in the consultation phase, prior to its implementation. The Framework’s priority is for staff to reflect on how the Values influence the way they work with patients, families, donors, the public, and each other, as well as asking the question what else can we do to ensure that the Hospice is truly led by its values.



Freedom to Speak Up

We retain our 13 Speak Up champions who are all active in supporting staff to raise any concerns. All staff are required to complete “Speak Up” training. Managers also complete “Listen Up” training, and senior leaders complete these two modules as well as a further “Follow Up” module.

This year, the Speak Up network has addressed concerns of staff effectively and has continued to think through the implications of high-profile prosecutions. Each year the Guardians report to the Trustees the work that is being done to provide a safe space for speaking up and the actions and learning we take from each case.

Enterprise

We have continued to evolve our Enterprise strategy which was developed back in 2019 to establish more predictable, sustainable and new income streams.

Enterprise remains firmly established as an important source of income for the Hospice and contributes to our ongoing strategy of finding new ways to fill the financial gap between our running costs and the income that we derive from our NHS block contract and fundraising. The success of the Enterprise strategy is against the trend of other commercial properties which are still trying to regain ground that was lost as a result of the pandemic, and despite the prevailing economic downturn.

We take great care to only offer commercial space to organisations aligned with our ethos and values and ensure that there is no negative impact on our patient services. Demand for commercial office space within the Hospice site has outstripped supply, with all single-person rooms remaining at full occupancy.

This year, with the Board’s agreement, we invested in a development plan to create more spaces for commercial leasing or rental, most of which are now occupied. We expect the investment to be recouped in less than two years - remarkable given that a commercial return on investment of 5-7 years is considered to be ‘good’.

An additional benefit of the development plan was that we were able to re-locate almost all of our clinical teams into one space. Instead of being spread across the buildings, being in close physical proximity creates an opportunity for increased collaborative working.

With the shift to hybrid working that took place as a result of Covid, we are finding it more challenging to rent our larger spaces, such as in a neighbouring Hospice-owned building. As part of our long-term financial strategy, we will start to explore if the building can be utilised in a different way.

On-site, we continue to provide low-cost on-site accommodation to our nursing staff, as well as rooms in collaboration with an existing tenant and a local healthcare partner. In addition to providing a valuable service to them and generating an additional Enterprise income stream, the ability to offer on-site accommodation is a useful tool in our armoury when recruiting staff from further afield. We also offer rooms to overseas students who attend the Hospice to participate in some of our training programmes.

Additionally, we also generate rental and hospitality income from our state-of-the-art education and conference facilities. Our Garden Room continues to host community-based organisations, social enterprises and commercial businesses for meetings, events and workshops.

The picture has been more challenging for our retail operations. At a national level, charity shops point to payroll and other cost pressures, recruitment issues, falling volunteer numbers, reduced profits, increased energy costs, and a vanishing rag market. A major disability charity reported that they would be closing 77 of its 138 shops in the next financial year as they were projecting a loss of £1.5m.

With just three shops, the impact on us is less critical, but we have experienced similar issues such as fewer quality donated goods, the difficulty in recruiting and retaining reliable volunteers, combined with high rental costs. As part of the next phase of our strategy, consideration will be given to how we move forward with Retail, but in the short-term the focus is to ensure stability as much as possible.

In addition to our shops and as part of our Mission, we hold regular ‘pound sales’ in order to sell low-cost goods to the local community. These continue to be hugely popular, with queues extending down the street once we open our doors. We continue to be extremely grateful to the local community for their support and the generosity and quality of their donations.

Results for Five Sisters® Managed Services - the separate company established in November 2021 as a platform to provide commercial services to external organisations - are reported separately in Five Sisters® Managed Services accounts.

Estates and Facilities

The Facilities team has continued to provide a welcoming environment for all who use the Hospice. This year saw further progress in planned maintenance, energy efficiency and accessibility. We recognise that there is still a long way to go and the team continues to work hard to ensure we remain compliant in all areas. We have expanded our usage of external audits and work with appropriate agencies to ensure the delivery of a safe environment. Scheduled planning underpins risk safety; asset reviews ensure compliance, utility needs, tenancy standards. Facilities focus is on proactive management.

Among the projects undertaken were roof repairs, improvements to staff changing rooms, plumbing upgrades and, as part of our ongoing commitment to sustainability, we installed voltage optimisation equipment on the main meter to reduce energy consumption and our carbon footprint.

The Hospice gardens continue to be a much-valued resource. Maintenance of the main pond has preserved its calming presence, and our summer events brought together patients, families, staff, volunteers and members of the local community. These spaces offer therapeutic benefits and a deep sense of peace that is often commented on by visitors and staff alike.

Despite rising costs and pressures on staffing, the team has worked tirelessly to maintain standards across the estate. Cleaning audits are consistently scored highly, and feedback about our Housekeeping team is very good.

One major bit of work that we have been scoping is improvements to the Day Hospice conservatory, and this project should ensure a brilliant space for patients and staff by the summer of 2025.

Looking ahead, we will develop a new five-year Estates strategy, conduct a full accessibility audit, and continue to improve internal storage and logistics, while expanding our focus on sustainable energy solutions.

Health and Safety

Health and safety remains a priority at St Joseph's Hospice. We continue to make progress in strengthening our approach to risk management and creating a safe and supportive environment for everyone on site.

Comprehensive audits were carried out, covering both general health and safety and fire safety. These audits identified key risk areas, which are now being actively managed with clear action plans and oversight from leadership.

We also reviewed and enhanced our incident reporting systems, with improved follow-up processes that support learning and accountability. Service-level risk assessments have been updated to reflect current practices and emerging risks. The culture around health and safety is becoming increasingly proactive, with staff playing a greater role in reporting, feedback, and prevention - recognising not only that risk assessments are important when planning but also recognising how simple they are to complete as a team.

Health & Safety Advisor Seamus Lally noted: *"This year's audits gave us a clear picture of where we're performing well and where we need to act quickly. We're not just ticking boxes, but we're taking a practical, proactive approach to risk, and working closely with teams to ensure safety is embedded in everything we do."*

The number of RIDDOR reportable incidents was zero (and also zero in the previous year). In the coming year, we will develop key performance indicators (KPIs) and dashboards to monitor safety across services, deliver scenario-based emergency training, and expand our wellbeing and mental health support for staff.

Energy and carbon reporting

St Joseph's is committed to reducing its environmental impact through a focused **Energy Sustainability Programme**. This initiative targets practical improvements to our buildings and systems, aiming to cut carbon emissions, reduce costs, and enhance comfort for patients and staff.

Key measures include:

- Upgrading lighting to LED with smart controls
- Improving insulation and draught-proofing
- Installing voltage optimisation equipment
- Introducing smart heating and zoning systems
- Promoting energy awareness among staff
- Exploring renewable technologies like solar panels

This programme reflects our commitment to environmental responsibility, financial sustainability, and high-quality care; ensuring our Hospice remains fit for the future.

Although our energy usage increased between years, our sustainability programme started in 2020 with the installation of solar panels. 2024/25 consumption was 13% lower than 2019/20 consumption and with the installation of the second voltage optimiser in January 2025, recent upgrades to one of our aged boiler systems, plus our plans to install new windows across the estate, we are confident of further decreasing this consumption figure as we strive for net zero.

UK Emissions and Energy Use data for period 1st April to 31st March		
	2024/25	**2023/24**
Energy Consumption		
Electricity	934,852	914,487
Gas	2,195,270	1,901,094
Total Consumption (KwH)	**3,130,122**	**2,815,581**
Direct Energy Emissions		
Electricity	795	777
Gas	404	350
Total Emissions (metric tonnes)	**1,199**	**1,127**
Intensity Metric Ratio		
Tonnes CO2 per staff FTE	5.48	5.10

IT

The IT function at St Joseph's Hospice continues to evolve in support of our broader goal to become a more data-driven, digitally enabled organisation.

This year saw the successful launch of Project Opus, a strategic initiative to strengthen our data infrastructure and enhance decision-making. Through this project, we have now started

using Power BI to deliver more timely and insightful reporting across directorates, helping managers make informed operational decisions.

We also began exploring the role of artificial intelligence and digital automation within operational workflows. One early success was the pilot of online data collection tools for Cleaning Audits, which reduced paperwork and enabled real-time oversight of compliance activity.

In parallel, we have started planning for the replacement of CrossCare, our legacy Patient Administration System (PAS). A modern, integrated clinical system is vital to support the delivery of high-quality care and to align with our future digital strategy.

Infrastructure improvements continued, including upgrades to our network and greater reliance on cloud-based systems, which provide better stability and scalability. The rollout of Microsoft Teams has helped strengthen communication, particularly for remote and flexible workers. However, integration between clinical and corporate systems remains limited, and IT capacity has, at times, constrained progress.

Looking ahead, we plan to expand Project Opus to include service-level dashboards, complete the procurement and planning process for our new PAS, and further explore automation and AI opportunities. Cybersecurity and business continuity will remain key priorities, and we will continue to invest in digital training and confidence-building initiatives across our workforce.

Funding and Fundraising

St Joseph's Hospice is committed to responsible fundraising, complying with regulatory standards and ensuring that it is delivered in a manner consistent with our core values.

We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adhere to the Code of Fundraising Practice. Any third-party agencies used for the purpose of fundraising are contractually obliged to adhere to the relevant codes of practice.

St Joseph's Hospice does not share any of its supporter data with other charities or companies unless we have a data-sharing agreement in place allowing us to do so. Our legal basis is "legitimate interest" for postal and telephone communications for fundraising purposes and "consent" for email and SMS communications for fundraising purpose. We regularly review supporter journeys to ensure we protect potentially vulnerable supporters and address process improvements following supporter feedback.

We complete an annual complaints return for the Fundraising Regulator. Fundraising complaints reported during 2024/25 were six *(2023/24 - eight)*.

This year saw the Fundraising team deliver year three of its three-year fundraising plan, focussing on income growth and relationship building.

Fundraising costs have increased due to organisational pay rises, retention of fundraising staff and additional expenditure on our successful campaign to recruit regular donors.

We have continued to work towards our strategic pillars for success:

- *Income generation* - investment and innovation to ensure long-term sustainable giving and working smarter
- *Supporter focused* - putting supporters at the heart of our fundraising
- *Internal relationships* - be part of the planning process and work strategically to identify funding needs
- *Marketing & Communications* - better storytelling and developing digital marketing
- *Team development* - ensure the right structure and resources are in place and investment in staff development and training

Key activity in 2024/25

We have continued our investment into face-to-face activity through a third-party provider and ran a successful test telemarketing campaign, which was well received by donors. This activity added just under 1,000 new regular givers to our supporter base and this will continue in 2025/26 alongside testing digital engagement.

Our events programme continued to grow following the pandemic, and we were able to double our places in the Hackney Half (which will continue in 2025/26). We also hosted our best Great East End Walk ever, raising over £50,000 from the event. The Great East End Walk will be 25 in 2025, so we hope to maintain this momentum going forward.



We hosted two in-memory events across the year to remember loved ones. Flowers in Celebration took place in beautiful sunshine, where people bought a beautiful white flower, with many collecting the ceramic flowers year-on-year. We held our annual Light up a Life service in December, where more than 300 people braved the wind and rain to remember their loved ones and light a candle.

This was a good year for legacy fundraising, hosting several successful will writing workshops. Additionally, we were part of Hospice UK's first national legacy campaign "This is Hospice Care". Following the campaign we have promoted gifts in wills to our supporters and network through telephone and digital channels, growing our enquirer and pledger bases.

We have successfully grown our community engagement, which we continue to rebuild following the pandemic. We continue to work with schools - holding our third Rudolph Run, local business raising almost £20,000 from collection tins and religious organisations in our community. We also launched the Business Hub - a membership for business/organisations to support the work of the Hospice but also benefiting from social events, volunteering opportunities and specialist workshops.

We have maintained our relationships with key corporate partners and introduced three new partnerships that started in 2025, and have had a successful funding year from trusts and foundations.

We would like to take this opportunity to thank all of the trusts and foundations that have supported our work this year, including City Bridge Foundation, the funding arm of The City of London Corporation's charity, Bridge House Estates *(charity no. 1035628)* for funding our Welfare Benefits service, and The Lord and Lady Lurgan Trust for contributing towards new syringe drivers.

A huge thank you to partners National Australia Bank, Canary Wharf Contractors Fund and MFS for their support, and to Morrisons Foundation, St James's Place Foundation, Haslers Foundation and Co-op Local Community Fund for grants towards our work.

Financial Review 2024/25 - Stability, Progress and Ambition

Looking Ahead: Leading with Confidence

Over the past four years, we are proud to report that our balance sheet has strengthened by 16% (£6.3M). That is not just a technical achievement - it marks a real shift in our financial resilience and our ability to plan with ambition and purpose. Having a strengthened balance sheet is not the outcome, but the driver for future success and reducing financial risk.

But we are not standing still. Our aspiration is to eliminate the persistent gap between NHS income and the true cost of delivering high-quality palliative care. That shortfall is substantial, and closing it will require a bold, integrated approach. By utilising the balance sheet strategically, we not only defend against risk, but drive opportunity.

We are developing a financial model that is both sustainable and transformative. By growing income, diversifying our investment portfolio, and improving our operational efficiency, we can create a system where charitable donations go directly to supporting outstanding clinical outcomes. This is about more than balancing the books - it is about reshaping how we finance end-of-life care and setting St Joseph's apart in the hospice world.

Financial leadership is not simply about balancing figures. It is about securing long-term success by identifying and managing opportunities others may overlook, enabling clinical excellence through financial innovation, pragmatic decision-making, and robust risk management.

This is ambitious - and necessarily so. With the right financial leadership and the continued commitment of our people, partners and supporters, this is an achievable ambition.

The Year in Review: From Deficit to Surplus

The year began under considerable pressure, with a large operational deficit reflecting rising costs and constrained income. However, a strong performance in the second half of the year reversed this position. Legacy income rose substantially, and statutory funding was uplifted; together these shifts moved us into surplus and restored short-term stability.

Legacy and Statutory Income: Key Drivers of Recovery

Legacy gifts were particularly strong in the second half, reinforcing the generosity of our supporters and significantly boosting unrestricted income. Alongside this, our statutory income increased, reflecting growing recognition of the Hospice's role in delivering high-quality, specialist palliative care.

Retail and Pay Pressures

Retail income fell short of targets, driven by lower footfall and staffing challenges; a pattern reported across the wider retail sector. On the cost side, staff pay rose by 5.5%, reflecting our commitment to fair, competitive remuneration. These were principled decisions, albeit with a real impact on expenditure.

Investment Portfolio

The final quarter saw our investments exposed to the global trade battle and this resulted in a reported loss of about £0.7M. Our portfolio is held with CCLA. Events over the past decade (Brexit, Covid-19, Ukraine war and the recent trade wars) may be signs that our investments are not sufficiently diversified, nor as stable as previously assumed.

The recent refurbishment of part of our estate into commercial space has already provided capital gains and improved revenue streams, demonstrating that investment into property can have a dual impact, including above average and stable income yields - ensuring that our physical assets, whilst themselves being illiquid, are actively contributing to our financial sustainability.

Income returns were stable due to increased income on our rental property, which offset falls in investment portfolio income.

Our Investment Policy considers both financial and reputational risks and sets out long-term capital growth targets for different asset classes plus annual income targets. Performance is regularly reviewed by the Trustees, who can approve changes to both policy and investment managers.

Reserves: A Foundation for Stability and Strategic Confidence

At St Joseph's Hospice, our reserves policy plays a critical role in safeguarding both our operational continuity and our long-term ambitions. Reserves are not idle funds; they are the financial bedrock that enables the Hospice to remain resilient in the face of external shocks while continuing to invest in care, innovation, and infrastructure.

Our reserves are carefully structured to meet two core objectives:

- Protecting core services during periods of income uncertainty or rising costs
- Enabling strategic action by providing the flexibility to invest in future-focused projects

The minimum level of free reserves is set with reference to a prudent view of operating costs, potential risks and our obligation to maintain service quality under pressure. This ensures that we can weather unexpected events, such as delayed funding, market volatility, or operational disruption, without compromising patient care.

Importantly, we also recognise that reserves held above our minimum threshold can and should be used proactively. Surplus reserves are designated to support developments that strengthen the Hospice's position as a centre of excellence, including service expansion, estate improvement, and transformation initiatives.

In this way, our reserves policy reflects a balance between protection and progression, securing today while enabling the Hospice to shape tomorrow. The Trustees have set expenditure equivalent to nine months' unrestricted reserves as a policy. In addition, Trustees have approved designated funds to support our goals.

Five Sisters: Mission-Aligned, But Under Review

Our subsidiary, Five Sisters Managed Services Ltd, continued to deliver excellent catering services and received positive feedback. However, the financial performance remains below the level originally envisaged. A full review is now underway to determine the longer-term role and value of this venture within our overall strategy. After the current contract expires at the

end of March 2026, Five Sisters Managed Services will be made dormant whilst we consider its future.

Capital Investment: A Better Place for Care

We continued to invest in our infrastructure to ensure the Hospice remains a safe, welcoming, and future-ready environment. The final phase of ward refurbishments has been completed, and upgrades to Mary Aikenhead House and the Centenary Wing have created flexible, high-quality space for letting and office use. These investments not only improve patient and staff experience but support our enterprise and income generation plans.

Procurement Progress

We have made strong progress in strengthening procurement. A new e-procurement system, fully integrated with our financial platform, has increased transparency, improved contract management and streamlined purchasing. We have developed more collaborative relationships with suppliers and reduced stock levels, improving cash flow and reducing waste. Strategic procurement partnerships continue to support this progress through benchmarking, expert input and tailored pricing frameworks.

Governance, Risk and Assurance

Risk management remains a core part of how we operate. Our corporate risk register is reviewed regularly by the Board. We benefit from independent scrutiny, regular audits and a culture of learning and improvement.

The key risks identified on our risk register included:

- Difficulties recruiting medical staff due to national shortages
- Risks identified in the fire risk assessment
- Security risks due to a cyber-attack
- General non-medical recruitment issues for certain specialist roles in short supply
- Impact of an electricity outage on our ability to continue operating in the short-term

As far as possible, risks are managed and mitigated through corrective action and we are strongly aligned with our insurers and other authorities to ensure risk is controlled.

Health and safety performance improved during the year, supported by robust training, proactive coordination, and an embedded risk ownership model. External audits continue to strengthen our approach, with areas for improvement translated into action plans which are regularly monitored.

We are continuing to develop our business continuity planning, using this to inform departmental strategies and guide resilience work across the organisation.

Key Management Personnel

The Trustees consider that they, together with the Senior Management Team, comprise the key management personnel.

Salaries for the Senior Management Team are set having regard to national pay agreements, considering the seniority and experience required by each post.

All Trustees give their time freely, and no Trustees were remunerated during the year (2023/24: no remuneration).

No Trustee expenses were paid during the year (2023/24: £Nil).

Final Word

This has been a year of consolidation, improvement, and ambition. Over the past few years, we have moved from financial uncertainty to renewed strength, and we are setting a course for long-term sustainability grounded in strategic purpose. The challenges ahead are real, but so are the opportunities.

We now look to the future with a clear goal: to build a financial model that does not just sustain the Hospice, but actively empowers it - delivering excellence, securing our mission, and ensuring that St Joseph's continues to lead the way in palliative care.

During the year, there have been significant changes in key management personnel which meant that over half of the Senior Management Team have been in post for less than a year. These include the Chief Executive Officer, Director of Care and HR Director.

Governance, structure and management

Constitution

St Joseph's Hospice, Hackney, a Charity registered under the Charities Act 2011, is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up during the period of membership, or within the year following, company members are required to contribute an amount not exceeding £1.

The Religious Sisters of Charity are founding members of the charity and a process is in train to transfer their residual governance role as Members to the Cardinal Archbishop of Westminster. This will conclude in the next accounting period.

Structure

The Charity is governed by its Trustees (the Board) which meets regularly throughout the year to determine strategic vision and direction. The Trustees appoint a Chief Executive who is responsible for the day-to-day running of St Joseph's Hospice and to inform and implement Board decisions.

The Registered Manager is the Director of Clinical Services and the CEO is the Responsible Individual for Care Quality Commission registration purposes.

Trustees

The Trustees listed on page 3 were in office at the date on which this annual report was approved. The Trustees who served on the Board throughout the year to 31 March 2025 and up to the date on which this report was approved are as follows:

Directors	Appointed/Resigned
Paddy McGuinness (Chair)	
Edward McGuigan	
Dr Michael Moran	
Prof. Jim McManus	
Margaret Doherty	
Nick Howard	
Jane Heffernan	
Edward Davies	
Peter Pledger	Resigned 17th September 2024

The Election of Trustees

The Trustees are elected at the Annual General Meeting of the Charity by the members.

Trustees are normally elected for an initial term of three years and, if reappointed, may serve for a second term of three years. In exceptional circumstances, the members may reappoint a Trustee for a third term of three years. The maximum length of service is therefore nine years. The Trustees, with the consent of the Congregational Leader of the Sisters of Charity, also have the power to co-opt people during the year to help deal with specific matters.

The Trustees are recruited and selected for their specific skills and experience, which currently cover finance, fundraising, business, governance, communications, and healthcare.

Policies and procedures relating to Trustees' training and induction

All Trustees receive induction on joining the Board so that they are equipped to carry out their role, as well as signing a statement of their willingness to serve as a Trustee and completing a declaration of interests statement. Additionally, new Board members receive direct support from the Chief Executive. In order to keep Board members informed about the charity's ongoing work, the Board receives reports from senior staff members as required. Moreover, members of the Board meet from time-to-time more informally with the management team and other staff to work on specific areas of development.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Joseph's Hospice, Hackney, for the purposes of company law) are responsible for preparing the Trustees' report and 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 each financial year, which give a true and fair view of the state of affairs of the Group and the Charity and of the income and expenditure of the Group and the Charity for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Charity will continue in operation

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

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the Group and the Charity's auditor is unaware and
- The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Group and Charity's auditor is aware of that information

This confirmation is given and should be integrated in accordance with the provisions of s418 of the Companies Act 2006.

Signed on behalf of the Trustees:



Paddy McGuinness CMG OBE

Trustee

Date of approval: 16th September 2025

Independent auditor's report

Opinion

We have audited the financial statements of St Joseph's Hospice, Hackney (the Charitable Company and its subsidiary ('the Group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the Group and Charity balance sheets, the consolidated statement of cash flows, the charity statement of financial activities, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group and Charitable company's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent 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 and Financial Statements, 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, which is also the Directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements and
- The Trustees' report, which is also the Directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report, including the strategic 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 by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- The charitable parent company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the group's and the charitable parent 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 parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group and parent charity through discussions with key management and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, those that relate to data protection (General Data Protection Regulation) and specific care legislation relating to vulnerable individuals (Care Standards Act 2000); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance.

We assessed the susceptibility of the group and parent charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Performed substantive testing on expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures, which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Trustees' meetings; and
- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Buzzacott Audit LLP

16 September 2025

Peter Mackereth, Senior Statutory Auditor
For and on behalf of Buzzacott Audit LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Financial Statements

Consolidated statement of financial activities

Year to 31st March 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	2025 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**4,824**	**13**	**4,837**	3,589	667	4,256
Other trading activities:							
Charity shops		**241**	**-**	**241**	220	-	220
Five Sisters Managed Services Ltd		**316**	**-**	**316**	297	-	297
Investments and bank deposits	2	**1,086**	**48**	**1,134**	1,092	58	1,150
Charitable activities	3	**9,774**	**484**	**10,258**	9,390	111	9,501
Miscellaneous Income		**7**	**-**	**7**	64	-	64
Total income		**16,248**	**545**	**16,793**	14,652	836	15,488
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	4	**1,602**	**-**	**1,602**	1,254	-	1,254
Costs of trading							
. Charity Shops	4	**270**	**-**	**270**	225	-	225
. Investment property costs		**117**	**-**	**117**	124	-	124
. Five Sisters Managed Services Ltd		**304**	**-**	**304**	275	-	275
Charitable Activities							
Hospice inpatient care	5	**9,439**	**98**	**9,537**	8,986	155	9,141
Hospice outpatient and day services	5	**975**	**11**	**986**	964	10	974
Community palliative care services	5	**2,747**	**26**	**2,773**	2,368	20	2,388
Psychosocial and bereavement services	5	**796**	**47**	**843**	753	41	794
Education, training and research	5	**280**	**-**	**280**	318	-	318
Patient café and dining room	5	**42**	**-**	**42**	38	-	38
Total expenditure		**16,572**	**182**	**16,754**	15,305	226	15,531
Net Income before Investment gains and transfers		**(324)**	**363**	**39**	(653)	610	(43)
Net Gains / (Losses) on investments	12	**636**	**(84)**	**552**	3,818	153	3,971
Net income before transfers		**312**	**279**	**591**	3,165	763	3,928
Transfers between funds	15	**358**	**(358)**	**-**	930	(930)	-
Net income and net movement in funds	7	**670**	**(79)**	**591**	4,095	(167)	3,928
Reconciliation of funds							
Balances brought forward at 1 April 2024		**42,480**	**2,228**	**44,708**	38,385	2,395	40,780
Balances carried forward at 31 March 2025		**43,150**	**2,149**	**45,299**	42,480	2,228	44,708

Charity statement of financial activities

Year to 31st March 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	2025 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**4,824**	**13**	**4,837**	3,619	667	4,286
Other trading activities:							
Charity shops		**241**	**-**	**241**	220	-	220
Investments and bank deposits	2	**1,086**	**48**	**1,134**	1,092	58	1,150
Charitable activities	3	**9,814**	**484**	**10,298**	9,390	111	9,501
Miscellaneous Income		**7**	**-**	**7**	64	-	64
Total income		**15,972**	**545**	**16,517**	14,385	836	15,221
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	4	**1,602**	**-**	**1,602**	1,254	-	1,254
Costs of trading							
. Charity Shops	4	**270**	**-**	**270**	225	-	225
. Investment property costs		**117**	**-**	**117**	124	-	124
Charitable Activities							
. Hospice inpatient care	5	**9,439**	**98**	**9,537**	8,986	155	9,141
. Hospice outpatient and day services	5	**975**	**11**	**986**	964	10	974
. Community palliative care services	5	**2,747**	**26**	**2,773**	2,368	20	2,388
. Psychosocial and bereavement services	5	**796**	**47**	**843**	753	41	794
. Education, training and research	5	**280**	**-**	**280**	318	-	318
. Patient café and dining room	5	**42**	**-**	**42**	38	-	38
Total expenditure		**16,268**	**182**	**16,450**	15,030	226	15,256
Net Income before Investment gains and transfers		**(296)**	**363**	**67**	(645)	610	(35)
Net Gains / (Losses) on investments	12	**636**	**(84)**	**552**	3,818	153	3,971
Net income before transfers		**340**	**279**	**619**	3,173	763	3,936
Transfers between funds	15	**358**	**(358)**	**-**	930	(930)	-
Net income and net movement in funds	7	**698**	**(79)**	**619**	4,103	(167)	3,936
Reconciliation of funds							
Balances brought forward at 1 April 2024		**42,488**	**2,228**	**44,716**	38,385	2,395	40,780
Balances carried forward at 31 March 2025		**43,186**	**2,149**	**45,335**	42,488	2,228	44,716

Balance sheets as at 31st March 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Fixed Assets					
Tangible assets	**11**	**17,198**	16,834	**17,198**	16,834
Investments	**12**	**24,602**	24,683	**24,602**	24,683
		41,800	41,517	**41,800**	41,517
Current assets					
Stocks		**5**	6	-	-
Debtors	**13**	**2,925**	3,831	**2,957**	3,835
Short term deposits		**2,049**	384	**2,049**	384
Cash at bank and in hand		**54**	**1,051**	**26**	**1,030**
		5,033	5,272	**5,032**	5,249
Creditors: amounts falling due within one year	**14**	**(1,534)**	(2,081)	**(1,497)**	(2,050)
Net Current assets		**3,499**	3,191	**3,535**	3,199
Total net assets		**45,299**	44,708	**45,335**	44,716
The funds of the charity:					
Income funds					
Restricted funds	**15**	**2,149**	2,228	**2,149**	2,228
Unrestricted funds					
General funds		**10,751**	11,747	**10,751**	11,747
Designated Funds	**16**	**5,130**	5,200	**5,130**	5,200
Tangible fixed assets fund	**17**	**17,198**	16,834	**17,198**	16,834
Investment property fund	**18**	**10,107**	8,707	**10,107**	8,707
Non-Charitable trading funds	**10**	**(36)**	**(8)**	-	-
		43,150	42,480	**43,186**	42,488
		45,299	44,708	**45,335**	44,716

Approved by the Trustees and signed on their behalf by:



Paddy McGuinness CMG OBE

Trustee

Date of approval: 16th September 2025

St Joseph's Hospice, Hackney: Company Registration No. 05513914 (England & Wales)

Statement of cash flows

Year to 31st March 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Cash flows from operating activities					
Net cash provided by (used in) operating activities	A	**251**	(2,593)	**244**	(2,595)
Cash flows from investing activities					
Investment income and interest received		**1,134**	1,150	**1,134**	1,150
Purchase of tangible fixed assets		**(1,467)**	(1,186)	**(1,467)**	(1,186)
Proceeds from disposal of investments		**750**	2,000	**750**	2,000
Net cash used in investing activities		**417**	1,964	**417**	1,964
Change in cash and cash equivalents in the year		**668**	(629)	**661**	(631)
Cash and cash equivalents at 1 April 2024	B	**1,435**	2,064	**1,414**	2,045
Cash and cash equivalents at 31 March 2025	B	**2,103**	1,435	**2,075**	1,414

Notes to the statement of cash flows for the year to 31 March 2025

Reconciliation of net movement in funds to net cash provided by operating activities	**2,025 £'000**	2,024 £'000	**2,025 £'000**	**2,024** £'000
Net movement in funds (as per the statement of financial activities)	**591**	3,928	**619**	3,936
Adjustments for:				
Depreciation charge	**988**	866	**988**	866
Loss/(Gains) on investments	**(553)**	(3,971)	**(553)**	(3,971)
Investment income and interest receivable	**(1,134)**	(1,150)	**(1,134)**	(1,150)
Decrease in stock	**1**	29	**-**	30
Decrease / (Increase) in debtors	**906**	(1,810)	**877**	(1,854)
(Decrease)/Increase in creditors	**(548)**	(485)	**(553)**	(452)
Net cash provided by (used in) operating activities	**251**	(2,593)	**244**	(2,595)

Analysis of cash and cash equivalents	**2,025 £'000**	2,024 £'000	**2,025 £'000**	**2,024** £'000
Cash at bank and in hand	**54**	1,051	**26**	1,030
Short term deposits	**2,049**	384	**2,049**	384
Total cash and cash equivalents	**2,103**	1,435	**2,075**	1,414

Principal accounting policies

The principal accounting policies adopted, judgements used and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below. These financial statements have been prepared for the year to 31 March 2025 with comparative information presented for the year to 31 March 2024. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Basis of consolidation

The financial statements consolidate the accounts of St Joseph's Hospice, Hackney with those of its wholly owned subsidiary, Five Sisters Managed Services Limited, to the balance sheet date. All figures are consolidated on a line by line basis.

Critical accounting estimates and areas of judgment

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge
- Estimating the fair value of investment properties
- The methodology used in allocating support costs across charitable activities; and
- Estimating the value of legacies to be recognised in accordance with FRS 102.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption continues to be appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Despite the challenges faced by the Hospice, we have delivered an aggregate operational surplus demonstrating our continued ability to manage finances well whilst delivering quality care to patients.

We have increased our enterprise and are continually reviewing the efficiency of our expenditure base. We are entering Year 3 of a five-year NHS contract and have good relationships with commissioners.

Reserves remain healthy and the Trustees have confidence in us continuing to deliver Palliative Care in East London for a long time into the future.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, legacies, income from fundraising events, income from investments and bank interest, and contracts, service level agreements and grants income for the provision of healthcare and related services.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Investment income from listed investments is recognised once the dividend has been declared and notification has been received of the dividend due.

Investment income generated from investment properties is recognised at the point when the income is due to the charity under tenancy or lease agreements. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Contracts and service agreements in respect to the provision of healthcare services are recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding any relevant value added tax.

Grants from government, NHS bodies, Clinical Commissioning Groups and from trusts and foundations have been included as income from charitable activities, i.e. the provision of healthcare and related services where they amount to a contract for services but as donations where the money is given in response to an appeal or grant application or with greater freedom of use, e.g. for core purposes.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Group and Charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the Charity and the costs of managing our investment properties. This includes staff costs associated with fundraising, and an allocation of support costs. It also includes costs incurred by the subsidiary company.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the Charity through the provision of its charitable activities, i.e. the provision of healthcare and related services in respect to the care of persons suffering from terminal cancer and other palliative or chronic illnesses.
- All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Group and Charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Governance costs comprise the costs involving the public accountability of the Group and Charity (including audit costs) and costs in respect to its compliance with regulation and good practice. Support costs and governance costs are apportioned based on the number of full time equivalent staff allocated to each of the charitable activities.

Tangible fixed assets

Freehold land and buildings

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are included on the balance sheet at cost. Freehold buildings are depreciated at a rate of 2% per annum based on cost or deemed cost. No depreciation is charged on freehold land.

Major building refurbishment

Major building refurbishment since 1 April 2012 is included on the balance sheet at cost. Major building refurbishment, once completed, is depreciated at a rate of 10% per annum based on cost. Major building refurbishment that is in progress is capitalised but only depreciated in accordance with the above policy once complete.

Plant and equipment

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 on the purchase and replacement are capitalised at cost. Plant and equipment is depreciated between 10 and 20 years on a straight line basis, dependent upon the individual asset.

Computer equipment

Additions are capitalised at cost. Computer equipment is depreciated over a three-year period on a straight line basis in order to write off the cost of over its estimated useful life.

Motor vehicles

Motor vehicles transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. Motor vehicles purchased since 1 April 2012 are capitalised at cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Motor vehicles are depreciated over a four-year period on a straight line basis in order to write off the cost of each motor vehicle over its estimated useful life.

Furniture

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are capitalised at cost. Furniture is depreciated over a four-year period on a straight-line basis.

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Group and Charity do not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the Group and Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Properties held for investment purposes are included in these accounts at open market value. The valuations have been determined by the Trustees with the assistance of independent professionals who have carried out formal valuations periodically. The Trustees assess annually whether any changes in conditions have occurred which would result in a change in value and reflect these changes where the movement since the last formal valuation is considered to be material. Formal valuation assessments of those properties reclassified during the year were carried out in March 2025. We aim to make a 7.5% average return on commercial property and the valuer has used this figure as the basis for the valuation.

Investment by the Charity in the issued share capital of Five Sisters Managed Services Limited is shown at cost.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Stock

The value of charity stock is immaterial for the size of the organisation. Thus, stock is charged directly to the I&E.
Stock held by Five Sisters Managed Services Ltd is held on the group balance sheet.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Short term deposits relate to cash held in deposit accounts for medium term use or future reinvestment, but which are available on demand or have a maturity less than three months from the date of acquisition

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the Group and Charity anticipate they will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund Structure

The general fund comprises those monies which may be used towards meeting the charitable objectives of the Charity and which may be applied at the discretion of the Trustees. The tangible fixed assets fund represents the net book value of the land and buildings occupied by the Charity and other tangible fixed assets. Such assets are vital to the Charity being able to carry out its charitable work and the value invested in the assets cannot, therefore, be realised in order to meet future expenditure or contingencies. To emphasise this point the net book value of the assets is represented by a specific tangible fixed assets fund on the balance sheet. The investment property fund represents the value of the buildings utilised by the Charity to generate a commercial return. Such assets cannot be realised easily in order to meet future expenditure or contingencies. To emphasise this point the value attributed to these assets is represented by a specific investment property fund on the balance sheet. Other funds have been designated for specific purposes as described later in this report.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds are set aside by the Trustees to further our charitable objectives with funding for specific projects. These funds are reviewed regularly by the Trustees and funds allocated according to needs and levels of unrestricted funds.

Non-charitable trading funds comprise the accumulated losses of the subsidiary company, Five Sisters Managed Services Limited.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. Lease payments are recognised as an expense on a straight-line basis over the lease term.

The Hospice identifies a contract as a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Changes to lease terms are accounted for by adjusting the lease expense over the remaining lease term.

Pension Costs

Pension costs are payable in respect of defined contribution and defined benefit pension schemes. The Group and Charity are unable to identify their share of the underlying assets and liabilities of the defined benefit schemes on a reasonable and consistent basis. Therefore in accordance with FRS 102, it has accounted for its normal contributions as if the schemes were defined contribution schemes. Normal contributions are charged to the statement of financial activities when payable.

Notes to the financial statements

1. Income from donations and legacies

Group and Charity	Unrestricted £'000	Restricted £'000	Total 2025 £'000	Unrestricted £'000	Restricted £'000	Total 2024 £'000
Donations	**1,288**	**13**	**1,301**	1,218	667	1,885
Donations of cremation fees received	**6**	**-**	**6**	13	-	13
	1,294	**13**	**1,307**	1,231	667	1,898
Legacies	**3,530**	**-**	**3,530**	2,358	-	2,358
Total funds	**4,824**	**13**	**4,837**	3,589	667	4,256

We are grateful to all the individuals, trusts and companies who have supported our work this year.

2. Income from investments and bank deposits

Group and Charity	Unrestricted £'000	Restricted £'000	Total 2025 £'000	Unrestricted £'000	Restricted £'000	Total 2024 £'000
			-			
Income from listed investments						
UK common investment funds	**368**	**48**	**416**	413	58	471
Rental income from investment	**672**	**-**	**672**	631	-	631
Bank interest	**46**	**-**	**46**	48	-	48
Total funds	**1,086**	**48**	**1,134**	1,092	58	1,150

3. Income from charitable activities

Group	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
Statutory grants and service agreements						
Integrated Care Boards	**9,340**	**48**	**9,388**	9,074	48	9,122
DHSC Capital Grant	**-**	**315**	**315**	-	-	-
City Bridge Foundation	**-**	**49**	**49**	-	-	-
Other grants and service level agreements	**129**	**72**	**201**	-	63	63
Fees for education services and room hire	**78**	**-**	**78**	137	-	137
Residencies and other rental income	**76**	**-**	**76**	84	-	84
Income from provision of catering	**151**	**-**	**151**	95	-	95
Total funds	**9,774**	**484**	**10,258**	9,390	111	9,501

Charity	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
Statutory grants and service agreements						
Integrated Care Boards	**9,340**	**48**	**9,388**	9,074	48	9,122
DHSC Capital Grant	**-**	**315**	**315**	-	-	-
City Bridge Foundation	**-**	**49**	**49**	-	-	-
Other grants and service level agreements	**129**	**72**	**201**	-	63	63
Fees for education services and room hire	**118**	**-**	**118**	137	-	137
Residencies and other rental income	**76**	**-**	**76**	84	-	84
Income from provision of catering	**151**	**-**	**151**	95	-	95
Total funds	**9,814**	**484**	**10,298**	9,390	111	9,501

4. Expenditure on raising funds

Group and Charity	Direct costs £'000	Support costs £'000	Total 2025 £'000	Direct costs £'000	Support costs £'000	Total 2024 £'000
Staff costs	**828**	**-**	**828**	715	-	715
Other direct costs	**599**	**-**	**599**	400	-	400
Support costs	-	**445**	**445**	-	364	364
Total funds	**1,427**	**445**	**1,872**	1,115	364	1,479

5. Expenditure on charitable activities

Group and Charity	Direct costs £'000	Support costs £'000	Total 2025 £'000	Direct costs £'000	Support costs £'000	Total 2024 £'000
Hospital inpatient care	**6,849**	**2,688**	**9,537**	6,720	2,421	9,141
Hospice outpatient and day services	**669**	**317**	**986**	672	302	974
Community palliative care services	**2,009**	**764**	**2,773**	1,778	610	2,388
Psychosocial and bereavement	**620**	**223**	**843**	598	196	794
Education, training and research	**218**	**62**	**280**	251	67	318
Patient café and dining room	**42**	**-**	**42**	38	-	38
Total funds	**10,407**	**4,054**	**14,461**	10,057	3,596	13,653

6. Support costs

Group and Charity	**2025 £'000**	2024 £'000
Staff costs	1,731	1,488
Recruitment and training	368	253
Services contracted out	57	54
Consumables	41	44
Maintenance and running costs	679	744
Depreciation	988	866
Office expenses	599	468
Auditors remuneration	36	44
Total funds	**4,499**	3,961

Support costs are allocated to raising funds and charitable activities based on the full-time equivalent staff allocated to each charitable activity.

7. Net income (expenditure) and net movements in funds

	Group		**Charity**	
This is stated after charging:	**2025 £'000**	2024 £'000	**2025 £'000**	2024 £'000
Staff costs (note 8)	**12,296**	11,643	**12,129**	11,309
Auditors remuneration:				
Current year audit fees	**36**	26	**36**	26
Other Services	**4**	**-**	**-**	**-**
Fees for HR Services	**-**	18	**-**	18
Depreciation	**988**	866	**988**	866
Operating lease rentals	**51**	11	**51**	11

8. Staff costs and Trustees' remuneration

	Group		**Charity**	
	2025	2024	**2025**	2024
Staff costs during the year were as follows:				
Wages and salaries	**10,057**	9,492	**9,973**	9,426
Social security costs	**1,012**	991	**1,005**	984
Pension costs	**625**	588	**623**	585
	11,694	11,071	**11,601**	10,995
Seconded and agency staff	**602**	392	**528**	314
	12,296	11,463	**12,129**	11,309

The number of employees who earned £60,000 or more (including benefits but excluding employer pension contributions) during the year was as follows:

Group and Charity	2025	2024
£60,001 - £70,000	**13**	11
£70,001 - £80,000	**6**	5
£80,001 - £90,000	**2**	3
£90,001 - £100,000	**2**	-
£100,001 - £110,000	-	-
£110,001 - £120,000	**1**	2

Of those employees who earned £60,000 or more during the year (as defined above), employer contributions were made to money purchase schemes in respect of ten employees (2024 - nine employees), and to defined benefit schemes in respect of nine employees (2024 - nine employees).

Total employer contributions to pension schemes in respect of such employees during the year amounted to £142,275 (2024 - £159,858).

When determining salary rates for clinical staff, the Hospice always makes reference to national pay agreements and considers the seniority and experience demanded by each post.

Key management personnel remuneration during the year totalled £693,117 (2024 - £608,960).

No Trustees received any remuneration during the year (2024 - £nil) and no expenses were reimbursed to Trustees (2024 - £nil). The average number of employees during the year, analysed per function, was as follows:

	2025 Full time equivalent	2024 Full time equivalent	2025 Average Headcount	2024 Average Headcount
Raising funds	**19**	18	**20**	19
Hospice inpatient care	**129**	133	**152**	155
Hospice outpatient and day	**7**	8	**11**	11
Community palliative care	**16**	15	**17**	16
Psychosocial and	**9**	10	**24**	22
Education and training	**3**	3	**3**	4
Hospice	**6**	7	**7**	8
Support and administration	**29**	27	**31**	30
	218	221	**265**	265

9. Taxation

St Joseph's Hospice, Hackney is a registered charity and is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities. The subsidiary company Five Sisters Managed Services Limited has entered into a Gift Aid compliant Deed of Covenant whereby it donates its taxable profits (if any) to its parent charity each year. In the year to 31 March 2025, the amount payable was £nil (2024 - £30,467).

10. Subsidiary undertaking

The Charity owns the entire issued share capital of £1 in Five Sisters Managed Services Limited, a company registered in England and Wales (Company Registration Number 13698763). The registered office of the company is Mare Street, Hackney, London, E8 4SA. The subsidiary was set up on 22 October 2021. The results of the subsidiary for the year ended 31 March 2025 and comparative results for 31 March 2024.

	2025 £'000	2024 £'000
Turnover	**316**	297
Cost of Sales	**(101)**	(86)
Gross Profit	**215**	211
Administrative expenses	**(243)**	(181)
Operating (loss)/profit before tax	**(28)**	30
Corporation Tax		(8)
Gift Aid	**-**	(30)
(Loss) for the year	**(28)**	(8)
Accumulated (loss) at 31 March 2025	**(36)**	**(8)**

As at 31st March 2025, the subsidiary had accumulated losses of £35,923 (2024 - £8,314) and called up share capital of £1 (2024 - £1).

11. Tangible fixed assets

Group and Charity	Freehold land and buildings £'000	Major building refurbishment £'000	Assets Under Construction	Furniture, equipment and motor vehicles £'000	**Total £'000**
At cost or deemed cost					
At 1 April 2024	16,039	2,852	1,235	3,551	**23,677**
Additions	-	1,361	-	106	**1,467**
Transfers		1,235	(1,235)	-	**0**
Reclassification as investment	(156)	-	-	-	**(156)**
At 31 March 2025	**15,883**	**5,448**	**-**	**3,657**	**24,988**
Depreciation					
At 1 April 2024	2,770	1,901	-	2,172	**6,843**
Charge for the year	231	356	-	401	**988**
Reclassification as investment	(41)	-	-	-	**(41)**
At 31 March 2025	**2,960**	**2,257**	**-**	**2,573**	**7,790**
Net book value					
At 31 March 2025	12,923	3,191	-	1,084	**17,198**
At 31 March 2024	13,269	951	1,235	1,379	**16,834**

The Hospice's freehold land and buildings held at 1 April 2012 were valued on a depreciated replacement cost basis by an external valuer, Gerald Eve LLP, following the transfer of assets and liabilities from The Religious Sisters of Charity Charitable Trust as at that date. The valuation was carried out in accordance with the valuation standards and guidance notes contained in the Valuation - Professional Standards, incorporating the International Valuation Standards ("the Standards") of the Royal Institution of Chartered Surveyors (RICS) March 2012. Other tangible fixed assets transferred at that date are included at their net book value at the date of transfer, i.e. 1 April 2012. As permitted by FRS 102, all valuations at 1 April 2012 are now assumed to be the deemed cost of the relevant assets. Additions to tangible fixed assets since 1 April 2012 are included at cost.

Capital Commitments

At year-end the Group and Charity had no capital commitments (2023/24 - £531k).

12. Investments

Group and Charity	Investment property £'000	Listed Investments £'000	**2025 Total £'000**	2024 Total £'000
Market value at 1 April 2024	8,707	15,976	**24,683**	22,712
Reclassification from tangible fixed assets (note 11)	115	-	**115**	-
Disposals (proceeds: £750,000: loss £18,771)	-	**(768)**	**(768)**	(1,871)
Unrealised gains/(losses)	**1,285**	**(713)**	**572**	3,842
At 31 March 2025	**10,107**	**14,495**	**24,602**	24,683
Cost of investments at 31 March 2025	1,715	10,608	12,323	12,737

Investment property comprises of:

- A commercial office building close to the main Hospice site at 72-74 Mare Street.
- During the year, we expanded the space available to generate commercial income and, in addition to 72-74 Mare Street, we also have office space in St Patrick's Wing, Mare Street Wing, the ground floor of the Centenary Wing and more recently in Mary Aikenhead House.
- The parts of the estate reclassified during the year to investment properties have been revalued using a method based on rental yields. This revaluation was carried out by Mr Bruce Maunder Taylor of Maunder Taylor, with a resultant increase in market value of £1.3m compared to their book value. These, and previous valuations on the rest of the above properties, were prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation - Global Standards (The Red Book), incorporating the International Valuation Standards (IVS) 2022 and 2024.

The Hospice has no intention of disposing of its investment properties and is a long-term investor.

Listed investments held at 31st March 2025 are as follows:

	2025 £'000	2024 £'000
UK common investment funds	**14,495**	15,976

At 31st March 2025, the Charity's investments comprised holdings in COIF and CAIF Charities Investment Funds. Both are managed by CCLA.

In addition to the above, the charity owns the entire issued share capital of £1 in Five Sisters Managed Services Ltd (note 10).

13. Debtors

	GROUP		**CHARITY**	
	2025 £'000	2024 £'000	**2025 £'000**	2024 £'000
Revenue grants and fees receivable	**4**	**-**	**4**	**-**
Legacies receivable	**2,105**	2,891	**2,105**	2,891
Investment income and interest receivable	**105**	108	**105**	108
VAT recoverable	**219**	305	**219**	305
Prepayments	**208**	248	**208**	248
Subsidiary	**-**	**-**	**60**	36
Other debtors	**284**	279	**256**	247
	2,925	3,831	**2,957**	3,835

14. Creditors - amounts falling due within one year

	GROUP		CHARITY	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Expense creditors	**774**	759	**759**	754
Capital Creditors	**-**	367	**-**	367
Social security and other taxes	**248**	243	**247**	242
Accruals for capital works	**-**	125	**-**	125
Other accruals	**274**	377	**270**	372
Deferred income	**102**	98	**102**	98
Corporation Tax	**-**	8	**-**	-
Other creditors	**136**	104	**119**	92
	1,534	2,081	**1,497**	2,050

Deferred income consists of contractual income received in advance.

	GROUP	GROUP
	2025	2024
Deferred income	£'000	£'000
Balance as at 1 April 2024	98	595
Income deferred in the year	52	32
Income released in the year	(48)	(529)
Balance as at 31 March 2025	**102**	**98**

15. Restricted funds

Group and Charity	**Mission fund**	**Restricted Funds**	**2025**	Mission fund	Restricted Funds	2024
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
At 1 April 2024	**2,058**	**170**	**2,228**	1,875	520	2,395
Income	**48**	**497**	**545**	58	778	836
Expenditure	**-**	**(182)**	**(182)**	-	(226)	(226)
Gains/losses on listed investment	**(84)**	**-**	**(84)**	153	-	153
Transfers	**(30)**	**(328)**	**(358)**	(28)	(902)	(930)
At 31 March 2025	**1,992**	**157**	**2,149**	2,058	170	2,228

The income funds of the Group and Charity include restricted funds comprising the donations and grants held on trusts to be applied for specific purposes.

The specific purposes for which the funds are to be applied are as follows:

Mission fund

This fund is to provide for resources to promote the mission statement and core values of The Religious Sisters of Charity and St Joseph's Hospice. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

Other restricted funds

During the year we were in receipt of £328k restricted funding from NHS for capital projects - all the money was spent in year. Transfers from the Mission Fund comprises costs provided to cover nursing and other specific costs. At year-end money spent was transferred to the general fund.

16. Designated funds

Group and Charity	At 1 April 2024	New Designations		At 31 March 2025
	£'000	£'000	Utilised	£'000
Patient Admin Software Fund	1,000	-	-	**1,000**
Repairs & Maintenance Fund	500	-	-	**500**
Development Fund	1,500	-	-	**1,500**
R&D & Education Fund	500	-	-	**500**
Data & Information Fund	500	-	(70)	**430**
Legacies Fund	1,200	-	-	**1,200**
At 31 March 2025	**5,200**	**-**	**(70)**	**5,130**

Patient Admin Software Fund is a specific fund which will be used to fund the replacement project of our patient administration system, which will become obsolete at the end of 2025.

St Joseph's has a large and aged estate and we recognise the value to our patients, relatives, staff and the wider community of continuing to invest in this estate.

The **Repairs and Maintenance Fund** recognises that occasionally we have major unplanned works and setting aside money to fund this ensures a funding stream over the next three years.

The **Development Fund** - This is a fund to focus on projects which will expand St Joseph's charitable impact as a centre of excellence in palliative care and is a five-year project.

The **R&D and Education Fund** will be used to pump prime new developments over the next three years and to grow our income. It will enable us to be part of more funded projects, and it is our aim to be the 'go to hospice' for future R&D projects and education.

The **Data & Information Fund** recognises our ambition to support our understanding of everything we do through the smart use of data and evidence. This fund will be used to demonstrate the value of St Joseph's to East London and to protect and grow our income streams by making a clear and compelling story. The project has started and is due to last five years.

Legacies Fund - Legacies income is a key income source for the charity and the volatility of this income stream can have a large impact on whether or not the charity is able to meet a balanced budget in any given year. The Trustees therefore decided to establish a fund to provide a buffer against this volatility. The fund value was initially established at £1m and it is the intention that funds shall be released to general funds if there are significant shortfalls in legacy income in any particular year. Correspondingly, the fund may be topped back up to £1m if legacy income raised significantly exceeds expectations. The aim of utilising this fund in such a way is to maintain the long-term financial sustainability of the charity, allowing us to continue to focus on our excellent clinical care.

17. Tangible fixed assets fund

Group and Charity	2025 £'000	2024 £'000
At 1 April 2024	**16,834**	16,022
Capital Purchases	**1,467**	1,678
Depreciation Charge for Year	(988)	(866)
Reclassification as investment property	**(115)**	-
At 31 March 2025	**17,198**	16,834

18. Investment property fund

Group and Charity	2025 £'000	2024 £'000
At 1 April 2024	**8,707**	6,195
Net movement in the year	**1,400**	2,512
At 31 March 2025	**10,107**	8,707

19. Analysis of net assets between funds

GROUP	General funds £'000	Designated Funds	Tangible fixed assets fund £'000	Investment Property fund £'000	Restricted funds £'000	Total 2025 £'000
Fund balances at 31 March 2025 are represented by						
Tangible fixed assets	-	-	17,198	-	-	17,198
Investments	7,493	5,130	-	10,107	1,872	24,602
Current assets	4,756	-	-	-	277	5,033
Creditors: amounts falling due within one year	(1,534)	-	-	-	-	(1,534)
Total net assets	10,715	5,130	17,198	10,107	2,149	45,299
Accumulated unrealised gains included above consists of:						
.On listed investments	3,473	-	-	-	413	3,886
.On investment properties	-	-	-	8,392	-	8,392
	3,473	-	-	8,392	413	12,278
Reconciliation of movements in unrealised gains on investments						
Unrealised gains at 1 April 2024	4,341	-	-	7,108	497	11,946
Less: brought forward unrealised gains realised in the year	(219)	-	-	-	(2)	(221)
Add Net unrealised gains in the year	(650)	-	-	1,284	(81)	553
Unrealised gains at 31 March 2025	3,472	-	-	8,392	414	12,278

CHARITY	General funds £'000	Designated Funds	Tangible fixed assets fund £'000	Investment Property fund £'000	Restricted funds £'000	Total 2,025 £'000
Fund balances at 31 March 2025 are represented by						
Tangible fixed assets	-	-	17,198	-	-	17,198
Investments	7,493	5,130	-	10,107	1,872	24,602
Current assets	4,755	-	-	-	277	5,032
Creditors: amounts falling due within one year	(1,497)	-	-	-	-	(1,497)
Total net assets	10,751	5,130	17,198	10,107	2,149	45,335
Accumulated unrealised gains included above consists of:						
.On listed investments	3,473	-	-	-	413	3,886
.On investment properties	0	-	-	8,392	-	8,392
	3,473	-	-	8,392	413	12,278
Reconciliation of movements in unrealised gains on investments						
Unrealised gains at 1 April 2024	4,341	-	-	7,108	497	11,946
Less: brought forward unrealised gains realised in the year	(218)	-	-	-	(2)	(220)
Add Net unrealised gains in the year	(650)	-	-	1,284	(81)	553
Unrealised gains at 31 March 2025	3,473	-	-	8,392	414	12,279

20. Pension costs

National Health Service Scheme

Retirement benefits for nursing staff and staff previously employed by the National Health Service (NHS) are provided by a defined benefit scheme, the National Health Service Pension Scheme, which is funded by contributions from the Hospice and the employees.

The NHS Pension Scheme is an unfunded scheme. Contributions on a 'pay-as-you-go' basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. Actuarial valuations are carried out on a notional set of investments.

The Charity is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the National Health Service Pension Scheme. For schemes like this, FRS 102 requires the Charity to account for normal pension contributions on the basis of amounts payable to the Scheme in the year.

The Hospice has set out below the information available on the deficit in the scheme and the implications for it in terms of the anticipated contribution rates.

The pension cost is assessed in accordance with the advice of the government actuary. The assumptions and other data that have the most significant effect on the determination of the contributory levels are as follows:

Latest actuarial valuation	**31-Mar-20**
	Prospective benefits
Actuarial method	
Discount rate (real rate)	**1.70%**
Discount rate (nominal rate)	**1.80%**
Pension increases	**4.10%**
Long term salary growth	**2.50%**
Value of assets at date of last valuation	**Nil**
Value of liabilities at date of last valuation	**£653.2 billion**
Proportion of members' accrued benefits covered by the actuarial value of assets	
The employer's contribution rate	**23.70%**

Contributions paid to the Scheme during the year amounted to £542,301 (2024 - £559,383), of which £226,313 (2023 - £240,927) was employees' contributions.

Standard Life Pension Scheme

This is a defined contribution scheme where employees can choose their level of contribution. From April 2024 the Hospice moved from Royal London Pension Scheme to Standard Life Pension Scheme.

21. Related party transactions

During the year, there were no related party transactions (either Trustee donations or payments to Trustees) (2024 - £nil).

22. Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, members are required to contribute an amount not exceeding £1.

23. Operating lease commitments

At 31 March 2025, the Hospice had the following future commitments under non-cancellable operating leases, relating to items of equipment; and a five-year lease on three shops, which are cancellable after three years, with a maximum increase rate of 10% at unspecified review dates.

	2025	2024
	£'000	£'000
Operating leases payments due: within one year	71	51
Within one to two years	82	91
Within two to five years	164	-
	317	**142**

24. Post year-end events

There have been no post year-end events to report.

ST JOSEPH'S HOSPICE HACKNEY

England & Wales - Charity number 1113125

Accounts

Annual Report and Financial Statements

31 March 2024

St Joseph's Hospice, Hackney

Charity Registration No.: 1113125

Company Registration No.: 05513914 (England and Wales)

Company Limited by Guarantee

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Reports

Reference and administrative information

Board of Trustees



Mr Paddy McGuinness
CMG, OBE, MA (Chair)



Mr Edward McGuigan
BA, FFA, FIPA



Mr Michael Moran
Ph.D MMedSci,
MBBChBAO, BSc (Hons)
MRVS, DO-HNS



Prof. Jim McManus
BD (Hons,) OCDS, CPsychol,
CSci, AFBPsS, FFPH, FRSB
Chartered FCIPD



Mr Peter Pledger



Margaret Doherty
BA (Hons), DEBA, MCIPR



Mr Nick Howard



Jane Heffernan
BA (Hons), MA, NPQH
NPQEL



Mr Edward Davies
MA (Oxon)

Senior Management Team

Joint Chief Executive	Tony McLean SRN, RMN, RHV, Fellow of IOD
Joint Chief Executive / Director of Clinical Services	Jane Naismith RN, QN, PGCE, BSc (Hons), MSc
Medical Director and Consultant in Palliative Medicine	Dr Andrew Tysoe-Calnon BSc, MBBS, FRCP
Director of Finance, IT & Facilities	David French FCCA, MBA (Open)
Director of Communications & Enterprise	Tracey Macbeth BA (Hons)
Director of Human Resources	Janet Simkins BA (Hons), MCIPD, MCIH
Head of Mission	Carolyne Barber RGN, BSc (Hons) Oncology, MA
Company Registration Number	05513914 (England and Wales)
Charity Registration Number	1113125
Registered Address	Mare Street Hackney London E8 4SA
Telephone	020 8525 6000
Email	info@stjh.org.uk
Website	stjh.org.uk
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment Managers	CCLA Investment Management Limited 80 Cheapside London EC2V 6D2
Solicitors	Stone King LLP Upper Borough Court Upper Borough Walls Bath BA1 RG
Bankers	Barclays Bank plc 1 Churchill Place London E14 5HP The Co-operative Bank plc 80 Cornhill London EC3V 3NJ

Chair's statement

On 5th May 2023, the WHO declared an official end to what they described as a three-year public health emergency. Whilst the impact of Covid will remain with us for a long time, the formal end of the emergency was a prompt for St Joseph's to look forward to what promises to be an even brighter future. These transitions are not new to our Hospice. Events now echo the return to normal after the Flu epidemic of just over a hundred years ago where we also made our contribution and built ourselves up afterwards.

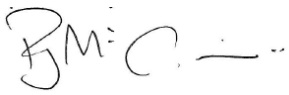
We Trustees remain ever grateful to the skills and dedication of our staff who kept us and our patients' safe through a challenging period. We are grateful too for the leadership shown by our CEO Tony McLean, alongside his now Co-CEO Jane Naismith. The Hospice has continued to thrive under their leadership and good governance, alongside the executive team.

Our priority is that all activities at the Hospice further the cause of excellent care for the sick, the dying and for their families. In this, we are inspired by the five Religious Sisters of Charity who founded the Hospice in 1905. Their Catholic Mission and Values live on in our own. We give thanks for our link to the RSC and the Archdiocese of Westminster and our Patron Cardinal Vincent Nichols.

Faith remains a cornerstone of our foundation. The work of a multi-faith Chaplaincy team supports people of all faiths and none, reflecting the diverse communities that we are proud to serve.

Through careful stewardship, we have again met our financial targets. This would not have been possible without support from volunteers who give us their time so freely, and our individual and corporate donors and all who all gave and raised funds for us. Without your charity and generosity, we would not have helped so many. I thank you on behalf of my fellow Trustees.

May God bless all who have made the work of the Hospice possible.



Paddy McGuinness CMG OBE
Chair of Trustees

Message from the Joint CEOs

We have emerged unscathed from the pandemic, but as a nation we are now facing the impact of the cost of living crisis. Despite these challenges, we are proud that St Joseph's has remained stable throughout. We are in a good place. This is in no part thanks to our talented senior leadership team, staff and volunteers, and of course our Board of Trustees who continue to provide solid governance and clear strategic direction.

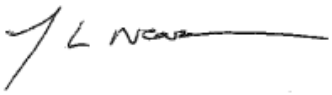
The demand on our services continues to rise. The number of IPU admissions remains high, referrals for day services are increasing year on year, and the number of patient contacts made by the Community Palliative Care Team (CPCT) continues to grow – up by 12% compared with the previous year.

We take care to monitor patient demographics so that we can continue to evolve our services to best meet their needs. Our core boroughs are among some of the most diverse in the country. The proportion of Global Majority (non-White British) service users continues to increase year on year, from 56.78% in 2022-23, to 62.55% in 2023-24. This is reflected in the fact that on any given day, there can be forty-four different languages spoken by staff, patients, visitors and callers – up from 39 the year before. The age profile is broadly in line with the previous year, but we are seeing far more non-cancer patients – now almost half (47%), compared with 36% a year ago.

We are now four years into delivering Vision 2024 – our five-year strategy - and are planning its next phase. We have taken many steps forward with all five pillars against a challenging external environment, while remaining true to our Mission and core values, and at the same time ensuring we balance the books.

We remain humbled by the professionalism and commitment demonstrated every day by our staff and supporters.





Tony McLean
Joint Chief Executive

Jane Naismith
Joint Chief Executive

Trustees Report (incorporating the Strategic Report)

Introduction

The Trustees present their statutory report together with the consolidated financial statements of St Joseph's Hospice, Hackney, for the year ended 31 March 2024. The report, which constitutes a Trustees' report for the purposes of charity legislation and a directors' report for the purposes of company legislation, has been prepared in accordance with Part VIll of the Charities Act 2011.

The financial statements consolidate the accounts of St Joseph's Hospice with those of its fully owned trading subsidiary, Five Sisters Managed Services Limited, which was established on 22 October 2021.

The financial statements have been prepared in accordance with the accounting policies set out on page 34 of the attached financial statements,and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the United Kingdom and Republic of Ireland (FRS 102).

Overview

"The hospice makes one understand that dying means living before death, because even the last phase of earthly life can be lived consciously and organised individually. Far from being a "home for the dying," this place becomes a threshold of hope which leads beyond suffering and death"

Pope, St John Paul II - June 1998 Rennweg Hospice, Vienna

St Joseph's Hospice is a proud, modern, caring, and compassionate independent Catholic charity, which supports the diverse communities of East London, the City of London, and its surrounding areas. We deliver specialist palliative care, end of life care, and respite care for people with progressive life-limiting illnesses, as well as providing comprehensive support for their families and carers. All of our services are provided free of charge.

The provision of outstanding standards of care for our patients and their families is our primary priority. In achieving the level of care which we do, our team of highly skilled and innovative clinical and nursing staff work tirelessly to ensure that all our services are specifically tailored to each individual person under our care. Patients come to the hospice often with complex medical conditions.

At St Joseph's we have an expert multi-disciplinary team always ready to positively meet those complex medical conditions, ensuring that our care always begins and remains with the patient and their family, who are at the very centre of everything that we do. That same specialist support and expertise in end-of-life care is also provided to generalist services within the hospitals and communities within our catchment area and wider area.

In addition, we offer expert advice and support to other professionals, in specialist palliative and end of life care, we deliver specialised education and training, and we undertake targeted research in aspects of this care. Underpinning all of our work, as part of our founding Mission, is a particular responsibility to support the poor regardless of the form

which their poverty takes, whether it be poverty in health, economic condition, social circumstance, or emotional or spiritual need.

We operate the Hospice in full sight of the highest clinical and ethical standards, underpinned by our Catholic values. We are profoundly committed to our responsibility to promote a clear vision of the highest quality in specialist and end of life care, being called to speak and act in our commitment to the human dignity of the entire person and the sacredness of every human life.

Approximately half of our income comes from the NHS through our contracts with Integrated Care Boards (ICBs), which means we need to raise an additional £7million a year just to meet our existing operating costs and commitments. This funding comes from the legacies, individual and corporate donations, and other fundraising initiatives that we undertake. We owe a significant debt to the generosity and goodwill of our corporate sponsors, our local communities, and many others in the City, across London, as well as nationally and internationally. We thank them for their continued commitment to us, and the considerable support that they offer us, year after year.

St Joseph's Hospice was founded in Hackney in 1905 by The Religious Sisters of Charity, and has built an outstanding reputation in providing the highest quality care to our communities in East London, the City of London, and beyond. Historically, this part of East London has been characterised by material poverty and deprivation as well as religious, ethnic, and cultural diversity.

We continue to develop new sources of funding to augment the income that we currently receive from the NHS and our charitable donors, and we endeavour to increase income from our various enterprises which are operated entirely in keeping with our founding Ethos, Mission, and Core Values.

A key element of these enterprises is our continuing commitment to ensuring that we always protect those we care for and their families, as we continue to influence those who commission our services, demonstrating the excellence of our care in a setting of value-added efficiency and effectiveness.

Objectives and activities

Charitable objectives and principal activities

Our Charity's purposes, as set out in the objects contained in our Articles of Association, are the relief of sickness and disability, in particular by:

- The provision of specialist palliative, nursing, medical and other care services
- The provision of pastoral care services for the spiritual welfare and support of patients, relatives, and staff
- The provision of education and research into the care of sick or disabled people

The aims of the Charity are to provide physical, emotional, social, and spiritual care to physically ill people of all races and creeds.

Mission statement

Our Mission is:

- To treat all individuals as unique
- To enable all to reach their full potential until the end of their natural life
- To confront and manage the patient's pain and distress whether physical, medical, psychological, social, or spiritual
- To encourage openness and honesty when communicating with the patient and family members
- To create an atmosphere where healing can occur
- To show particular concern for staff at all levels
- To be committed to education, research, and an ethical approach to care
- To be committed to the development of palliative care throughout the UK and further afield and
- To actively participate in the national associations of the various palliative care disciplines

Vision

Our Vision is that everyone with a life-limiting illness is as fully supported as possible to ensure that they live well until the end of their natural life, and that support is provided where and when they need it.

Core values

We are committed to five core values. These are:

Respect for human dignity

We respect human dignity when we respect the sacredness of life, care for the whole person, demonstrate unity of purpose while recognising individual differences, value each person's contribution and act in a culturally appropriate manner.

Service quality

We provide service when we create an environment of welcome and hospitality, promote quality care and excellence, encourage and demonstrate team spirit, recognise the value of individual initiatives and ideas and show an openness to constructive criticism and feedback.

Care of the poor and vulnerable/advocacy
We are for the poor and vulnerable when we listen attentively to identify unmet needs, respond in a practical way to those in need, collaborate with others to share resources, create access to needed services and provide basic resources for daily living to those in need.

Compassion
We show compassion when we act with understanding and sensitivity, work cooperatively with others, are available to those we serve and to each other, and respect and nurture the environment.

Justice
We promote justice when we act with integrity, respect the rights of others, take responsibility for our actions, preserve resources, provide quality without extravagance, demonstrate fairness in decision-making, affirm, celebrate and develop the gifts and talents of each person and model justice in all aspects of business practice.

Strategic achievements and performance

The Senior Management Team, with the support of our Board of Trustees, continues to drive forward with implementation of the five-year strategic plan. Vision 2024 continues to underpin our strategic path, setting out how we planned to develop and invest in the Hospice until the end of 2024, with the flexibility to respond to the evolving external environment, including the changing profile and needs of the population we serve. Our leadership team, ensured that we remain on track to deliver our goals, driving each of the plan's five pillars – Patients, People, Enterprise, Estates, and Funding and Fundraising.

We are currently in the final stages of refining Vision 2029 which will build on the achievements of Vision 2024 as we set our strategic ambitions for the next five years.

Patients

Our primary priority remains unchanged - to deliver an outstanding quality of service to our patients. We maintain and enhance our reputation as a centre of excellence for specialist palliative care through our continued close working with colleagues within primary care, and our local hospitals. Our services include:

- Inpatient Unit including planned respite
- Community Palliative Care
- Outpatient Clinics
- Day Hospice
- Social Work
- Psychological Therapies including Bereavement, and Patient and Family Counselling
- Complementary Therapies
- Physiotherapy and Occupational Therapy
- Speech and Language Therapy and Dietetics
- A range of volunteer-led community services including Namaste, Empowered Living Team, Welfare Benefits, Carers Service and Compassionate Neighbours

The planned respite service transitioned to become the planned rehabilitation and enablement service in January 2024.

Demand on the Hospice remains extremely high. In the year to March 2024, we recorded a total of 6,270 patient contacts which included both bereavement contacts and external referrals from the geographical areas we serve. This is the highest number of contacts we have experienced over the last four-year period. The number of external referrals for all services in our core areas of care also increased, from 2,470 last year to 2,813 in 2023-24 – a 14% increase year on year.

The number of Day Hospice appointments has also increased by 10% to 965 compared with the previous year (872). Total annual appointments are now running in excess of pre-pandemic levels.

The volume of patient contacts made by the Community Palliative Care Team (CPCT) including bereavement in the community contacts has increased exponentially, from 17,559 last year, to 24,185 in 2023-24. CPCT visited more than 2,500 patients in their homes.

Bed occupancy has increased year on year from 51% last year to 67% during 2023-24. Of patients admitted to the Hospice almost a third were discharged to their usual place of residence which included their own home, their care home or into the care of a relative. We remain focused on advance care planning and detailed conversations with patients on their preferred place of death. In 2023-24 almost three quarters (74%) of patients who died whilst under our care did so in their preferred place of death. This was a slight reduction on 2022-23 where slightly less than 80% of patients who expressed a wish to die in their home as the preferred place of death, did so.

The geographical area which the Hospice serves presents a complex tapestry of ethnic and cultural diversity just as existed in 1905. Our imperative is to uphold the profound values which we inherited from our founding Sisters. No less amongst those values is Compassion for and Love of all humanity. We strive to uphold the exemplar gifted to us as we serve and support all and every member of the communities which we serve regardless of circumstance.

It is our ongoing Mission to reach out to all, especially to those who may not traditionally have considered using our range of Hospice services. We all work extremely hard to meet the varying needs and expectations of every patient, and those of their families and carers, regardless of their cultural, spiritual, ethnic, gender or sexual orientation. We offer culturally sensitive diets, a comprehensive range of advocacy services, as well as a multi-faith Mission and Chaplaincy service.

We at St Joseph's are exclusively committed to continuing the work of those five Religious Sisters of Charity who arrived in Hackney in 1905. They faced a herculean task as they spread their ministry of selfless love, expressed through acts of kindness towards others. By loving selflessly without expectation of receiving, they exemplified the highest form of love – Charity.

Each and every day at St Joseph's we continue to cherish and honour the truly universal nature of our shared Catholic heritage.

Our ability to communicate effectively with those we serve is essential and, on any given day, the range of languages spoken by our staff, patients, visitors, volunteers and callers, number in excess of forty distinct languages and dialects.

In the last year, in order to further improve access to information about the Hospice and our services, we developed new features to within our website whereby every page can be translated into multiple languages, which are presented in both written and spoken word.

This year we also created a wonderful new film ‘What is a Hospice’ featuring Justin Melluish, an actor with Downs Syndrome.

We continually develop, direct, and enhance our service provision to ensure that we dovetail into the specific needs of our patients and their relatives and carers to ensure that we exceed their expectations whilst fully respecting their unique identity.

The pandemic delayed further our planned refurbishment of St Michael’s ward with work starting during the year we are reporting on. We are delighted to report that the refurbishment was completed in the early part of the 2024-25 year with the ward being officially reopened by our Hospice Patron, His Eminence, Cardinal Vincent Nichols, Bishop of Westminster on 11 June 2024.

This 15-bed ward design presents a calm, safe, and peaceful environment providing patients and their families with wonderful spaces in which to socialise and relax surrounded by warm, vibrant, and restful colours which enhance the positive experience we know exists within St Joseph’s. We look forward to reporting next year, the patient and relative feedback which we will receive over the coming year.

We work extremely hard in providing a warm, welcoming, and comfortable environment for our patients, their families, and all our visitors and staff. This includes our five-star rated catering provision, with food freshly prepared by our kitchen staff each and every day.

Visitors as well as staff continue to enjoy an ever-expanding range of affordable hot and cold food and drinks from our ever popular Five Sisters Café, and everyone can relax and unwind when visiting our spectacular award-winning gardens.

People

Our HR department continues to drive forward its staff development programme that aims to deepen and improve our organisational and cultural strength to better serve those who need our care.

A key priority for the Board is to enable our staff and volunteers to make their fullest contribution to the Mission of the Hospice. Their welfare is critical to this, and we continually survey the staff experience within St Joseph’s to make sure our staff and volunteers remain safe. Our emphasis on wellbeing has continued to centre on the cost-of-living crisis. We have introduced a life insurance (Death in service) benefit and we have reviewed our pension provision, migrating to a pension provider which will hopefully offer better retirement benefits and the opportunity for salary exchange.

We continue in our development of and our approach to equality, diversity, and inclusion - EDI – which enhances everything we do as we seek to gain accreditation as a FREDIE (**F**airness, **R**espect, **E**quality, **D**iversity, **I**nclusion and **E**ngagement) organisation. This year we have become a White Ribbon organisation as well as achieving Disability Confident Employer status. We have co-created our policy, guidance and approach to staff experiencing menopause and menstruation.

Training, Education and Development

Training, education, and development remain high on our agenda, and we currently have 23 managers actively engaged on the ILM programme, two of whom have been awarded Fellowship of the Institute of Leadership status. Our statutory and mandatory compliance level remains at 95% across the Hospice.

Our apprentice scheme is also running well, with nine staff apprentices working towards occupational qualifications.

We have returned to completing our Mental Health First Aid programme including Suicide First Aid, and have introduced Oliver McGowan training which highlights the particular needs and experiences of people with learning disabilities and autism.

Staff Engagement and Voice

Our one staff concept is continuing within the organisation. This ensures continuing staff recognition culminating in employees and volunteers celebrating activities such as the Annual Service Awards, the Above and Beyond Awards, 'Staff Love' to mark calendar events such as Valentine's Day, celebrating the Hospice's birthday, and St Joseph's Day.

This year we have created closer joined up working between the SMT and service leads, and we are developing our Values and Behaviours framework to further embed our Core Values within every aspect of Hospice life. We have incorporated PSIRF and Just Culture principles into our employment policies.

Hospice news is communicated regularly by our Joint CEOs who hold CEO Clinics every two months. A FREDIE Bulletin has joined the quarterly CEO Bulletins, SMT surgeries, and the quarterly People Bulletin. News is also distributed through our intranet and email system, and heads of department are circulated with a weekly summary of key SMT discussion points.

Freedom to Speak Up

We have 13 'Freedom to Speak Up' champions. They report into the Guardians who have oversight on clinical and non-clinical processes and policies. We are delighted that a well-established culture of speaking up has continued in its development. This will further enhance established processed in patient and staff safeguarding within the Hospice.

The Guardians and Champions have actively addressed and promoted the Freedom to Speak Up learning which has arisen following notable legal prosecutions. All staff and Trustees are training at the appropriate level in Freedom to Speak processes and principles.

Two Freedom To Speak Up guardians represent the Hospice in matters involving the Office of the National Guardian, with one guardian continuing as Chair of the Hospice Freedom to Speak Up Network.

Enterprise

Our Enterprise strategy – developed as a pillar within Vision 2024 back in 2019 to establish more predictable, sustainable, and new income streams remains firmly established as an important source of income for the Hospice. This assists with our ongoing strategy of finding new ways to fill the financial gap between our running costs and the income that we derive from our NHS block contract and fundraising.

We have made efficient use of our space resource and, without impacting the Hospice's clinical or operational functions, we have rented or leased entire floors or rooms to local organisations that are fully aligned with our overall Ethos and Core Values.

Demand for commercial office space within the Hospice site currently outstrips supply, and we remain at full occupancy, with all tenants or licence holders choosing to renew at the

end of their terms. This is against the trend of other commercial properties which are still trying to regain ground that was lost as a result of the pandemic, and despite the prevailing economic downturn. We are maintaining an active occupancy waiting list, and hope to be able to release additional space for Enterprise within the coming financial year. We are committed to respecting the occupancy space required for core hospice activity as our enterprise efforts support all patient centred services.

In 2022 we took over responsibility for the management of a neighbouring Hospice-owned building from the previous long-term leaseholder and, having navigated that transition, we successfully retained the two incumbent tenants and secured a third on a lease basis.

Additionally, we also generate rental and hospitality income from our state-of-the-art education and conference facilities. Our Garden Room continues to host community-based organisations, social enterprises and commercial businesses for meetings, events, and workshops.

We have experienced a remarkably successful year for our Retail portfolio, and have fully recovered from the impact of the pandemic. Our flagship shop on Mare Street opposite the Hospice is firmly established and attracts a number of regular customers, and the pop-up shop in nearby Well Street continues to sell low-cost goods to the1 local population. Our aim is to secure a permanent shop in that street. We still retain two rent-free pop-up units adjacent to our Mare Street shop, which are branded as Five Sisters® Home to sell donated furniture, with the second positioned as Five Sisters® Books.

In addition to our shops and as part of our Mission, we hold regular ‘pound sales’ in order to sell low-cost goods to the local community, participate in local vintage and pop-up markets, and maintain a presence at Broadway Market when space is available. We continue to be extremely grateful to the local community for their support and the generosity and quality of their donations.

The Retail strategy is to further extend our portfolio, with the aim of opening one to two additional shops a year in our core boroughs.

On-site, we continue to provide low-cost on-site accommodation to our nursing staff. As well as providing a valuable service to them and generating an additional Enterprise income stream, the ability to offer on-site accommodation is a useful tool in our armoury when recruiting staff from further afield. We also offer rooms to overseas students who attend the Hospice to participate in some of our training programmes.

Five Sisters® Managed Services – the separate company established in November 2021 as a platform to provide commercial services to external organisations – continues to successfully provide a full catering service to another hospice. Results will be reported separately in Five Sisters® Managed Services accounts.

Estates & IT

It has been a busy year for both departments – which are continually supported through participating in the lions’ share of our routine annual capital expenditure.

We have boosted the Facilities management team, creating the new role of Hotel Services Manager. This post entails responsibility for both portering and housekeeping as well as having key links with catering and the inpatient wards. At St Joseph’s we remain immensely proud of the quality of our housekeeping – a service which is essential in adding value to the care experience for our patients and their families.

Environmental sustainability remains a key feature of our planning and during this year three major projects included the installation of more solar panels on our roofs, and the replacement of the existing radiators with energy efficient versions. We regularly review technological innovation within the Hospice and in November 2023 we installed a voltage optimisation system which regulates and reduces the voltage required by electronic equipment. This system was initially installed in a small part of our estate and the initial indications are that electricity consumption has fallen by about 10% as a consequence. There are plans to roll the same technology out across the larger part of our estate in 2024/25. These measures will drive the continued downward trend in our annual energy consumption and should contribute positively to reducing our carbon footprint.

The Estates team at St Joseph's work on both planned and reactive maintenance and this year we have been assessing the balance between the two – with the result that we have implemented more planned maintenance contracts. One of the beneficiaries of this approach was our launderette. Two washing machines have been replaced this year and we have used the opportunity to take out a planned maintenance contract on all the laundry equipment – a service that is vital to the ongoing quality of care at the Hospice. Such ancillary services appear almost the silent contributor however we recognise the critical contribution which they make towards patient comfort and hygiene standards.

There have also been some changes within our IT team during the year. We took the opportunity to create a data analyst role to support our new 'Project Opus' which will involve a deep dive into the way we manage data and information. The information team now has one clinical analyst, who will continue to focus on clinical data, and one data analyst, who focuses on the non-clinical data. Following a long illness, the IT team lost a much loved and valued colleague in 2023.

The key focus on IT this year has been planning how we deliver our services into the future and we have been reviewing the way we support the rest of the hospice including our out of hours provision. Our mid-term focus is to become 'serverless' as far as possible within the next five years. This year, we replaced several of our servers with the commitment that this is the last time we will do so. In future, cloud-based systems will prevail.

The IT team is also planning two significantly sized projects. The first of these is the replacement of our current patient administration system following the supplier having recently confirmed the imminent obsolescence of the current software iteration. We are commencing an eighteen-month development and implementation plan on this project.

The other project we are scoping is the telephony system, although this is not due for replacement for a couple of years. In the field of IT telephony, five years seems like a lifetime and comprehensive scoping is an absolutely imperative to ensure that we have a system which is as future proofed as possible.

The key to success for both the Facilities and IT departments is comprehensive with excellent planning and implementation processes which run in tandem with the clinical teams. The communication links between both teams excellent.

Gardens

As ever, our gardens remain a feature we are so proud of and the team that manages them are much valued, and are also multi-award winning. This year, the gardens hosted several events including a carers garden party, a staff barbeque, and the London Open Gardens weekend. The latter event involved the general public attending, which presented a perfect opportunity to promote the Hospice. On a daily basis and throughout the year, these gardens are open and accessible to patients, relatives, and staff both night and day.

We have considered how we can protect pedestrians entering the Hospice and have created a dedicated walkway, with our flower beds acting as a separation between pedestrians and vehicles. This enhances safety, as well as creating aesthetic improvements.

Health and Safety

St Joseph's prides itself in being a learning organisation, and inherent to good Health & Safety practices lie in continual education. We always aim to get our processes, procedures, and policies right at every opportunity especially in an such a complex discipline.

Our Health and Safety consultants have supported significant and positive progress in this field over the last few years by developing an all-staff ethos. Health & Safety never stands still and St Joseph's recognises this. Over recent years, we have developed one of our key external relationships with PIB, our insurance brokers, and we now work in partnership with them to ensure the highest possible compliance in all aspects of Health and Safety policy as it relates to the Hospice.

At the last health and safety audit, PIB scored us a rating of 84% (80% is the threshold for good) which demonstrates continuing progress and development. We intend to build on this progress as we strive to achieve our ambition of reaching outstanding in the scoring framework. Our partnership with PIB has transparency at its core, which reassures our insurers on risk level. PIB and our external fire advisor provide additional sense-checks as we continue on our journey of improvement.

During the year we undertook a full review of our high-level risk assessments to ensure that they reflect our current business risk and consequently we have expanded the number of risk assessments to over fifty. Staff throughout the organisation are engaged with risk assessments which is greatly reassures us as individual and collective responsibility are enhanced. During 2023-24 this was demonstrated by the engagement of our maintenance staff who collectively undertook manual handling, working at heights and ladder training.

Whilst we take staff on a journey of improved awareness and understanding of risk, we do so with a 'light-touch' so that they feel engaged and eager to approach managers regarding training, rather than feeling pressurised into the training. The rewards of such an approach create a disproportionately positive dividend as we see the internal health and safety culture steadily change.

Governance of Health & Safety is crucial and our advisor acts largely independently, being accountable to the Health & Safety Committee, which reports into the SMT and ultimately to the Board of Trustees. The Committee is responsible for ratifying policies and training that supports our ethos. Training participation has improved and at the year-end was at 97%, which further demonstrates the positive engagement of our staff.

Our incidence management database (Datix) is invaluable as a tool to help us comply with RIDDOR and to be a reflective tool that enables us to move further forwards in all matters Health & Safety.

Energy and carbon reporting

This year, the hospice has continued on its journey reducing energy consumption with projects that include new radiators and more solar panels, voltage optimisers being installed and battery storage.

The Hospice continues to be engaged in a process aimed at reducing our greenhouse gas emissions.

St Joseph's incurs scope 1 and 2 emissions (natural gas and electricity) on our main site and in our shops and we have a longstanding commitment to tackling climate change and reducing carbon emissions. In previous years, we have taken numerous steps to reduce consumption including the solar panels, LED lighting and replacement boilers.

Our calculated carbon footprint for the 2023/24 is 1,127 metric tonnes and is based on total energy consumption of 2,816MWh.

Our CO2 per FTE shows a 12% reduction to 5.10, which is the same percentage reduction as the previous year, demonstrating that our energy saving measures continue to have a positive impact.

The data in the below table has been calculated using the calculation tools provided by the Greenhouse Gas Protocol (GHG) and the principles of the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard (Revised Edition).

UK Emissions and Energy Use data for period 1st April to 31st March		
	2023/24	**2022/23**
Energy Consumption		
Electricity	914,487	918,957
Gas	1,901,094	2,597,245
Total Consumption (kWh)	**2,815,581**	**3,516,202**
Direct Energy Emissions		
Electricity	777.31	781.11
Gas	349.56	477.56
Total Emissions (Metric Tonnes)	**1,126.87**	**1,258.67**
Intensity Ratio metric: Tonnes CO2 per Staff FTE per annum	**5.10**	**5.74**

Funding and Fundraising

St Joseph's Hospice is committed to responsible fundraising, complying with regulatory standards, and ensuring that it is delivered in a manner consistent with our Core Values. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adhere to the Code of Fundraising Practice. Any third-party agencies we use for the purpose of our fundraising are contractually obliged to adhere to the relevant codes of practice.

St Joseph's Hospice does not share any of its supporter data with other charities or companies unless we have a data-sharing agreement in place allowing us to do so. Our legal basis is "legitimate interest" for new supporters who have provided us with an address and/or telephone

number and “consent” for supporters who provide email addresses and mobile numbers. We regularly review supporter journeys to ensure we protect potentially vulnerable supporters and to address process improvements following supporter feedback.

We complete an annual complaints return for the fundraising regulator. Fundraising complaints reported during 2023/24 was 8 (2022/23 - 4).

This year saw the Fundraising team deliver year two of its three-year plan, focussing on rebuilding relationships and income growth post pandemic.

Our accounts show that the cost of Fundraising has increased by 34% to £1.254M compared to last year.

- For the first time since the pandemic our team is fully staffed
- We embarked on a long-term plan to increase our individual donors using a specialist company to recruit. The cost of this is over £100k and is expected to generate long-term returns

The second year of our strategy has gone well. Despite the cost-of-living crisis, we succeeded in growing our income year on year. Our key pillars for success are:

- Income Generation – further investment into long term sustainable giving and working smarter to ensure long term relationships
- Supporter Focussed – putting supporters needs at the heart of our fundraising
- Internal Relationships – be part of the planning process earlier and working strategically to identify funding needs
- Marketing & Communications – better storytelling and develop digital marketing
- Team Development – ensure right structure and resources in place and invest in staff development and training

We have increased our face-to-face activity through a third-party provider in 2023-24 and will continue this work in 2024-25. In addition, we have appointed a new third-party telephone fundraising agency to conduct calls on our behalf and this relationship will also continue into 2024-25. Relationships with third-party online processing platforms and legacy administration also continue.

In terms of our key successes, we added a further 1,000 new regular givers to our supporter base, and are proud that we were elected as charity of the year by both the Speaker of Hackney and Speaker of Tower Hamlets, which helped to raise money and the profile and awareness of the Hospice.

We have also further developed our links with the City of London through its livery and ward clubs. This supports our fundraising activity, but more importantly gives us an opportunity to remind them that we are the hospice that serves the City. We are very grateful to the Lord Mayor of London who hosted two events that enabled us to illuminate our work and our need to raise £7M a year.

Successful events included the London Marathon in April that exceeded its target, the Hackney Half in May, a team abseil on the London Orbit, and our ever-popular annual East End Walk. Special events were a fundraising appeal in May to celebrate International Nurses Day, followed by Flowers of Celebration in June in which more than 200 beautiful blue ceramic flowers were planted in our Flowers of Celebration Garden.

We work closely with our local community, and in December 2023 8 schools and 1 local football club took part in our annual Rudolph Run, with hundreds of children donning antlers for the sponsored walk. In the same month we held our annual Light up a Life service, at which more than 350 people joined us to remember lost loved ones.

As part of our legacy strategy, we hold will writing workshops in partnership with local legal firms. Across the year, seventy-four people attended to find out more about our free will writing services and estate planning.

This year we held our first Spring Ball. We hope that this will be the beginning of many such successful events and we thank the National Australia Bank and Canary Wharf Contractors Fund for their support.

We acknowledge the support of our generous supporters and wonderful corporate and community partners, without whom we would be unable to provide the outstanding levels of care for which we are known.

We would like to take this opportunity to thank the Rayne Foundation for supporting Namaste Care, St John of Southworth Fund for supporting Compassionate Neighbours, the Hodge Foundation for purchasing sleep chairs and Inman Charity for funding a new wheelchair ramp for patients.

Hospice Finances

At St Joseph's we focus on our operational performance as that ensures our long-term financial sustainability and it has again been a satisfactory year resulting in a small operational deficit. This is primarily thanks to our continued sound control of expenditure. Prudent financial management is not a matter of luck, rather it is based on confidence in delivery, trust, and teamwork. Our strong internal controls ensure we forecast expenditure with a high degree of confidence, but above all, our staff demonstrate that their purchasing is pragmatic. We are reviewing our scheme of delegation to enable increments in managers ordering limits with a view to securing additional discounts.

2023-24 was year one of a five-year statutory contract with the NHS, which enables the hospice to continue to develop in a stable and positive fashion. Fundraising and Enterprise retain a solid performance, with both projected to increase yields in the next five years. Legacies are by their nature volatile, but this year we achieved legacy income £2.2M for the hospice which reflects the great love and respect which those who have gone before us held for St Joseph's.

Whilst operational financial performance remains our primary financial health indicator, we also keep a careful watch on of the value of our investment portfolio, which is held by CCLA. Over the past three years we have focused on holding more of our cash in CCLA and this year it again yielded a solid return of approaching 10%.

Including a revaluation of our commercial property, the total financial value of the Hospice rose by nearly £3.9M.

Our subsidiary company, Five Sisters Managed Services Ltd., had a more difficult year financially due to ongoing staffing issues which resulted in the use of more expensive agency staff for several months. Despite this, turnover increased and the company generated a healthy surplus for the hospice. We have a profit-share arrangement in place with Saint Francis Hospice and this continued to work well – the donation in 2024 was £20k, slightly up on the previous year. Saint Francis recognise the value of this joint arrangement and we plan to use it in future contracts.

With the balance sheet growing by £3.9M, the overall financial health of the organisation is in no doubt as long as we remain pragmatic and prudent. This year however, the biggest challenge we faced was the relationship between cash and debtors.

Whilst our policy is to invest surplus cash into CCLA, we have had to reverse this in 23/24. Greater focus has been given to our cash forecasting and treasury management – and that is a challenge which our finance function relishes. The ward refurbishment project cost £1.8M of which donations accounted for about half of this. This will result in a world-class palliative care ward. Regrettably we had not quite anticipated a significant slowdown in cash receipts from legacies – the debtor figure increasing by 233% to £2.8M. Several high value legacies which included property had an impact in this. Consequently, we had to transfer money from CCLA into our current account to bridge the difference. We have healthy and close relationships with both our fund managers at CCLA and

Barclays Bank and we are developing our treasury management processes over the next year in an attempt to smooth out any anomalies. Barclays has signalled its long-term confidence in the hospice by inviting us to apply for funding.

Our capital expenditure plan continues to be focused on environmental sustainability to the extent that in this financial year we invested in more solar panels, energy efficient radiators throughout the hospice and voltage optimisation controls. We continue to demonstrate the commitment towards our staff and this year refurbished staff changing rooms and installed air-conditioning into more offices.

From a financial perspective it is important to conclude that this year's financial performance was underpinned by our commitment to world-class services and we would never seek to deliver a financial performance that compromised this commitment. Our highly effective finance department inherently supported our quality healthcare provision which patients and their families enjoy every day at St Joseph's. Our finance team is proud to contribute towards achieving the best experience for all we serve at St Joseph's.

Reserves Policy

The Trustees have set a minimum free reserves target of nine months operating expenditure.

Included in their consideration are the winding up costs of the organisation which have been calculated at around six months. At current expenditure levels, nine months expenditure represents £11.4 million. To ensure the ongoing viability of the Hospice they have deemed that we need to have sufficient funds to sustain a period of income uncertainty whilst maintaining expenditure on clinical quality.

Whilst there is no 'set' figure for reserves, the pandemic has also demonstrated how organisations need to keep sufficient funds available for significant adverse events and the Trustees are confident that this policy ensures the sustainability of the Hospice, even through major short to medium term adverse events.

The Trustees have decided that reserves in excess of nine-months can be designated for projects which will benefit the hospice as a centre of excellence in Palliative Care for years to come. The designations are reviewed regularly and amended accordingly if required.

Investment Policy

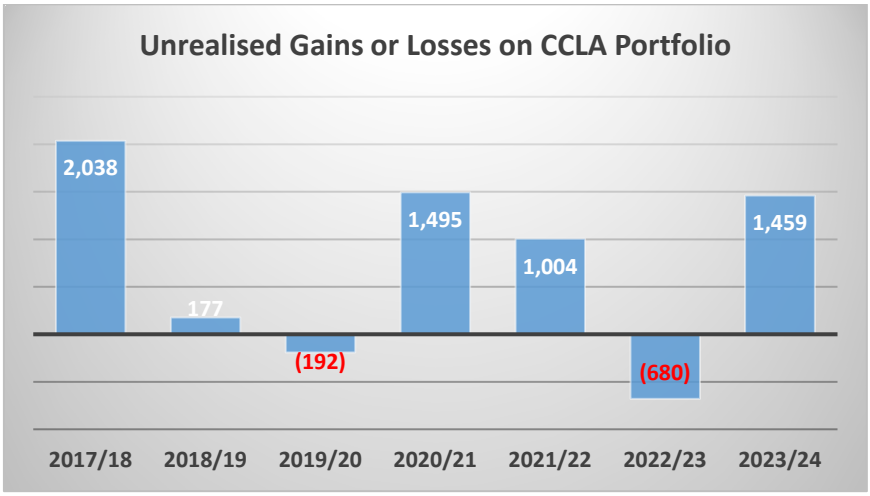
Listed Investments

Our listed investments continue to be held with CCLA. Our policy has two broad financial aims, in addition to ensuring our investments are held with organisations who are sympathetic to our mission and values.

- We aim for a 2.8% earned income from, for example, dividends and interest earned. In 23/24, the return was 3.06%.
- We are aiming for a 10% long-term gain in the portfolio value. Of course, this cannot exactly align to our financial years, and there have been some serious global events during the last five years, but the table below shows that gains over the last seven years have been relatively healthy.

The £1.459M gain in 23/24 represents 9.3% of our average portfolio value (average of the opening and closing values).

There have been no material movements in our portfolio this year. We have withdrawn £2M to fund our ward refurbishment project and to support our current account cash balances due to the low cash received from legacies.



Note: All numbers are in £000's

Investment Property

The Hospice holds investment property which we rent out and has a current market value of £8.7M, an increase following the latest valuation. The policy sets out to deliver an annual 7.5% return on the market value.

This year, due to changes in tenants and rent reviews, we earned £631k, which is a 12% return (22/23 - £608k). This represents a 3.8% increase. This includes sums received from external tenants and staff who rent rooms.

Key management personnel

The Trustees consider that they, together with the Senior Management Team, comprise the key management personnel in charge of directing, controlling, running and operating the charity on a day-to-day basis.

Salaries for the Senior Management Team are set having regard to national pay agreements, considering the seniority and experience required by each post.

All Trustees give their time freely, and no Trustees were remunerated during the year (2022/2023: no remuneration).

No Trustee expenses were paid during the year.

Risk management

The Senior Management Team and Board regularly review risk and have put in place a learning infrastructure, which can identify risk, review, and implement change.

Our policies and procedures are reviewed by independent external assessors and where recommendations are made, we take corrective action. Policies are also reviewed periodically to ensure they remain relevant.

The risk register forms an integral part of our risk assessment and is supported by various committees that meet regularly. Sitting under our corporate risk register is a suite of department risk registers, which are reviewed on a quarterly basis, or more regularly if specific new risks materialise (or risks are eliminated).

All staff undergo relevant training and accreditation and our Health & Safety Coordinator ensures that risk assessments and learning are a normal part of our operations. These risk assessments are owned by the relevant person within the organisation, inspiring a positive health and safety culture.

We work closely with PIB, our insurance brokers to ensure that our health and safety processes are aligned with our insurer's guidance. PIB conducts an annual on-site audit which scores the hospices overall health & safety rating, but also identifies weaknesses, which the Health & Safety Coordinator actions as a workplan for delivery. During the year, our overall score rose to 84% which is a good rating.

We are continually reviewing our Business Continuity Plan to help identify and mitigate risk at an organisational level and using that to inform some of our departmental strategies.

Our corporate risk register is discussed at each Board, where Trustees are able to challenge management on risks and mitigation.

The Health & Safety Committee has primary oversight and its representation is from all areas of The Hospice. Policy revisions are ratified at this committee, which recommends proposals for further improvements.

At the Hospice our aim is to mitigate risk as far as possible and this requires a learning culture – our primary reporting tool being Datix. Staff are encouraged to record incidents to support this learning and the reflective outcomes are part of the process of dealing with any adverse incidents.

The role of Health & Safety Coordinator cannot be understated – supporting a multi-department approach to risk management where required and ensuring that teams and individuals receive the correct specialist training (in addition to mandatory training) where required.

Financial sustainability

Following another good year, our financial outlook for the medium to long-term remains positive. 2023/24 saw the first year of our new ICB contract and we have a good relationship with our commissioners, who view us as the 'go to' Palliative Care specialists.

We have recognised that expenditure management will form a key component of our financial strategy for the next few years, but we are taking strides to ensure this is done in a planned way and mitigating this with new income generation ideas.

We were able to weather the energy increases due to a combination of our incumbent approach to environmental efficiency which had already seen some energy saving measures, and short-term government support. Since summer 2023, prices have started to settle, although it is unlikely they will ever return to the pre-crisis levels.

At the Hospice we continued to demonstrate commitment to our staff by matching the pay rise given by the NHS. Although this will create additional pressure on our cost-base we are currently confident that this is a manageable approach.

Income generation plans are in place in Fundraising and Enterprise and both teams are working dynamically to ensure the Hospice aspires towards financial balance. We opened one new shop in the financial year and another one is planned for 2024. We are reviewing estate usage to increase the volume of tenants.

The commitment to good financial probity is further demonstrated by our approach to finance balance. During the year, we have been analysing our expenditure base to identify efficiency opportunities which either have no impact on clinical quality or improve it.

Governance, structure and management

Constitution

St Joseph's Hospice, Hackney, a Charity registered under the Charities Act 2011, is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up during the period of membership, or within the year following, company members are required to contribute an amount not exceeding £1.

Structure

The Charity has staff based at three locations: the majority at St Joseph's Hospice in Mare Street, Hackney; and we run outpatient clinics in Newham. Services are also delivered in patients' own homes. The Charity is governed by its Trustees (the Board) which meets regularly throughout the year to determine strategic vision and direction. The Trustees appoint a Chief Executive who is responsible for the day-to-day running of St Joseph's Hospice and to inform and implement Board decisions.

The Registered Manager is the Director of Clinical Services and the CEO is the Responsible Individual for Care Quality Commission registration purposes.

Trustees

The Trustees listed on page 3 were in office at the date on which this annual report was approved. The Trustees who served on the Board throughout the year to 31 March 2024 and up to the date on which this report was approved are shown below.

Directors

	Appointed//Resigned
Mr Paddy McGuinness CMG, OBE, MA (Chair)	
Mr Edward McGuigan BA, FFA, FIPA	
Mr Michael Moran Ph.D MMedSci MBBChBAO, Bsc (Hons) MRVS, DO-HNS	
Prof. Jim McManus BD (Hons), OCDS, CPsychol CSi, AFBPsS, FFPH, FRSB Chartered FCIPD	
Mr Peter Pledger	
Margaret Doherty BA (Hons), DEBA, MCIPR	
Mr Nick Howard	Appointed 23rd August, 2023
Jane Heffernan BA (Hons), MA, NPQH, NPQEL	Appointed 23rd August, 2023
Mr Edward Davies MA (Oxon)	Appointed 23rd August, 2023
Sister Rita Dawson MBE DL RSC MSc BSc (Hons) RGN RSCN	Resigned 16th November 2023
Una Molloy RGN, RM BNS(Hons), MSc Nursing, phD	Resigned 12th September 2023

The election of Trustees

The Trustees are elected at the Annual General Meeting of the Charity by the members.

Trustees are normally elected for an initial term of three years and, if reappointed, may serve for a second term of three years. In exceptional circumstances, the members may reappoint a Trustee for a third term of three years. The maximum length of service is therefore nine years. The Trustees, with the consent of the Congregational Leader of the Sisters of Charity, also have the power to co-opt people during the year to help deal with specific matters.

The Trustees are recruited and selected for their specific skills and experience, which currently cover law, finance, fundraising, business, clinical, nursing and healthcare.

Policies and procedures relating to Trustees' training and induction

All Trustees receive induction on joining the Board so that they are equipped to carry out their role, as well as signing a statement of their willingness to serve as a Trustee and completing a declaration of interests' statement. Additionally, new Board members receive direct support from the Chief Executive. In order to keep Board members informed about the charity's ongoing work, the Board receives reports from senior staff members as required. Moreover, members of the Board meet from time to time more informally with the management team and other staff to work on specific areas of development.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Joseph's Hospice, Hackney, for the purposes of company law) are responsible for preparing the Trustees' report and 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 each financial year, which give a true and fair view of the state of affairs of the Group and the Charity and of the income and expenditure of the Group and the Charity for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Charity will continue in operation

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

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the Group and the Charity's auditor is unaware and
- The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Group and Charity's auditor is aware of that information

This confirmation is given and should be integrated in accordance with the provisions of s418 of the Companies Act 2006.

Signed on behalf of the Trustees:



Trustee

Date of approval: 17th September 2024

Independent Auditors Report to the Member of St Joseph's Hospice, Hackney

Opinion

We have audited the financial statements of St Joseph's Hospice, Hackney (the Charitable Company and its subsidiary (the group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the Group and Charity balance sheets, the consolidated statement of cash flows, the charity statement of financial activities, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group and Charitable company's affairs as at 31 March 2024 and of their 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 Group and Charitable financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and 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 and Financial Statements, 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements and
- The Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

- In light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report, including the strategic 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 by the charitable parent company; or
- The charitable parent company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and 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 noncompliance 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations
- We identified the laws and regulations applicable to the Group and Charity through discussions with key management and from our knowledge and experience of the charity sector
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, those that relate to data protection (General Data Protection Regulation) and specific care legislation relating to vulnerable individuals (Care Standards Act 2000) and

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance

We assessed the susceptibility of the Group and Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud and
- Considering the internal controls in place to mitigate risks of fraud and noncompliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Performed substantive testing on expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures, which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees' meetings; and

- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Buzzacott LLP

31 October 2024

Peter Mackereth, Senior Statutory Auditor
For and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Consolidated statement of financial activities Year to 31 March 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**3,589**	**667**	**4,256**	3,873	20	3,893
Other trading activities:							
Charity shops		**220**	**-**	**220**	185	-	185
Five Sisters Managed Services Ltd		**297**	**-**	**297**	240	-	240
Investments and bank deposits	2	**1,092**	**58**	**1,150**	1,063	55	1,118
Charitable activities	3	**9,390**	**111**	**9,501**	8,853	405	9,258
Miscellaneous Income		**64**	**-**	**64**	29	-	29
Total income		**14,652**	**836**	**15,488**	14,243	480	14,723
Expenditure on:							
Raising funds: Costs of generating donations & legacies	4	**1,254**	**-**	**1,254**	930	-	930
Costs of trading							
. Charity Shops	4	**225**	**-**	**225**	121	-	121
. Investment property costs		**124**	**-**	**124**	104	-	104
. Five Sisters Managed Services Ltd		**275**	-	**275**	203	-	203
Charitable Activities							
. Hospice inpatient care	5	**8,986**	**155**	**9,141**	8,292	270	8,562
. Hospice outpatient and day services	5	**964**	**10**	**974**	1,147	10	1,157
. Community palliative care services	5	**2,368**	**20**	**2,388**	2,132	82	2,214
. Psychosocial and bereavement services	5	**753**	**41**	**794**	740	38	778
. Education, training and research	5	**318**	**-**	**318**	301	-	301
. Patient café and dining room		**38**	**-**	**38**	32	-	32
Total expenditure		**15,305**	**226**	**15,531**	14,002	400	14,402
Net Income before Investment gains and transfers		**(653)**	**610**	**(43)**	241	80	321
Net (Losses)/gains on investments	12	**3,818**	**153**	**3,971**	(325)	(75)	(400)
Net income before transfers		**3,165**	**763**	**3,928**	(84)	5	(79)
Transfers between funds	15	**930**	**(930)**	**-**	47	(47)	-
Net income and net movement in funds	7	**4,095**	**(167)**	**3,928**	(37)	(42)	(79)
Reconciliation of funds							
Balances brought forward at 1 April 2023		**38,385**	**2,395**	**40,780**	38,422	2,437	40,859
Balances carried forward at 31 March 2024		**42,480**	**2,228**	**44,708**	38,385	2,395	40,780

Charity statement of financial activities Year to 31 March 2024

Income From:							
Donations and legacies	1	**3,619**	**667**	**4,286**	3,873	20	3,893
Other trading activities:							
Charity shops		**220**	**-**	**220**	185	-	185
Five Sisters Managed Services Ltd							
Investments and bank deposits	2	**1,092**	**58**	**1,150**	1,063	55	1,118
Charitable activities	3	**9,390**	**111**	**9,501**	8,886	405	9,291
Miscellaneous Income		**64**	**-**	**64**	29	-	29
Total income		**14,385**	**836**	**15,221**	14,036	480	14,516
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	4	**1,254**	**-**	**1,254**	930	-	930
Costs of trading							
. Charity Shops	4	**225**	**-**	**225**	121	-	121
. Investment property costs		**124**	**-**	**124**	104	-	104
Charitable Activities							
. Hospice inpatient care	5	**8,986**	**155**	**9,141**	8,292	270	8,562
. Hospice outpatient and day services	5	**964**	**10**	**974**	1,147	10	1,157
. Community palliative care services	5	**2,368**	**20**	**2,388**	2,132	82	2,214
. Psychosocial and bereavement services	5	**753**	**41**	**794**	740	38	778
. Education, training and research	5	**318**	**-**	**318**	301	-	301
. Patient café and dining room	5	**38**	**-**	**38**	32	-	32
Total expenditure		**15,030**	**226**	**15,256**	13,799	400	14,199
Net Income before Investment gains and transfers		**(645)**	**610**	**(35)**	237	80	317
Net gains / (Losses) on investments	12	**3,818**	**153**	**3,971**	(325)	(75)	(400)
Net income before transfers		**3,173**	**763**	**3,936**	(88)	5	(83)
Transfers between funds	15	**930**	**(930)**	**-**	47	(47)	-
Net income and net movement in funds	7	**4,103**	**(167)**	**3,936**	(41)	(42)	(83)
Reconciliation of funds							
Balances brought forward at 1 April 2023		**38,385**	**2,395**	**40,780**	38,426	2,437	40,863
Balances carried forward at 31 March 2024		**42,488**	**2,228**	**44,716**	38,385	2,395	40,780

Balance sheets as at 31 March 2024

		Group		Charity	
		2024	2023	**2024**	2023
	Notes	**£'000**	£'000	**£'000**	£'000
Fixed Assets					
Tangible assets	**11**	**16,834**	16,022	**16,834**	16,022
Investments	**12**	**24,683**	22,712	**24,683**	22,712
		41,517	38,734	**41,517**	38,734
Current assets					
Stocks		**6**	35	**-**	30
Debtors	**13**	**3,831**	2,021	**3,835**	1,981
Short term deposits		**384**	1,882	**384**	1,882
Cash at bank and in hand		**1,051**	182	**1,030**	163
		5,272	4,120	**5,249**	4,056
Creditors: amounts falling due within one year	**14**	**(2,081)**	(2,074)	**(2,050)**	(2,010)
Net Current assets		**3,191**	2,046	**3,199**	2,046
Total net assets		**44,708**	40,780	**44,716**	40,780
The funds of the charity:					
Income funds					
Restricted funds	**15**	**2,228**	2,395	**2,228**	2,395
Unrestricted funds					
. General funds		**11,747**	16,168	**11,747**	16,168
. Designated Funds	**16**	**5,200**		**5,200**	-
. Tangible fixed assets fund	**17**	**16,834**	16,022	**16,834**	16,022
. Investment property fund	**18**	**8,707**	6,195	**8,707**	6,195
, Non-Charitable trading funds	**10**	**(8)**	-	**-**	-
		42,480	38,385	**42,488**	38,385
		44,708	40,780	**44,716**	40,780

Approved by the Trustees and signed on their behalf by:



Trustee

Date of approval: 17th September 2024

St Joseph's Hospice, Hackney: Company Registration No. 05513914 (England & Wales)

Statement of cash flows Year to 31 March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Cash flows from operating activities					
Net cash provided by (used in) operating activities	A	**(2,593)**	**153**	**(2,595)**	202
Cash flows from investing activities					
Investment income and interest received		**1,150**	1,118	**1,150**	1,118
Purchase of tangible fixed assets		**(1,186)**	(642)	**(1,186)**	(642)
Acquisition of Investments		**-**	(750)	**-**	(750)
Proceeds from disposal of investments		**2,000**		**2,000**	
Net cash used in investing activities		**1,964**	(274)	**1,964**	(274)
Change in cash and cash equivalents in the year		**(629)**	(121)	**(631)**	(72)
Cash and cash equivalents at 1 April 2023	B	**2,064**	2,185	**2,045**	2,117
Cash and cash equivalents at 31 March 2024	B	**1,435**	**2,064**	**1,414**	**2,045**

Notes to the statement of cash flows for the year to 31 March 2024

A **Reconciliation of net movement in funds to net cash provided by operating activities**

	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Net movement in funds (as per the statement of financial activities)	**3,928**	(79)	**3,936**	(83)
Adjustments for:				
Depreciation charge	**866**	808	**866**	808
loss/(Gains) on investments	**(3,971)**	400	**(3,971)**	400
Investment income and interest receivable	**(1,150)**	(1,118)	**(1,150)**	(1,118)
Decrease / (Increase) in stock	**29**	(4)	**30**	1
Decrease / (Increase in debtors	**(1,810)**	503	**(1,854)**	543
Increase/(Decrease) in creditors	**(485)**	(357)	**(452)**	(349)
Net cash provided by (used in) operating activities	**(2,593)**	153	**(2,595)**	202

B **Analysis of cash and cash equivalents**

	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Cash at bank and in hand	**1,051**	182	**1,030**	163
Short term deposits	**384**	1,882	**384**	1,882
Total cash and cash equivalents	**1,435**	2,064	**1,414**	2,045

Principal accounting policies

The principal accounting policies adopted, judgements used and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

These financial statements have been prepared for the year to 31 March 2024 with comparative information presented for the year to 31 March 2023.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Basis of consolidation

The financial statements consolidate the accounts of St Joseph's Hospice, Hackney with those of its wholly owned subsidiary, Five Sisters Managed Services Limited to the balance sheet date. All figures are consolidated on a line by line basis.

Critical accounting estimates and areas of judgment

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge
- Estimating the fair value of investment properties
- The methodology used in allocating support costs across charitable activities
- Estimating the value of legacies to be recognised in accordance with FRS 102 and
- Estimating future income and expenditure flows for the purpose of assessing going concern.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption continues to be appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Over the past few years, the Hospice has faced Brexit, the pandemic and the subsequent cost of living crisis that have brought a range of challenges including a national shortage of staff, increase in energy prices and general inflation. Despite this we have delivered an aggregate operational surplus demonstrating our continued ability to manage finances well whilst delivering quality care to patients.

We have increased our Enterprise and are continually reviewing the efficiency of our expenditure base. We are entering Year 2 of a five year NHS contract and have good relationships with commissioners.

Reserves remain healthy and the Trustees have confidence in us continuing to deliver Palliative Care in East London for a long time into the future.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, legacies, income from fundraising events, income from investments and bank interest, and contracts, service level agreements and grants income for the provision of healthcare and related services.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor’s intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Investment income from listed investments is recognised once the dividend has been declared and notification has been received of the dividend due.

Investment income generated from investment properties is recognised at the point when the income is due to the charity under tenancy or lease agreements.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Contracts and service agreements in respect to the provision of healthcare services are recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding any relevant value added tax. Grants from government, NHS bodies, Clinical Commissioning Groups and from trusts and foundations have been included as income from charitable activities i.e. the provision of healthcare and related services where they amount to a contract for services but as donations where the money is given in response to an appeal or grant application or with greater freedom of use, e.g. for core purposes.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Group and Charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the Charity and the costs of managing our investment properties. This includes staff costs associated with fundraising, and an allocation of support costs. It also includes costs incurred by the subsidiary company.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the Charity through the provision of its charitable activities i.e. the provision of healthcare and related services in respect to the care of persons suffering from terminal cancer and other palliative or chronic illnesses.
- All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Group and Charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Governance costs comprise the costs involving the public accountability of the Group and Charity (including audit costs) and costs in respect to its compliance with regulation and good practice. Support costs and governance costs are apportioned based on the number of full time equivalent staff allocated to each of the charitable activities.

Tangible fixed assets

Freehold land and buildings

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this

valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are included on the balance sheet at cost. Freehold buildings are depreciated at a rate of 2% per annum based on cost or deemed cost. No depreciation is charged on freehold land.

Major building refurbishment

Major building refurbishment since 1 April 2012 is included on the balance sheet at cost. Major building refurbishment, once completed, is depreciated at a rate of 10% per annum based on cost. Major building refurbishment that is in progress is capitalised but only depreciated in accordance with the above policy once complete.

Plant and equipment

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 on the purchase and replacement are capitalised at cost. Plant and equipment is depreciated between 10 and 20 years on a straight line basis, dependent upon the individual asset.

Computer equipment

Additions are capitalised at cost. Computer equipment is depreciated over a three year period on a straight line basis in order to write off the cost of over its estimated useful life.

Motor vehicles

Motor vehicles transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. Motor vehicles purchased since 1 April 2012 are capitalised at cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Motor vehicles are depreciated over a four-year period on a straight line basis in order to write off the cost of each motor vehicle over its estimated useful life.

Furniture

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are capitalised at cost. Furniture is depreciated over a four-year period on a straight line basis

Fixed asset investments

- Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price
- The Group and Charity do not acquire put options, derivatives or other complex financial instruments

The main form of financial risk faced by the Group and Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

- Properties held for investment purposes are included in these accounts at open market value. The valuations have been determined for the Trustees with the assistance of independent professionals. Valuation assessments were carried out in May 2024 which

resulted in an increased valuation to £8.7M. The basis for valuation has been amended this year. We aim to make a 7.5% average return on commercial property and the valuer has used this figure as the basis for the valuation. Previously, the valuation was based on differing returns for our commercial property, but the new basis uses this standard basis.

Investment by the Charity in the issued share capital of Five Sisters Managed Services Limited is shown at cost.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Stock

The value of charity stock is immaterial for the size of the organisation. Thus, stock is charged directly to the I&E. This has been changed for the 2023/24 accounts following a review of our stock management and handling systems. The stock held by Five Sisters Managed Services Ltd is held on the group balance sheet.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Short term deposits relate to cash held in deposit accounts for medium term use or future reinvestment, but which are available on demand or have a maturity less than three months from the date of acquisition

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the Group and Charity anticipate they will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund Structure

The general fund comprises those monies which may be used towards meeting the charitable objectives of the Charity and which may be applied at the discretion of the Trustees. The tangible fixed assets fund represents the net book value of the land and buildings occupied by the Charity and other tangible fixed assets. Such assets are vital to the Charity being able to carry out its charitable work and the value invested in the assets cannot, therefore, be realised in order to meet future expenditure or contingencies. To emphasise this point the net book value of the assets is represented by a specific tangible fixed assets fund on the balance sheet. The investment property fund represents the value of the buildings utilised by the Charity to generate a commercial return. Such assets

cannot be realised easily in order to meet future expenditure or contingencies. To emphasise this point the value attributed to these assets is represented by a specific investment property fund on the balance sheet. Other funds have been designated for specific purposes as described later in this report.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Non-charitable trading funds comprise the accumulated losses of the subsidiary company, Five Sisters Managed Services Limited.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. Lease payments are recognised as an expense on a straight-line basis over the lease term.

The Hospice identifies a contract as a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Changes to lease terms are accounted for by adjusting the lease expense over the remaining lease term.

Pension Costs

Pension costs are payable in respect of defined contribution and defined benefit pension schemes. The Group and Charity are unable to identify their share of the underlying assets and liabilities of the defined benefit schemes on a reasonable and consistent basis. Therefore in accordance with FRS 102, it has accounted for its normal contributions as if the schemes were defined contribution schemes. Normal contributions are charged to the statement of financial activities when payable.

1. Income from: Donations and legacies

Group	**Unrestricted funds**	**Restricted funds**	**Total 2024**	Unrestricted funds	Restricted funds	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Donations	**1,218**	**667**	**1,885**	1,265	20	1,285
Donations of cremation fees received	**13**	**-**	**13**	10	-	10
	1,231	**667**	**1,898**	1,275	20	1,295
Legacies	**2,358**	**-**	**2,358**	2,598	-	2,598
Total funds	**3,589**	**667**	**4,256**	3,873	20	3,893

1. Income from: Donations and legacies

Charity	**Unrestricted funds**	**Restricted funds**	**Total 2024**	Unrestricted funds	Restricted funds	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Donations	**1,248**	**667**	**1,915**	1,265	20	1,285
Donations of cremation fees received	**13**	**-**	**13**	10	-	10
	1,261	**667**	**1,928**	1,275	20	1,295
Legacies	**2,358**	**-**	**2,358**	2,598	-	2,598
Total funds	**3,619**	**667**	**4,286**	3,873	20	3,893

We are grateful to all the individuals, trusts and companies who have supported our work this year.

2. Income from: Investments and bank deposits

Group and Charity	**Unrestricted funds**	**Restricted funds**	**Total 2024**	Unrestricted funds	Restricted funds	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
			-			
Income from listed investments						
UK common investment funds	**413**	**58**	**471**	424	55	479
Rental income from investment properties	**631**	**-**	**631**	608	-	608
Bank interest	**48**	**-**	**48**	31	-	31
Total funds	**1,092**	**58**	**1,150**	1,063	55	1,118

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3. Income from: Charitable activities

Group	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Statutory grants and service agreements						
Integrated Care Boards	**9,074**	**48**	**9,122**	8,602	325	8,927
Grants receivable - Big Lottery	**-**	**-**	**-**	-	-	-
Other grants and service level agreements	**-**	**63**	**63**	25	80	105
Fees for education services and room hire	**137**	**-**	**137**	94	-	94
Residencies and other rental income	**84**	**-**	**84**	65	-	65
Income from provision of catering, newspapers and books	**95**	**-**	**95**	67	-	67
Total funds	**9,390**	**111**	**9,501**	8,853	405	9,258

3. Income from: Charitable activities

Charity	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Statutory grants and service agreements						
Clinical Commissioning Groups	**9,074**	**48**	**9,122**	8,602	325	8,927
Grants receivable - Big Lottery	**-**	**-**	**-**	**-**	-	**-**
Other grants and service level agreements	**-**	**63**	**63**	25	80	105
Fees for education services and room hire	**137**	**-**	**137**	127	**-**	127
Residencies and other rental income	**84**	**-**	**84**	65	**-**	65
Income from provision of catering, newspapers and books	**95**	**-**	**95**	67	**-**	67
Total funds	**9,390**	**111**	**9,501**	8,886	405	9,291

4. Expenditure on: Raising funds - costs of generating donations & legacies and costs of charity shops

Group and Charity	Direct costs	Support costs (note 6)	Total 2024	Direct costs	Support costs (note 6)	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Staff costs	**715**	**-**	**715**	544	**-**	544
Other direct costs	**400**	**-**	**400**	269	-	269
Support costs	-	**364**	**364**	-	238	238
Total funds	**1,115**	**364**	**1,479**	813	238	1,051

5. Expenditure on: Charitable activities

Group and Charity	**Direct costs**	**Support costs (note 6)**	**Total 2024**	Direct costs	Support costs (note 6)	Total 2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Hospital inpatient care	**6,720**	**2,421**	**9,141**	6,367	2,195	8,562
Hospice outpatient and day services	**672**	**302**	**974**	825	332	1,157
Community palliative care services	**1,778**	**610**	**2,388**	1,681	533	2,214
Psychosocial and bereavement services	**598**	**196**	**794**	597	181	778
Education, training and research	**251**	**67**	**318**	240	61	301
Patient café and dining room	**38**	**-**	**38**	32	-	32
Total funds	**10,057**	**3,596**	**13,653**	9,742	3,302	13,044

6. Support costs

Group and Charity	**2024** **£'000**	2023 £'000
Staff costs	1,488	1,361
Recruitment and training	253	251
Services contracted out	54	64
Consumables	44	34
Maintenance and running costs	744	515
Depreciation	866	808
Office expenses	468	462
Auditors remuneration	44	45
Total funds	**3,961**	3,540

Support costs are allocated to raising funds and charitable activities based on the full time equivalent staff allocated to each charitable activity.

7. Net income (expenditure) and net movement in funds

This is stated after charging:	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Staff costs (note 8)	**11,463**	10,811	**11,309**	10,729
Auditors remuneration				
.Current year audit fees	**26**	27	**26**	25
.Prior year audit fees	**-**	14	**-**	14
.Fees for VAT Advice	**-**	6	**-**	6
.HR advisory & assurance services	**18**	**-**	**18**	**-**
Depreciation	**866**	808	**866**	808
Operating lease rentals	**11**	33	**11**	33

8. Staff costs and trustees' remuneration

	Group		Charity	
	2024 £'000	2023 £'000	**2024 £'000**	2023 £'000
Staff costs during the year were as follows				
Wages and salaries	**9,492**	8,917	**9,426**	8,853
Social security costs	**991**	969	**984**	964
Pension costs	**588**	553	**585**	550
	11,071	10,439	**10,995**	**10,367**
Seconded and agency staff	**392**	372	**314**	362
	11,463	10,811	**11,309**	10,729

The number of employees who earned £60,000 or more (including benefits but excluding employer pension contributions) during the year was as follows:

Group and Charity

	2024	2023
£60,001 - £70,000	**11**	7
£70,001 - £80,000	**5**	2
£80,001 - £90,000	**3**	4
£100,001 - £110,000	**-**	2
£110,001 - £120,000	**2**	1

Of those employees who earned £60,000 or more during the year (as defined above), employer contributions were made to money purchase schemes in respect of nine employees (2023 – six employees), and to defined benefit schemes in respect of eleven employees (2023 – nine employees).

Total employer contributions to pension schemes in respect of such employees during the year amounted to £159,858 (2023 -£128,616).

When determining salary rates for clinical staff, the Hospice always makes reference to national pay agreements and considers the seniority and experience demanded by each post.

Key management personnel remuneration during the year totalled £608,960 (2023 – £625,842)

No Trustees received any remuneration during the year (2023 – £nil) and no expenses were reimbursed to Trustees (2023 – £nil). The average number of employees during the year, analysed per function, was as follows:

	2024 Full time equivalent	2023 Full time equivalent	**2024 Average Headcount**	2023 Average Headcount
Raising funds	**18**	13	**19**	14
Hospice inpatient care	**133**	135	**155**	157
Hospice outpatient and day services	**8**	10	**11**	13
Community palliative care services	**15**	15	**16**	16
Psychosocial and bereavement services	**10**	10	**22**	22
Education and training	**3**	3	**4**	4
Hospice Catering	**7**	6	**8**	7
Support and administration	**27**	27	**30**	29
	221	219	**265**	262

9. Taxation

St Joseph's Hospice, Hackney is a registered charity and is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities. The subsidiary company Five Sisters Managed Services Limited has entered into a Gift Aid compliant Deed of Covenant whereby it donates its taxable profits (if any) to its parent charity each year. In the year to 31 March 2024, the amount payable was £30,467 (2023 –£28,506). Five Sisters incurred a tax charge of £8,314. This was necessary following an administrative error relating to the payment of the 2023 gift aid which has resulted in the company incurring a tax charge.

10. Subsidiary undertaking

The Charity owns the entire issued share capital of £1 in Five Sisters Managed Services Limited, a company registered in England and Wales (Company Registration Number 13698763). The subsidiary was set up on 22 October 2021. The results of the subsidiary for the year ended 31 March 2024 and comparative results for 31 March 2023.

	Five Sisters® Managed Services Ltd	
	2024	2023
	£'000	£'000
Turnover	**297**	240
Cost of Sales	**(86)**	(60)
Gross Profit.	**211**	180
Administrative expenses	**(181)**	(147)
Operating Profit/(loss) before tax	**30**	33
Corporation Tax	**(8)**	
Gift Aid	**(30)**	(29)
(Loss)/Profit for the year	**(8)**	4
Accumulated losses at 31 March 2024	**(8)**	-

As at 31st March 2024, the subsidiary had accumulated losses of £8,314 relating to a corporation tax charge (2023: £nil) and called up share capital of £1 (2023: £1).

11 Tangible fixed assets

GROUP AND CHARITY

	Freehold land and buildings £'000	Major building refurbishment £'000	Assets Under Construction	Furniture, equipment and motor vehicles £'000	**Total £'000**
At cost or deemed cost					
At 1 April 2023	16,039	2,790	-	3,299	**22,128**
Additions	-	62	1,235	381	**1,678**
Disposals	**-**	**-**	**-**	(129)	**(129)**
At 31 March 2024	**16,039**	**2,852**	**1,235**	**3,551**	**23,677**
Depreciation					
At 1 April 2023	2,539	1,642	-	1,925	**6,106**
Charge for the year	231	259	-	376	**866**
Disposals	-	-	-	(129)	**(129)**
At 31 March 2024	**2,770**	**1,901**	**-**	**2,172**	**6,843**
Net book value					
At 31 March 2024	13,269	951	1,235	1,379	**16,834**
At 31 March 2023	13,500	1,148	-	1,374	**16,022**

The Hospice's freehold land and buildings held at 1 April 2012 were valued on a depreciated replacement cost basis by an external valuer, Gerald Eve LLP, following the transfer of assets and liabilities from The Religious Sisters of Charity Charitable Trust as at that date. The valuation was carried out in accordance with the valuation standards and guidance notes contained in the Valuation – Professional Standards, incorporating the International Valuation Standards ("the Standards") of the Royal Institution of Chartered Surveyors (RICS) March 2012. Other tangible fixed assets transferred at that date are included at their net book value at the date of transfer i.e. 1 April 2012. As permitted by FRS 102, all valuations at 1 April 2012 are now assumed to be the deemed cost of the relevant assets. Additions to tangible fixed assets since 1 April 2012 are included at cost.

Capital Commitments

At year-end the Group and Charity had one capital commitment of £531k (2022/23 – £64k) relating to the completion of St Michael's Ward refurbishment.

12. Investments

GROUP AND CHARITY	Investment property	Listed Investments	**2024 Total**	2023 Total
	£'000	£'000	**£'000**	£'000
Market value at 1 April 2023	6,195	16,517	**22,712**	22,362
Acquisitions	-	-	-	750
Disposals (proceeds: £2,000,000 gains £129,196)	-	**(1,871)**	**(1,871)**	-
Unrealised gains/losses	**2,512**	**1,330**	**3,842**	(400)
At 31 March 2024	**8,707**	**15,976**	**24,683**	22,712
Cost of investments at 31 March 2024	**1,599**	**11,138**	**12,737**	14,141

Investment property comprises of:

- A commercial office building close to the main Hospice site at 72-74 Mare Street. This is let on a ten-year lease to a third party
- Elements of the Hospice's estate have been converted to generate commercial income. In 2018/19, office space in St Patrick's Wing and part of the ground floor of the Centenary Wing were rented out for the first time. During 2019/20, another part of the ground floor of the Centenary Wing was rented out. Refurbishment of the Mare Street Wing has been completed and it is rented out.
- These parts of the estate have been classified as investment properties and revalued by using a method based on rental yields. Formal revaluations were carried out this year by Mr Bruce Maunder Taylor of Maunder Taylor, with a resultant increase in market value of £2.5m since the last valuation. These were prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation – Global Standards (The Red Book), incorporating the International Valuation Standards (IVS) 2022 and 2024.

The Hospice has no intention of disposing of its investment properties and is a long-term investor.

Listed investments held at 31 March 2024 are as follows:

	2024	2023
	£'000	£'000
UK common investment funds	**15,976**	16,517

At 31 March 2024, the Charity's investments comprised holdings in COIF and CAIF Charities Investment Funds. Both are managed by CCLA.

In addition to the above, the charity owns the entire issued share capital of £1 in Five Sisters Managed Services Ltd (note 10).

13. Debtors

	GROUP		CHARITY	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Revenue grants and fees receivable	**0**	**-**	**-**	**-**
Legacies receivable	**2,891**	1,205	**2,891**	1,205
Investment income and interest receivable	**108**	118	**108**	118
VAT recoverable	**305**	257	**305**	257
Prepayments	**248**	185	**248**	185
Subsidiary	**-**	0	**36**	24
Other debtors	**279**	256	**247**	192
	3,831	2,021	**3,835**	1,981

14 Creditors: amounts falling due within one year

	GROUP		CHARITY	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Expense creditors	**759**	794	**1,121**	730
Capital Creditors	**367**			
Social security and other taxes	**243**	237	**242**	237
Accruals for capital works	**125**	-	**125**	-
Other accruals	**377**	408	**372**	408
Deferred income	**98**	595	**98**	595
Corporation Tax	**8**	**-**	-	-
Other creditors	**104**	40	**92**	40
	2,081	2,074	**2,050**	2,010

Deferred income consists of grants and contractual income received in advance.

	GROUP & CHARITY	
	2024	2023
Deferred income	£'000	£'000
Balance as at 1 April 2023	595	610
Income deferred in the year	32	57
Income released in the year	(529)	(72)
Balance as at 31 March 2024	98	595

15 **Restricted Funds**

	Mission fund	**Restricted funds**	**2024**	Mission fund	Restricted funds	2023
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
At 1 April 2023	**1,875**	**520**	**2,395**	1,919	518	2,437
Income	**58**	**778**	**836**	55	425	480
Expenditure	**0**	**(226)**	**(226)**	0	(400)	(400)
Gains/losses on listed investment	**153**	**(0)**	**153**	(75)	(0)	(75)
Transfers	**(28)**	**(902)**	**(930)**	(24)	(23)	(47)
At 31 March 2024	**2,058**	**170**	**2,228**	1,875	520	2,395

The income funds of the Group and Charity include restricted funds comprising the donations and grants held on trusts to be applied for specific purposes.

The specific purposes for which the funds are to be applied are as follows:

Mission fund

This fund is to provide for resources to promote the mission statement and core values of Religious Sisters of Charity and St Joseph's Hospice. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

Other restricted funds

These comprise monies provided to cover nursing and other specific costs.

16 Designated Funds

Group and Charity	**At 1 April 2023**	**New Designations**	Utilised	**At 31 March 2024**
	£'000	**£'000**		**£'000**
Patient Admin Software Fund	**-**	**1,000**	**-**	**1,000**
Repairs & Maintenance Fund	**-**	**500**	**-**	**500**
Development Fund	**-**	**1,500**	**-**	**1,500**
R&D & Education Fund	**-**	**500**	**-**	**500**
Data & Information Fund	**-**	**500**	**-**	**500**
Legacies Fund	**-**	**1,200**	**-**	**1,200**
At 31 March 2024	**-**	**5,200**	**-**	**5,200**

Patient Admin Software Fund is a specific fund for replacing our patient administration system, which is due to become obsolete at the end of 2025.

St Joseph's has a large estate and we recognise the value to our patients, relatives, staff and the wider community of continue to invest in this estate.

The **Repairs and Maintenance Fund** recognises that occasionally we have major unplanned works and setting aside money to fund this ensures a funding stream over the next three years.

Development Fund. This is a fund to focus on projects which will expand St Joseph's charitable impact as a centre of excellence in Palliative Care and is a five-year project.

The **R&D and Education Fund** will be used to pump prime new developments over the next three years and to grow our income. It will enable us to be part of more funded projects and it is our aim to be the 'go to Hospice' for future R&D projects and Education.

The **Data & Information Fund** recognises our ambition to support our understanding of everything we do through the smart use of data and evidence. This fund will be used to demonstrate the value of St Joseph's to East London and to protect and grow our income streams by making a clear and compelling story. The project has started and is due to last five years.

Legacies Fund. Legacies income is a key income source for the charity and the volatility of this income stream can have a large impact on whether or not the charity is able to meet a balanced budget in any given year. The Trustees therefore decided to establish a fund to provide a buffer against this volatility. The fund value was initially established at £1m and it is the intention that funds shall be released to general funds if there are significant shortfalls in legacy income in any particular year. Correspondingly, the fund may be topped back up to £1m if legacy income raised significantly exceeds expectations. The aim of utilising this fund in such a way is to maintain the long-term financial sustainability of the charity, allowing us to continue to focus on our excellent clinical care.

17 Tangible fixed assets fund

GROUP and CHARITY	**2024**	2023
	£'000	£'000
At 1 April 2023	**16,022**	16,188
Capital Purchases	**1,678**	642
Depreciation Charge for Year	**(866)**	(808)
At 31 March 2024	**16,834**	16,022

18. Investment property fund

GROUP and CHARITY	**2024**	2023
	£'000	£'000
At 1 April 2023	**6,195**	5,915
Net movement in the year	**2,512**	280
At 31 March 2024	**8,707**	6,195

19. Analysis of net assets between funds -

GROUP

	General funds £'000	Designated Funds	Tangible fixed assets fund £'000	Investment Property fund £'000	Restricted funds £'000	Total 2024 £'000
Fund balances at 31 March 2024 are represented by						
Tangible fixed assets	-	-	16,834	-	-	16,834
Investments	8,820	5,200	-	8,707	1,956	24,683
Current assets	5,000	-	-	-	272	5,272
Creditors: amounts falling due within one year	(2,081)	-	-	-	-	(2,081)
Total net assets	11,739	5,200	16,834	8,707	2,228	44,708
Accumulated unrealised gains included above consists of:						
.On listed investments	4,341		-	-	497	4,838
.On investment properties	-		-	7,108	-	7,108
	4,341		-	7,108	497	11,946
Reconciliation of movements in unrealised gains on investments						
Unrealised gains at 1 April 2023	3,560		-	4,596	416	8,572
Less: brought forward unrealised gains realised in the year	(396)		-	-	(72)	(468)
Add Net unrealised gains in the year	1,177		-	2,512	153	3,842
Unrealised gains at 31 March 2024	4,341		-	7,108	497	11,946

19. Analysis of net assets between funds - Hospice

Charity

	General funds £'000	Designated Funds	Tangible fixed assets fund £'000	Investment Property fund £'000	Restricted funds £'000	Total 2024 £'000
Fund balances at 31 March 2024 are represented by						
Tangible fixed assets	-	-	16,834	-	-	16,834
Investments	8,820	5,200	-	8,707	1,956	24,683
Current assets	4,977	-	-	-	272	5,249
Creditors: amounts falling due within one year	(2,050)	-	-	-	-	(2,050)
Total net assets	11,747	5,200	16,834	8,707	2,228	44,716
Accumulated unrealised gains included above consists of:						
.On listed investments	4,341	-	-	-	497	4,838
.On investment properties		-	-	7,108	-	7,108
	4,341	-	-	7,108	497	11,946
Reconciliation of movements in unrealised gains on investments						
Unrealised gains at 1 April 2023	3,560	-	-	4,596	416	8,572
Less: brought forward unrealised gains realised in the year	(396)	-	-	-	(72)	(468)
Add Net unrealised gains in the year	1,177	-	-	2,512	153	3,842
Unrealised gains at 31 March 2024	4,341	-	-	7,108	497	11,946

National Health Service Scheme

Retirement benefits for nursing staff and staff previously employed by the National Health Service (NHS) are provided by a defined benefit scheme, the National Health Service Pension Scheme, which is funded by contributions from the Hospice and the employees.

The NHS Pension Scheme is an unfunded scheme. Contributions on a 'pay-as-you-go' basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. Actuarial valuations are carried out on a notional set of investments.

The Charity is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the National Health Service Pension Scheme. For schemes like this, FRS 102 requires the Charity to account for normal pension contributions on the basis of amounts payable to the Scheme in the year.

The Hospice has set out below the information available on the deficit in the scheme and the implications for it in terms of the anticipated contribution rates.

The pension cost is assessed in accordance with the advice of the government actuary. The assumptions and other data that have the most significant effect on the determination of the contributory levels are as follows:

20. Pension costs

Latest actuarial valuation	**31 March 2020**
Actuarial method	**Prospective benefits**
Discount rate (real rate)	**1.7%**
Discount rate (nominal rate)	**1.8%**
Pension increases	**4.1%**
Long term salary growth	**2.5%**
Value of assets at date of last valuation	Nil
Value of liabilities at date of last valuation	**£653.2 billion**
Proportion of members' accrued benefits covered by the actuarial value of the assets	
The employer's contribution rate	**23.7%**

Contributions paid to the Scheme during the year amounted to £559,383 (2023 – £568,018), of which £240,927 (2023 – £260,661) was employees' contributions.

Royal London Pension Scheme

This is a defined contribution scheme where employees can choose their level of contribution. From April 2024 the Hospice moved from Royal London Pension Scheme to Standard Life Pension Scheme.

21. Related party transactions

St Joseph's Hospice, Hackney is connected to The Religious Sisters of Charity Charitable Trust, a registered charity, Charity Registration Number 231323, by virtue of the fact that the two charities had a trustee in common until 16 November 2023 . During the year, the following transactions took place between the charity and The Religious Sisters of Charity Charitable Trust:

- Expenses totalling £9,765 (2023 – £127,962) were paid by the Charity on behalf of The Religious Sisters of Charity Charitable Trust during the year and were reimbursed
- At 31 March 2024 The Religious Sisters of Charity Charitable Trust owed the Hospice £nil (2023 – £29,008).

During the year, Trustees made donations to the charity totalling £nil (2023 – nil).

There were no other related party transactions during the year (2023 – none).

22. Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, members are required to contribute an amount not exceeding £1.

23. Operating lease commitments

At 31 March 2024, the Hospice had the following future commitments under non-cancellable operating leases, relating to items of equipment; and a five-year lease on a shop ends in May 2024.

	2024	2023
	£'000	£'000
Operating leases payments due: within one year	51	33
. Within one to two years	91	11
Within two to five years	160	11
	302	55

24. Post Year-End Events

There have been no post year-end events to report.

ST JOSEPH'S HOSPICE HACKNEY

England & Wales - Charity number 1113125

Accounts

Annual Report and Financial Statements

31 March 2023

St Joseph's Hospice, Hackney

Charity Registration No.: 1113125

Company Registration No.: 05513914 (England and Wales)

Company Limited by Guarantee

St Joseph's Hospice
Serving East London and the City

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Reports

Reference and administrative information

St Joseph's Hospice, Hackney: Trustees



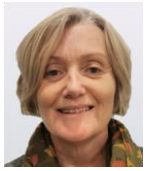
Mr Paddy McGuinness
CMG, OBE, MA (Chair)



Prof. Jim McManus
BD (Hons,) OCDS, CPsychol, CSci, AFBPsS, FFPH, FRSB, Chartered FCIPD



Sister Rita Dawson
MBE, DL, RSC, MSc, BSc (Hons), RGN, RSCN



Dr. Una Molloy
RGN, RM, BNS (Hons), MSc Nursing, PhD



Margaret Doherty
BA (Hons), DEBA, MCIPR



Dr Michael Moran
Ph,D MMedSci, MBBChBAO, BSc (Hons), MRCS, DO-HNS



Mr Edward B McGuigan
BA, FFA, FIPA



Mr Peter Pledger

Senior Management Team

Joint Chief Executive	Tony McLean SRN, RMN, RHV, Fellow of IOD
Joint Chief Executive / Director of Clinical Services	Jane Naismith RN, QN, PGCE, BSc (Hons), MSc
Medical Director and Consultant in Palliative Medicine	Dr Andrew Tysoe-Calnon BSc, MBBS, FRCP
Director of Finance, IT & Facilities	David French FCCA, MBA (Open)
Director of Communications & Enterprise	Tracey Macbeth BA (Hons)
Director of Human Resources	Janet Simkins BA (Hons), MCIPD, MCIH
Head of Mission	Carolyne Barber RGN, BSc (Hons) Oncology, MA
Company Registration Number	05513914 (England and Wales)
Charity Registration Number	1113125
Registered Address	Mare Street Hackney London E8 4SA
Telephone	020 8525 6000
Email	info@stjh.org.uk
Website	stjh.org.uk
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment Managers	CCLA Investment Management Limited 80 Cheapside London EC2V 6D2
Solicitors	Stone King LLP Upper Borough Court Upper Borough Walls Bath BA1 RG Winckworth Sherwood LLP Minerva House 5 Montague Close London SE1 9BB

Chair's statement

I write at the end of a successful year of recovery and renewal at St Joseph's as we emerged more fully from the Covid-19 pandemic. The Hospice is in a far better state than I feared it might be at the height of the crisis. That is largely due to the commitment shown by our wonderful staff, volunteers and all who support and enable us to deliver our services. Our patients and their families have made their own contribution by trusting us to care for them through extraordinary days. We Trustees of St Joseph's are grateful to you all.

A key source of strength has been leadership and good governance. I am delighted that this year the Board of Trustees appointed Jane Naismith as Joint CEO, alongside Tony Mclean. Jane has served St Joseph's exceptionally as Director of Clinical Services and Registered Manager for the last five years and brings all of that insight and much more to the role.

As for Covid, let us hope, as it recedes, that it is opportune to reflect the part infection control plays in keeping patients, staff and visitors safe. With delegated responsibility for ensuring that effective infection control systems and processes are in place, I can report that we had no outbreaks during this period. This is due to good management and leadership but also support from so many who accessed the Hospice in following our guidance. We are ready if these disciplines are needed in the year ahead.

Through careful stewardship, we have again met our financial targets. This would not have been possible without support from our individual and corporate donors and all who gave up their time to raise funds for us. Without your charity and generosity, we would not have helped so many. I thank you on their and our behalf.

A priority for the Trustees has been that all activities at the Hospice further the cause of excellent care for the sick, the dying and for their families. In this, we are inspired by the five Sisters who founded the Hospice in 1905. Their Catholic Mission and Values live on in our own. Faith remains a cornerstone of our foundation. The work of a multi-faith Chaplaincy team supports people of all faiths and none, reflecting the diverse communities we are proud to serve.

The UK's ageing population mean that the need for respite, palliative and end of life care will only continue to increase over the coming years. The level of need and the delayed access to medical care seen during the pandemic looks set to become normal. This makes it ever more important that we prioritise and strengthen our provision. We look to see it at the heart of healthcare planning to ensure that high quality, accessible, patient-centred palliative and end of life care is accessible to all who need it.

God bless you.



Paddy McGuinness CMG OBE
Chair of Trustees

Message from the Joint CEOs

Together with our talented senior leadership team, staff and volunteers, we continue to deliver high quality safe compassionate care, where our patients and their families are at the heart of everything we do.

As a nation, we are facing a period of uncertainty as we recover from the fallout of the pandemic, as well as now facing the impact of the cost of living crisis. Despite these challenges, we are proud that St Joseph's has remained stable throughout. We have agreed a new block contract with our commissioners, and this provides us with five possibly seven years of financial security.

There continues to be a significant increase in the demand on our services. Year on year, we have seen a 23% increase in the number of patients admitted to IPU, external and internal referrals for day services were up by more than 30%, and the number of children supported with specialist bereavement therapy has more than doubled. The number of patients visited in their homes by the Community Palliative Care Team (CPCT) that continues to increase year on year, up by more than 30% from 2,791 in 2021-22 to 3,959 in 2022-23.

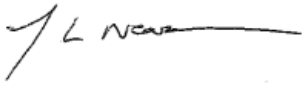
More than a third (36%) of our patients are at or below the poverty threshold – higher than the average for Greater London. Our Welfare Benefits Service received 344 referrals, representing a 40% increase compared with the previous year. St Joseph's secured benefit awards for patients and their families to the value of £651,232, as well as 47 travel concessions. It is difficult not to overstate the impact of these awards on the material circumstances of our patients and families; for many people, it is the difference between being able to live in dignity versus abject poverty.

We have continued to successfully deliver the five pillars of our strategy – Vision 2024 – whilst remaining true to our Mission and core values, and the development of Vision 2029 is well underway. Human Resources have been driving forward our People strategy with a particular focus on equality, diversity and inclusion as we strive for FREDIE accreditation. Enterprise has delivered beyond financial expectations and helps to plug some of the gaps between our income and operational costs, and Estates remains committed to strengthening the Hospice's resilience, underpinned by a Sustainability Management plan. A number of successful income-generating events and corporate sponsorships, as well as a strong legacy programme, have buoyed Fundraising, and our finance strategy ensures that we retain tight cost controls.

We have achieved so much this year against the backdrop of a challenging environment, and remain humbled by the professionalism and commitment demonstrated day-in and day-out by our staff and supporters.



Tony McLean
Joint Chief Executive



Jane Naismith
Joint Chief Executive

Trustees Report

Introduction

The Trustees present their statutory report together with the consolidated financial statements of St Joseph's Hospice, Hackney, for the year ended 31 March 2023. The report, which constitutes a Trustees' report for the purposes of charity legislation and a directors' report for the purposes of company legislation, has been prepared in accordance with Part Vlll of the Charities Act 2011.

The financial statements consolidate the accounts of St Joseph's Hospice with those of its fully owned trading subsidiary, Five Sisters Managed Services Limited, which was established on 22 October 2021.

The financial statements have been prepared in accordance with the accounting policies set out on page 33 of the attached financial statements, and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the United Kingdom and Republic of Ireland (FRS 102).

Overview

St Joseph's Hospice is a proud, modern, caring and compassionate independent Catholic charity, which supports the diverse communities of East London, the City of London and its surrounding areas. We deliver specialist palliative care, end of life care, and respite care for people with progressive and life-limiting illnesses, as well as providing comprehensive support for their families and carers. All of our services are provided free of charge.

Our priority is to provide excellent care for people with complex conditions, which require a multi-disciplinary clinical and nursing approach, and to provide specialist support and expertise in end of life care to generalist services in hospitals and the community. In addition, we offer expert advice and support to other professionals on specialist palliative and end of life care, deliver specialised education and training, and undertake targeted research in aspects of this care. Underpinning all of our work, as part of our founding Mission, is a particular responsibility to support the poor – regardless of the form which their poverty takes – whether it be poverty of health economic condition, social circumstance, or emotional and spiritual need.

We operate the Hospice in full sight of the highest clinical and ethical standards, underpinned by our Catholic values. We are committed to our responsibility to promote a clear vision of the highest quality in specialist and end of life care, being called to speak and act in our commitment to the human dignity of the entire person and the sacredness of every human life.

Approximately half of our income comes from the NHS through our contracts with Clinical Commissioning Groups (CCGs), which means we need to raise an additional £6million a year just to meet our existing operating costs and commitments. This funding comes from the legacies, donations, and other fundraising initiatives that we undertake. We owe a significant debt to the generosity and goodwill of our local communities, and we thank them for their continued commitment to us, and the considerable support that they offer us, year after year.

St Joseph's Hospice was founded in Hackney in 1905 by The Religious Sisters of Charity, and has built an outstanding reputation in providing the highest quality care to our communities in East London, the City of London, and beyond. Historically, this part of East London has been characterised by material poverty and deprivation as well as religious, ethnic and cultural diversity.

We continue to develop new sources of funding to augment the income that we currently receive from the NHS and our charitable donors, and we endeavour to increase income from our various enterprises that are operated entirely in keeping with our founding Ethos and Mission.

As part of all these enterprises, we remain committed to ensuring that we always protect those we care for and their families, as we continue to influence those who commission our services, demonstrating the excellence of our care in a setting of value-added efficiency and effectiveness.

Objectives and activities

Charitable objectives and principal activities

Our Charity's purposes, as set out in the objects contained in our Articles of Association, are the relief of sickness and disability, in particular by:

- The provision of specialist palliative, nursing, medical and other care services
- The provision of pastoral care services for the spiritual welfare and support of patients, relatives and staff
- The provision of education and research into the care of sick or disabled people

The aims of the Charity are to provide physical, emotional, social and spiritual care to physically ill people of all races and creeds.

Mission statement

Our Mission is:

- To treat all individuals as unique
- To enable all to reach their full potential until the end of their natural life
- To confront and manage the patient's pain and distress whether physical, medical, psychological, social or spiritual
- To encourage openness and honesty when communicating with the patient and family members
- To create an atmosphere where healing can occur
- To show particular concern for staff at all levels
- To be committed to education, research and an ethical approach to care
- To be committed to the development of palliative care throughout the UK and further afield and
- To actively participate in the national associations of the various palliative care disciplines

Vision

Our Vision is that everyone with a life-limiting illness is as fully supported as possible to ensure that they live well until the end of their natural life, and that support is provided where and when they need it.

Core values

We are committed to five core values. These are:

Respect for human dignity

We respect human dignity when we respect the sacredness of life, care for the whole person, demonstrate unity of purpose while recognising individual differences, value each person's contribution and act in a culturally appropriate manner.

Service quality

We provide service when we create an environment of welcome and hospitality, promote quality care and excellence, encourage and demonstrate team spirit, recognise the value of individual initiatives and ideas and show an openness to constructive criticism and feedback.

Care of the poor and vulnerable/advocacy

We are for the poor and vulnerable when we listen attentively to identify unmet needs, respond in a practical way to those in need, collaborate with others to share resources, create access to needed services and provide basic resources for daily living to those in need.

Compassion

We show compassion when we act with understanding and sensitivity, work cooperatively with others, are available to those we serve and to each other, and respect and nurture the environment.

Justice

We promote justice when we act with integrity, respect the rights of others, take responsibility for our actions, preserve resources, provide quality without extravagance, demonstrate fairness in decision-making, affirm, celebrate and develop the gifts and talents of each person and model justice in all aspects of business practice.

Strategic achievements and performance

The Senior Management Team, with the support of our Board of Trustees, continues to drive forward with implementation of the five-year strategic plan. Now in Year 4, Vision 2024 continues to underpin our strategic path, setting out how we will develop and invest in the Hospice until 2024, with the flexibility to respond to the evolving external environment, including the changing needs of the population we serve. Our leadership team, ensuring that we remain on track to deliver our goals, drives each of the plan's five pillars – Patients, People, Enterprise, Estates, and Funding and Fundraising –.

Patients

We have continued to deliver a high quality service to our patients, despite the impact of the Covid-19 pandemic. We maintain and enhance our reputation as a centre of excellence for specialist palliative care through our continued close working with colleagues within primary care, and our local hospitals. Our services include:

- Inpatient Unit including planned respite
- Community Palliative Care
- Outpatient Clinics
- Day Hospice
- Social Work
- Psychological Therapies including Bereavement, and Patient and Family Counselling
- Complementary Therapies
- Physiotherapy and Occupational Therapy
- Speech and Language Therapy and Dietetics
- A range of volunteer-led community services including Namaste, Empowered Living Team, Welfare Benefits, Carers Service and Compassionate Neighbours

Demand on the Hospice remains high. During the last twelve months, we recorded a total of 5,801 patient contacts. This includes bereavement contacts and 4,483 external referrals from the geographies we serve.

The number of Day Hospice appointments is up by 10% to 872 compared with the previous year (792). Opening times, capacity, volunteer participation, and the events and activities programme have been fully restored following the post-Covid period.

The volume of patient contacts made by the Community Palliative Care Team (CPCT) including bereavement was 17,559, up on the previous year's figure of 16,095, representing an increase of 12%. The number of patients visited in their homes by CPCT increased exponentially from 2,791 last year to 3,959 this year – a huge increase of 43%.

The number of internal and external referrals to all four adult bereavement services from all areas continues to increase year on year, with 2,112 in 2022-23 compared with 1,899 in 2021-22 and 1,554 in 2020-21. Also of note is the increase (987 compared with 872 in the previous year) in the number of people referred to Psychological Therapies for counselling across all areas.

Bed occupancy has increased year on year from 48% last year to 52% in 2022-23. Of the patients admitted, 34% were discharged to their usual place of residence such as their own home, care home or to the care of a relative. Following conversations on advance care planning, more than three quarters (80%) of patients died in their preferred place.

100% of inpatient and 94% of CPCT contacts with patients took place within one day.

The Hospice serves ethnically and culturally diverse communities and, over many years, we have developed a fully inclusive approach in the supporting members of those communities, especially those who may have not traditionally having considered using our range of hospice services. We work extremely hard to meet the varying needs and expectations of all our patients, their families and carers, whatever their cultural, spiritual, ethnic background, gender or sexual orientation. We offer culturally sensitive diets, a comprehensive range of advocacy services, as well as a multi-religion Mission and Chaplaincy service. Our ability to communicate effectively with those we serve is essential and, on any given day, there can be as many as 40 different languages spoken by our staff, patients, visitors and callers, as

well as our numerous volunteers. In the last year, in order to further improve access to information about the Hospice and our services, we have added new features to our website whereby every page can be translated into multiple languages, either to be read, or spoken out loud.

Within the communities that we serve, more than half (57%) of service users identify as BAMER, there is an increasing bias to females (62% female, 35% male, 3% not stated), and the two predominant stated religions are Christian and Muslim. Of all people recorded annually who have stated their date of birth, approximately a third (30%) are under the age of 50.

Just over a third (36%) of patients are on or below the poverty line. Almost half (49%) of the patients referred to us had a non-cancer diagnosis, compared with 35% in 2021-21 and 44% in 2019-20.

We aim to provide a warm, welcoming and comfortable environment for our patients, their families, and our visitors and staff. This includes our five star hygiene rated high quality catering provision, with food freshly prepared daily on-site by our in-house team. Visitors as well as staff can purchase a range of affordable hot and cold food and drinks from our popular Five Sisters Café, and all have access to our stunning award-winning gardens.

People

Our HR department continues to drive forward its development programme that exists to deepen and improve our organisational and cultural strength.

Looking after the welfare of our staff and volunteers remains a key priority as we move away from COVID to COVID recovery, whilst we continually survey the landscape to make sure our staff and volunteers remain safe. Our wellbeing emphasis has shifted towards developing a response to the cost of living crisis. We have developed our offering in terms of interest free work place loans promoting our popular benefit Hub, the cycle to work scheme as well as NHS Santander Cycle scheme. Our staff are also able to access the Blue Light Card. We also continue to invest in our Employee Assistance programme, which is available to all staff.

As the CEO prepares to retire, a Joint CEO has been appointed from within the organisation to work alongside him. We are therefore referring to the Joint CEO's in this report, using the newly developed Succession and Progression policy as a model for succession planning and talent management.

This year we have undertaken a great deal of work to develop our approach to equality, diversion and inclusion - EDI - as we seek to gain accreditation as a FREDIE (**F**airness, **R**espect, **E**quality, **D**iversity, **I**nclusion and **E**ngagement) organisation. We have re-badged everything we do for EDI as FREDIE and have strengthened the FREDIE committee and the five networks that support it.

We enjoyed Speak up Month during which individuals and teams made a number of pledges to support a culture of speaking up together with our popular word search competition. We combined these themes with those of Black History month, which is a well-established and popular celebration in the Hospice. This year also saw the marking for the first time of a complete programme for LGBTQIA+ History Month. We welcomed a number of speakers who spoke to the experience and some of the challenges of being LGBTQIA+ including from a patient care perspective. We also updated our Trans Equity Policy and received training around the specific issues facing Trans People and patients in particular.

Also in terms of the FREDIE work, the hospice held a series of Action Learning Enquiry sessions on the subject of the menopause in preparation for developing a policy suite and advice to managers in order to support their staff.

Ever mindful of the debt of gratitude owed by the Hospice to the Jewish community, this year we were able to mark Holocaust Memorial Day in person. Led by our Rabbi, it was an opportunity to give thanks for the generosity of the Jewish community towards the Hospice as well as to mark the Shoah (Holocaust), taking the themes of ordinary people and Light the Darkness identified by the Holocaust Memorial Trust.

Training, Education and Development

Our Institute of Leadership Management (ILM) approved management development programme continues to run. Currently there are 20 managers actively engaged with the programme. The Hospice maintains its high standard of compliance with statutory and mandatory training at 95%.

We have returned to completing our Mental Health First Aid programme and have added a Suicide First Aid programme to it. We have commissioned new FREDIE training to support our work to embed it as a core part of the way we work. This has been welcomed by staff, and in the coming year we will run specialist training for Managers, the Senior Team and Trustees.

On the advice of CQC and with the support of our Learning Disabilities Network, we have introduced Oliver McGowan training which highlights the particular needs and experiences of people with learning disabilities and autism.

Staff engagement and voice

We have continued to embed our one staff concept; many of these activities such as the Annual Service Awards, “Above and Beyond” Awards, Staff Love at St Valentine’s Day, Easter and Christmas, Christmas celebrations, celebrating the Hospice’s birthday, and St Joseph’s Day, are core activities in the life of St Joseph’s Hospice.

This year also saw the first staff BBQ with the senior team donning chef’s jackets and operating the flames to serve staff.

Engaging staff in two-way communications is extremely important so that everyone has the opportunity to contribute to Hospice life. We are actively developing plans for the coming year to develop further joined up working between the SMT and service leads. We are also piloting a “values in action” programme for each team to roll out in the coming year.

News is communicated regularly by our Joint CEOs who hold CEO Clinics every two months. A FREDIE Bulletin has joined the quarterly CEO Bulletins, SMT surgeries, and the quarterly People Bulletin. News is also distributed through our intranet and email system, and heads of department are sent a weekly summary of key SMT discussion points.

We continue to support our membership of the London Hospices LGBTQ+ Network, and regularly contribute as we seek to reinforce our position as an inclusive Hospice.

Freedom to Speak Up

We currently have 12 Freedom to Speak Up Champions, and seven more staff are being trained. The Champions report into the Guardians who have oversight of clinical and non-clinical concerns. We are pleased to see that a culture of speaking up is permeating the Hospice.

The two Freedom to Speak Up Guardians who represent the Hospice to the Office of the National Guardian, continue to chair the Hospice Freedom to Speak Up Network. We have been delighted to welcome the National Guardian Dr Jayne Chidgey-Clark to our meetings. Dr Chidgey-Clarke is a registered nurse with a PhD in end-of-life care and as such has a special interest in Hospice care.

Enterprise

Our Enterprise strategy – developed as a pillar within Vision 2024 back in 2019 to establish more predictable, sustainable and new income streams for the Hospice – is now firmly established as an important source of income. This assists with our ongoing strategy to find new ways to fill the financial gap between our running costs and the income that we derive from our NHS block contract and fundraising.

With careful planning of our space resource, we have repurposed unused parts of our site by refurbishing and converting them, then renting or leasing to local organisations that are aligned with our overall Ethos and Values.

A privately owned Nursery has doubled its footprint at the Hospice and now has two sites, the second of which is in Mare Street Wing – a building that was previously unused for many years – that has now been renovated as part of a wider estate review.

Demand for commercial office space within the Hospice site is high, and we remain at full occupancy; the thirteen offices in St Patrick's Wing that we currently rent to local businesses remain fully occupied. We have let the first floor of Mare Street Wing to one organisation, and all the rooms on the second floor have been rented on a licence basis to therapists.

We continue to host the lymphoedema service that we welcomed towards the end of the 2020 financial year and which relocated from elsewhere in the borough to St Joseph's on a five-year lease basis; we are already working collaboratively with this organisation in a number of areas. We also generate rental and hospitality income from our stunning education and conference facilities, as well as our Garden Room, to community based organisations, social enterprises and commercial businesses for meetings, events and workshops.

Additionally, in 2022 we took over responsibility for the management of a neighbouring Hospice-owned building from the previous long-term leaseholder. We successfully retained the two incumbent tenants and secured a third, meaning that the building is 100% occupied.

We have benchmarked our rent rates against similar local businesses and, despite the prevailing economic downturn, have succeeded in comfortably exceeding targets, and have retained all of our licence and leaseholders.

We have experienced a very successful year for our Retail portfolio, and all of our shop units have recovered from the periods of closure experienced during the peak of the pandemic. Our flagship shop on Mare Street opposite the Hospice is firmly established and attracts a number of regular customers, and the pop up shop in nearby Well Street continues to sell low-cost goods to its local population. We still retain two rent-free pop up units adjacent to our Mare Street shop, which are branded as Five Sisters® Home to sell donated furniture, with the second positioned as Five Sisters® Books.

In addition to our shops and as part of our Mission, we hold regular 'pound sales' in order to sell low-cost goods to the local community, participate in local vintage and pop-up markets,

and maintain a presence at Broadway Market when space is available. We continue to be extremely grateful to the local community for their support and generous good quality donations.

Looking ahead to 2023-24, we plan to further extend our retail portfolio, aiming to open two to three additional shops in our core boroughs.

We established a partnership with Mildmay Mission Hospital to provide on-site accommodation on a licence basis to key workers who they were recruiting from overseas. As well as supporting a local healthcare provider, this new initiative has created an additional Enterprise income stream.

Five Sisters® Managed Services – the separate company established in November 2021 as a platform to provide commercial services to external organisations – continues to successfully provide a full catering service to another hospice. Results will be reported separately in Five Sisters® Managed Services accounts.

Estates and IT

The Estates team compromises our hard and soft facilities and the gardens. Our teams have once again been very busy supporting the clinical team by maintaining and improving the environment. The Housekeeping staff and portering staff ensure, amongst other things, the Hospice is kept clean and patients meals arrive on the wards fresh and on time. We have fantastic gardens which are managed throughout the year, including our fish pond, which is always a focal point of the main garden.

The focus of the Estates strand of Vision 2024 continues to be to strengthen site and Hospice resilience. The strategy is supported by our comprehensive site audit, which includes a review of safety policies.

We have also continued to work hand in hand with the Enterprise strategy by redeveloping or refurbishing parts of the Hospice site for commercial purposes, as well as maintaining them to a high standard.

Our approach to energy, environment and sustainability is underpinned by a Sustainability Management plan, incorporating a site energy survey. This year in particular has seen a focus on capital expenditure which produces energy savings to deliver financial benefits as well as environmental savings – and this included installation of LED lighting across the Hospice as well as new boilers in St Patricks Wing.

Our three-year data illustrates a significant reduction in our electricity purchase by 20%, driven by the installation in 2020 of 514 solar panels covering the east/west and south facing roofs of the Centenary Wing, Heenan House, Mare Street Wing, St Patrick’s Wing and the Chapel building. Introducing solar energy is contributing to utilities and energy cost savings, as well as reducing carbon emissions, and demonstrates the Hospice’s commitment to sustainability and the environment.

The goal is to work towards a nationally recognised award in environmental sustainability, and we have already taken a number of steps towards operating in a more sustainable way.

Based on the positive impact we have had from the initial solar panel installations, we are now building on that success by installing additional panels to increase our generation levels. The long-term goal is to install some batteries for storage that will enable the Hospice

to use up stored energy during peak times and connect back into the grid at night-time when the unit rates P/Kw are significantly cheaper.

As part of our ongoing sustainability strategy, we have commissioned the installation of new energy efficient radiators Hospice-wide, along with local Temperature Modulating Valves (TRV) and zone valves on various floors. This will also contribute towards our reduction in energy cost (Gas) and will allow for better controls of our heating systems.

We have also fully installed and commissioned a new hydraulic lift in Providence Wing that will have a direct impact on the Day Hospice and Physiotherapy Team's clinical services. The design intent of the new lift was also driven by our long-term ambition to reduce energy consumption. The new lift is energy efficient and will provide additional resilience to the Centenary building in the event of any breakdown of the other two main lifts.

The two electric cars and charging points – paid for by a fundraising campaign and OLEV funding – continue to prove valuable for our Community Palliative Care Team when visiting patients in the community.

We all know the therapeutic benefits of green and tranquil spaces, especially when we are leading such busy lives. This was particularly highlighted during the pandemic. To help alleviate some of the stresses and as part of our sustainability strategy, our roof garden on the fourth floor of Centenary Wing is a relaxing, restorative environment for staff, with lush planters and seating for those who are looking to take a break from their busy day or to take in the fantastic views across London.

Our commitment to staff and visitor welfare is further evidenced by a programme to upgrade our changing rooms, one of which has been completed, further evidences our commitment to staff and visitor welfare. Additionally, the creation of a Visitors Dining Room gives our visitors some private space if they want to use it.

We finished the year outside with plans to improve the pedestrian access into The Hospice and by entering the annual Open Garden event, which will give the public an opportunity to have a look around our excellently maintained gardens – another feature of which we are so proud.

IT ensures that our systems function effectively and securely 24/7. IT works closely with all the other departments and drives a strategy designed to ensure key systems, such as our patient administration, has a very high uptime and is accessible not only to staff within the Hospice, but those community based activities.

Energy and carbon reporting

The Hospice continues to be engaged in a process aimed at reducing our greenhouse gas emissions.

St Joseph's incurs scope 1 and 2 emissions (natural gas and electricity) on our main site and in our shops and we have a longstanding commitment to tackling climate change and reducing carbon emissions. In recent years, we have taken numerous steps to reduce consumption including the solar panels, LED lighting and replacement boilers.

Our calculated carbon footprint for the current financial year is 1,259 metric tonnes and is based on total energy consumption of 3,516MWh.

Our CO2 per FTE shows a 12% reduction to 5.74 tonnes per FTE, demonstrating that our energy saving measures are having a positive impact.

The data in the below table has been calculated using the calculation tools provided by the Greenhouse Gas Protocol (GHG) and the principles of the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard (Revised Edition).

UK Emissions and Energy Use data for period 1st April to 31st March		
	2022/23	**2021/22**
Energy Consumption		
• Electricity	918,957	1,121,708
• Gas	2,597,245	2,352,617
Total Consumption (kWh)	**3,516,202**	**3,474,325**
Direct Energy Emissions		
• Electricity	781.11	953.45
• Gas	477.56	432.58
Total Emissions (Metric Tonnes)	**1,258.67**	**1,386.03**
Intensity Ratio metric: Tonnes CO2 per Staff FTE per annum	**5.74**	**6.47**

Funding and Fundraising

St Joseph's Hospice is committed to responsible fundraising complying with the regulatory standards for fundraising, and to ensuring that our fundraising is delivered in a manner consistent with our values. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. Any third-party agencies we use for the purpose of our fundraising are contractually obliged to adhere to the relevant codes of practice.

When the Covid-19 pandemic hit our shores in 2020 all face-to-face fundraising activity ceased. We observed the revised guidelines for face-to-face fundraising activity as set out in the fundraising code of practice and when these activities re-started our training reflected changes to existing rules, to protect our supporters and our professional fundraisers.

We appointed a new third-party provider to conduct face-to-face activity during 2022-23 and this relationship will continue into 2023-24.Our relationship with a third-party to support legacy administration continues.

We complete an annual complaints return for the fundraising regulator of fundraising complaints reported was four.

St Joseph's Hospice does not share any of its supporter data with other charities or companies unless we have a data-sharing agreement allowing us to do so. Our legal basis is 'legitimate interest' for new supporters who have provided us with an address or telephone number. We regularly review supporter journeys to ensure we protect potentially vulnerable supporters and to address process improvements following supporter feedback.

This year saw the Fundraising team begin to implement a new fundraising strategy, developed in the aftermath of the pandemic with a focus on rebuilding and growing post pandemic.

We identified five key pillars to our success.

- Income Generation – working smarter to ensure better returns on investment and to invest in key areas to ensure long term, sustainable income
- Supporter Focused – putting supporters at the heart of our fundraising and building long term relationships
- Internal Relationships – be part of the planning process and work strategically to identify funding needs
- Marketing and Communications – develop better storytelling to be able to show need and impact and expand digital opportunities
- Team – ensure we have the right resources and structure to deliver our goals and invest in staff engagement and development

The first year of our new strategy has been mixed as we have struggled to recruit to key roles in the team and the cost of living crisis began to impact on our donors. Despite this, we were able to see some notable successes across the year;

A successful test of face-to-face fundraising initiative saw us double the number of people giving a regular gift in our first year, growing income by 35%.

We were lucky enough to be one of the Speaker of Hackney's charities of the year – raising more than £11,000 for the Hospice through various events and activities.

In May 2022, we launched a new event – Flowers of Celebration – where people can purchase a ceramic flower in memory of a loved one. We held a beautiful and relaxed celebration day in September where the flowers were on display, and those who attended found it very meaningful.

The same month, a team of 50 brave souls took on the Hackney Half, raising more than £30,000. The route took the participants straight past the Hospice gates, where we were able to cheer them on.

In September 2022, 100 of our most dedicated supporters took to the streets of East London in our annual Great East End Walk – taking in the sights and donning their flat caps – raising over £35,000.

In December 2022, we were able to hold our first in person Light up a Life service outside since the start of the pandemic. It was a particularly cold night, but more than 250 people braved it to attend the service and see the Christmas tree lights turned on. More than £45,000 was donated as a result.

Across the year, more than 60 people attended our quarterly Will Writing Workshops in order to learn more about will writing and estate planning.

We acknowledge the support of many generous funders, without whom we would be unable to provide the exemplary levels of care and support for which we are known.

This year, we would like to thank the Rayne Foundation for supporting the development of the Namaste Care East London Project, the Boshier-Hinton Foundation for enabling us to purchase walking aids for our patients, and the St John Southworth Fund for their support of our Compassionate Neighbours programme.

Hospices Finances

Our financial operating position has been solid this year considering the challenges from an early stage in the year, when we faced a six-fold increase in our electricity prices from September 2022, but with the government support plus good contract planning, we managed to limit this to three-fold, which was still more than a £300k increase.. In addition to this, the Board approved an above budget pay award of £1,400 to every staff member from October 2022, which for our lowest paid staff, was an increase of around 7%. Of course, these increases were unforeseen when the budget was approved and combined, gave us a cost pressure of around £500k. To help mitigate this, the SMT implemented a plan to manage staffing costs, promising no compromise on our quality. This has been achieved and reflected in the year-end position.

Our commissioners agreed to uplift our ICB contract at the national level, which demonstrates their confidence in us. They also notified us of their intention to renegotiate a new contract, which is well overdue and this was successfully concluded before year-end, with a new five year contract at a similar value. We believe that the negotiation demonstrates our commissioners' satisfaction with our service and they willingness to work with us as leaders of palliative care provision across East London. The discussions were enlightening and there is much common ground, which is encouraging for the future.

Donations were up on the previous year, which is unsurprising as we continue to recover from Covid19. However, income from events continues to suffer. Fundraising launched a campaign to increase the numbers of individual donors during the year, although this won't

yield a return for at least a year. Legacies continue to recover towards their pre-Covid rates and we reported an increase of around £0.5 million on the previous year. The general synopsis for legacies is uncertain and income can often be irregular – hence our continual aspiration to develop new income streams in order to mitigate against potential declines in traditional Fundraising income.

During the year, the Trustees approved an increased capital expenditure plan, partly to mitigate the increased cost of energy, but also to further expedite our green strategy. New boilers were installed as well as LED lighting across the Hospice. Our overall capital expenditure doubled compared to previous years, and as previously noted, it was a busy year for Facilities, but they achieved a great deal.

The balance sheet remains strong with general funds continuing to be healthy and exceeding the Trustees de-minimis level by several months. It should be noted that this buffer enable the Hospice to remain a leader in palliative care because we have worked hard to manage financial pressures. We would never rest on our laurels regarding our reserve levels, but promote healthy reserves as an enabler for outstanding care.

Our plan to reduce cash balances continued during the year and as well as the investment in new capital, we were able to invest over a million into CCLA. Performance of listed investments was the one blip in our finances during the year as they ended almost £700k down on the same time last year. This follows a sustained period of growth in previous years, so is not significant for Hospice finances and at one stage, the deficit was £1.1 million, so there have been signs of recovery.

We remain proud of the ability to pay suppliers in time and there are no debt collection issues. The largest debtor is from legacies, but this is purely a reflection of the accounting rules on recognition - cash receipts from legacies are reasonably steady so the debtor value hasn't changed significantly during the year.

By 31st March 2023, Five Sisters Managed Services Limited had been trading for nearly eighteen months. Whilst we consider expansion opportunities, our main client has expressed great satisfaction with the quality of service provided, whilst the venture has delivered at profit.

The Finance team has been busy implementing a new accounting software during the year which will be able to further improve the service provided to our clinical colleagues. We are aware of our responsibilities in contributing to good patient care, primarily through excellent financial management, but also by maintaining good working relationships that enable us to respond to user needs speedily.

Reserves Policy

The Trustees have set a minimum free reserves target of nine months operating expenditure. Included in their consideration are the winding up costs of the organisation which have been calculated at around six months.

At current expenditure levels, nine months expenditure represents £10.8 million. To ensure the ongoing viability of the Hospice they have deemed that we need to have sufficient funds to sustain a period of income uncertainty whilst maintaining expenditure on clinical quality.

Whilst there is no ‘set’ figure for reserves, the pandemic has also demonstrated how organisations need to keep sufficient funds available for significant adverse events and the

Trustees are confident that this policy ensures the sustainability of the Hospice, even through major short to medium term adverse events.

Investment Policy

In year, the general fund value reduced mainly due to a decline in listed investments. However, the overall position of that fund is not considered a key risk.

- **Listed Investments Income*.*** The policy aims to deliver a 2.8% annual income yield per annum and this was achieved, with £510k income representing 3%.

- **Listed Investment Capital Growth.** Due to factors outside our control, the capital value of the investment fund declined this year. This fund looks for long-term growth and we have outstripped this in the long-term so at this stage, there is no cause for concern, although we recognise that 2023/24 may continue to be a difficult year, with the policy seeking to maintain the capital value of our portfolio by at least matching inflation.

    - **Income from Investment Property.** The £608k income slightly exceeds the policy target of 10%.

There were no material changes to our investments during the year. We invested a further £750k in CCLA fund and this is managed in accordance with our policy. Occupancy of our investment property remains high and very stable.

Key management personnel

The Trustees consider that they, together with the Senior Management Team, comprise the key management personnel in charge of directing, controlling, running and operating the charity on a day-to-day basis.

Salaries for the Senior Management Team are set having regard to national pay agreements, considering the seniority and experience required by each post.

All Trustees give their time freely, and no Trustees were remunerated during the year (2021-2022: no remuneration).

The note on page 41 confirms that there were no Trustee expenses paid during the year.

Risk management

The Senior Management Team and Board regularly review risk and have put in place a learning infrastructure, which can identify risk, review and implement change.

Our policies and procedures are reviewed by independent external assessors and where recommendations are made, we take corrective action.

The risk register forms an integral part of our risk assessment and is supported by various committees that meet regularly.

All staff undergo relevant training and accreditation and our Health & Safety Coordinator ensures that risk assessments and learning are a normal part of our operations.

We work closely with PIB, our insurance brokers to ensure that our health and safety processes are aligned with our insurer's guidance.

We are reviewing our Business Continuity Plan to help identify and mitigate risk at an organisational level and using that to inform some of our departmental strategies.

Our corporate risk register has identified the four highest risks:

1. Temporary failure of a key IT system meaning we are unable to support 24/7 care. To mitigate this risk, we have a back-up system for our telephones which will be triggered if the main lines go down. Our clinical patient administrative system has third-line support to monitor server integrity and our IT department has an out of hours on-call system, supported by second-line support to ensure 24/7 support is available.

2. An Outbreak of an infectious disease reducing our capability to see patients. We have systems in place that include hand-washing audits, isolation procedure and outbreak plan. Infection Control training is mandatory.

3. To protect against cyber and virus attacks, in addition to standard anti-virus protection, we have regular training and phishing monitoring in place. We regularly send controlled emails to test whether staff are compliant and where not, re-training is mandatory.

4. One of the biggest current problems across healthcare is staff recruitment and retention and it is no different at The Hospice. We are continually considering our options to improve staff benefits, which includes pay rises, group life insurance and a range of other benefits. Other risk mitigation involves staff wellbeing and we promote a healthy work-life balance to demonstrate our commitment to staff, especially in times of need through EAP, financial support and flexible working. This does seem to work as we give out a significant number of long-service awards, but are mindful that we are adjacent to many NHS organisations, who may be able to offer higher pay.

   Whilst these strategies have had some success and we have a significant number of staff who have worked at the hospice for more than 5 years, being an employer of choice is particularly challenging as our colleagues in the local healthcare employment market are paid at higher rates.

Financial sustainability

Reserves are healthy, and our long-term sustainability was given a boost when the North East London ICB announced its intention to re-commission our services on a new contract, starting April 2023.

That boost will not make us complacent and we will continue to focus on developing Enterprise and Fundraising to diversify and secure income streams.

Equally we have focus on our expenditure base to ensure our recurrent cost base does not become unsustainable.

Modelling of decreases in income and increases in expenditure demonstrates that we have a reasonably healthy buffer against quite extreme changes over a few years. This is reassuring as obviously we would react to changes if they appear to be prolonged.

The 2022/23 has tested this to some extent, where we have been faced with a £0.8M additional cost pressure, yet have managed to end the year with a small overall deficit. The Trustees have enabled a pragmatic approach to addressing our budgetary deficit by allowing us to implement a two-year programme back to balance.

Governance, structure and management

Constitution

St Joseph's Hospice, Hackney, a Charity registered under the Charities Act 2011, is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up during the period of membership, or within the year following, company members are required to contribute an amount not exceeding £1.

Structure

The Charity has staff based at three locations: the majority at St Joseph's Hospice in Mare Street, Hackney; and we run outpatient clinics in Newham. Services are also delivered in patients' own homes. The Charity is governed by its Trustees (the Board) which meets regularly throughout the year to determine strategic vision and direction. The Trustees appoint a Chief Executive who is responsible for the day-to-day running of St Joseph's Hospice and to inform and implement Board decisions.

The Registered Manager is the Director of Clinical Services and the CEO is the Responsible Individual for Care Quality Commission registration purposes.

Trustees

The Trustees listed on page 3 were in office at the date on which this annual report was approved. The Trustees who served on the Board throughout the year to 31 March 2023 and up to the date on which this report was approved are shown below.

Directors	Appointed/resigned
Mr Paddy McGuinness CMG, OBE, MA (Chair)	
Mr Edward B McGuigan BA FFA FIPA	
Sister Rita Dawson MBE DL RSC MSc BSc (Hons) RGN RSCN	
Margaret Doherty BA (Hons), DEBA, MCIPR	
Prof Jim McManus, BD (Hons) OCDS CPsychol CSci AFBPsS FFPH FRSB	
Dr Una Molloy, RGN ,RM , BNS(Hons), MSc Nursing, PhD.	
Dr Michael Moran PhD MMedSci MBBChBAO BSc (Hons) MRCS DO-HNS	
Mr Peter Pledger (Treasurer)	
Sister Jackie Doherty (Resigned 15th November 2022)	

The election of Trustees

The Trustees are elected at the Annual General Meeting of the Charity by the members.

Trustees are normally elected for an initial term of three years and, if reappointed, may serve for a second term of three years. In exceptional circumstances, the members may reappoint a Trustee for a third term of three years. The maximum length of service is therefore nine years. The Trustees, with the consent of the Provincial Superior of the Sisters of Charity, also have the power to co-opt people during the year to help deal with specific matters.

The Trustees are recruited and selected for their specific skills and experience, which currently cover law, finance, fundraising, business, clinical, nursing and healthcare.

Policies and procedures relating to Trustees' training and induction

All Trustees receive induction on joining the Board so that they are equipped to carry out their role, as well as signing a statement of their willingness to serve as a Trustee and completing a declaration of interests' statement. Additionally, new Board members receive direct support from the Chief Executive. In order to keep Board members informed about the charity's ongoing work, the Board receives reports from senior staff members as required. Moreover, members of the Board meet from time to time more informally with the management team and other staff to work on specific areas of development.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Joseph's Hospice, Hackney, for the purposes of company law) are responsible for preparing the Trustees' report and 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 each financial year, which give a true and fair view of the state of affairs of the Group and the Charity and of the income and expenditure of the Group and the Charity for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Charity will continue in operation

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

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the Group and the Charity's auditor is unaware and
- The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Group and Charity's auditor is aware of that information

This confirmation is given and should be integrated in accordance with the provisions of s418 of the Companies Act 2006.

Signed on behalf of the Trustees:



Trustee

Date of approval: 12th September 2023

Independent Auditors Report to the Member of St Joseph's Hospice, Hackney

Opinion

We have audited the financial statements of St Joseph's Hospice, Hackney (the Charitable Company and its subsidiary (the group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the Group and Charity balance sheets, the consolidated statement of cash flows, the charity statement of financial activities, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group and Charitable company's affairs as at 31 March 2023 and of their 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 Group and Charitable financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and 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 and Financial Statements, 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements and
- The Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirement.

Matters on which we are required to report by exception

In light of the 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 Trustees' 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
- The financial statements are not in agreement with the accounting records and returns or
- Certain disclosures of Trustees' remuneration specified by law are not made or
- We have not received all the information and explanations we require for our audit

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group and 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 noncompliance 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations
- We identified the laws and regulations applicable to the Group and Charity through discussions with key management and from our knowledge and experience of the charity sector
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, those that relate to data protection (General Data Protection Regulation) and specific care legislation relating to vulnerable individuals (Care Standards Act 2000) and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance

We assessed the susceptibility of the Group and Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud and

- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations

- To address the risk of fraud through management bias and override of controls, we:
- Performed analytical procedures to identify any unusual or unexpected relationships

- Tested and reviewed journal entries to identify unusual transactions

- Performed substantive testing on expenditure including the authorisation thereof

- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias and

- Investigated the rationale behind significant or unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures, which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation

- Reading the minutes of meetings of Trustees' meetings and

- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims

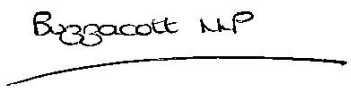
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Amanda Francis, Senior Statutory Auditor
for and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

27 October 2023

Financial statements

Consolidated statement of financial activities Year to 31 March 2023

	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	**1**	**3,873**	**20**	**3,893**	3,457	143	3,600
Other trading activities:							
Charity shops		**185**	-	**185**	71	-	71
Five Sisters Managed Services Ltd		**240**	-	**240**	97	-	97
Investments and bank deposits	**2**	**1,063**	**55**	**1,118**	934	50	984
Charitable activities	**3**	**8,853**	**405**	**9,258**	8,663	921	9,584
Miscellaneous Income		**29**	-	**29**	24	1	25
Total income		**14,243**	**480**	**14,723**	13,246	1,115	14,361
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	**4**	**930**	-	**930**	775	-	775
Costs of trading							
. Charity Shops	**4**	**121**	-	**121**	71	-	71
. Investment property costs		**104**	-	**104**	41	-	41
. Five Sisters Managed Services Ltd		**203**	-	**203**	87	-	87
Charitable Activities							
. Hospice inpatient care	**5**	**8,292**	**270**	**8,562**	7,989	657	8,646
. Hospice outpatient and day services	**5**	**1,147**	**10**	**1,157**	900	8	908
. Community palliative care services	**5**	**2,132**	**82**	**2,214**	1,932	311	2,243
. Psychosocial and bereavement services	**5**	**740**	**38**	**778**	753	26	779
. Education, training and research	**5**	**301**	-	**301**	237	-	237
. Patient café and dining room	**5**	**32**	-	**32**	26	-	26
Total expenditure		**14,002**	**400**	**14,402**	12,811	1,002	13,813
Net Income before Investment gains and transfers		**241**	**80**	**321**	435	113	548
Net (Losses)/gains on investments	**12**	**(325)**	**(75)**	**(400)**	932	117	1,049
Net income before transfers		**(84)**	**5**	**(79)**	1,367	230	1,597
Transfers between funds	**15**	**47**	**(47)**	**-**	3	(3)	-
Net income and net movement in funds	**7**	**(37)**	**(42)**	**(79)**	1,370	227	1,597
Reconciliation of funds							
Balances brought forward at 1 April 2022		**38,422**	**2,437**	**40,859**	37,052	2,210	39,262
Balances carried forward at 31 March 2023		**38,385**	**2,395**	**40,780**	38,422	2,437	40,859

Charity statement of financial activities Year to 31 March 2023

	Notes	**Unrestricted funds** **£'000**	**Restricted funds** **£'000**	**2023 Total funds** **£'000**	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**3,873**	**20**	**3,893**	3,457	143	3,600
Other trading activities:							
Charity shops		**185**	**-**	**185**	71	**-**	71
Investments and bank deposits	2	**1,063**	**55**	**1,118**	934	50	984
Charitable activities	3	**8,886**	**405**	**9,291**	8,678	921	9,599
Miscellaneous Income		**29**	**-**	**29**	23	1	24
Total income		**14,036**	**480**	**14,516**	13,163	1,115	14,278
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	4	**930**	**-**	**930**	775	**-**	775
Costs of trading							
. Charity Shops	4	**121**	**-**	**121**	71	**-**	71
. Investment property costs		**104**	**-**	**104**	41	**-**	41
Charitable Activities							
. Hospice inpatient care	5	**8,292**	**270**	**8,562**	7,989	657	8,646
. Hospice outpatient and day services	5	**1,147**	**10**	**1,157**	900	8	908
. Community palliative care services	5	**2,132**	**82**	**2,214**	1,932	311	2,243
. Psychosocial and bereavement services	5	**740**	**38**	**778**	753	26	779
. Education, training and research	5	**301**	**-**	**301**	237	**-**	237
. Patient café and dining room	5	**32**	**-**	**32**	26	**-**	26
Total expenditure		**13,799**	**400**	**14,199**	12,724	1,002	13,726
Net Income before Investment gains and transfers		**237**	**80**	**317**	439	113	552
Net gains / (Losses) on investments	12	**(325)**	**(75)**	**(400)**	932	117	1,049
Net income before transfers		**(88)**	**5**	**(83)**	1,371	230	1,601
Transfers between funds	14	**47**	**(47)**	**-**	3	(3)	-
Net income and net movement in funds	7	**(41)**	**(42)**	**(83)**	1,374	227	1,601
Reconciliation of funds							
Balances brought forward at 1 April 2022		**38,426**	**2,437**	**40,863**	37,052	2,210	39,262
Balances carried forward at 31 March 2023		**38,385**	**2,395**	**40,780**	38,426	2,437	40,863

All of the Group and Charitable Company activities derived from continuing operations during the above two years. All recognised gains and losses are included in the above Statements of Financial Activities.

Balance sheets as at 31 March 2023

		Group		Charity	
		2023	2022	**2023**	2022
	Notes	**£'000**	£'000	**£'000**	£'000
Fixed Assets					
Tangible assets	**11**	**16,022**	16,188	**16,022**	16,188
Investments	**12**	**22,712**	22,362	**22,712**	22,362
		38,734	38,550	**38,734**	38,550
Current assets					
Stocks		**35**	31	**30**	31
Debtors	**13**	**2,021**	2,524	**1,981**	2,524
Short term deposits		**1,882**	1,982	**1,882**	1,982
Cash at bank and in hand		**182**	203	**163**	135
		4,120	4,740	**4,056**	4,672
Creditors: amounts falling due within one year	**14**	**(2,074)**	(2,431)	**(2,010)**	(2,359)
Net Current assets		**2,046**	2,309	**2,046**	2,313
Total net assets		**40,780**	40,859	**40,780**	40,863
The funds of the charity:					
Income funds					
Restricted funds	**15**	**2,395**	2,437	**2,395**	2,437
Unrestricted funds					
. General funds		**16,168**	16,323	**16,168**	16,323
. Tangible fixed assets fund	**16**	**16,022**	16,188	**16,022**	16,188
. Investment property fund	**17**	**6,195**	5,915	**6,195**	5,915
, Non-Charitable trading funds	**10**	**-**	(4)	**-**	-
		38,385	38,422	**38,385**	38,426
		40,780	40,859	**40,780**	40,863

Approved by the Trustees and signed on their behalf by:



Trustee

Date of approval: 12th September 2023

St Joseph's Hospice, Hackney: Company Registration No. 05513914 (England & Wales)

Statement of cash flows Year to 31 March 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Cash flows from operating activities					
Net cash provided by (used in) operating activities	A	**153**	**500**	**202**	432
Cash flows from investing activities					
Investment income and interest received		**1,118**	984	**1,118**	984
Purchase of tangible fixed assets		**(642)**	(300)	**(642)**	(300)
Acquisition of Investments		**(750)**	(3,500)	**(750)**	(3,500)
Net cash used in investing activities		**(274)**	(2,816)	**(274)**	(2,816)
Change in cash and cash equivalents in the year		**(121)**	(2,316)	**(72)**	(2,385)
Cash and cash equivalents at 1 April 2022	B	**2,185**	4,501	**2,117**	4,501
Cash and cash equivalents at 31 March 2023	B	**2,064**	**2,185**	**2,045**	**2,117**

Notes to the statement of cash flows for the year to 31 March 2023

A **Reconciliation of net movement in funds to net cash provided by operating activities**

	2023 £'000	2022 £'000	2023 £'000	2021 £'000
Net movement in funds (as per the statement of financial activities)	**(79)**	1,597	**(83)**	1,601
				-
Adjustments for:				-
Depreciation charge	**808**	764	**808**	764
loss/(Gains) on investments	**400**	(1,049)	**400**	(1,049)
Investment income and interest receivable	**(1,118)**	(984)	**(1,118)**	(984)
(Increase) / Decrease in stock	**(4)**	3	**1**	3
Decrease in debtors	**503**	140	**543**	140
(Decrease)/Increase in creditors	**(357)**	29	**(349)**	(43)
Net cash provided by (used in) operating activities	**153**	500	**202**	432

B **Analysis of cash and cash equivalents**

	2023 £'000	2022 £'000	2023 £'000	2021 £'000
Cash at bank and in hand	**182**	203	**163**	135
Short term deposits	**1,882**	1,982	**1,882**	1,982
Total cash and cash equivalents	**2,064**	2,185	**2,045**	2,117

Principal accounting policies

The principal accounting policies adopted, judgements used and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

These financial statements have been prepared for the year to 31 March 2023 with comparative information presented for the year to 31 March 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Basis of consolidation

The financial statements consolidate the accounts of St Joseph's Hospice, Hackney with those of its wholly owned subsidiary, Five Sisters Managed Services Limited to the balance sheet date. All figures are consolidated on a line by line basis.

Critical accounting estimates and areas of judgment

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

• Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge

• Estimating the fair value of investment properties

• The methodology used in allocating support costs across charitable activities

• Estimating the value of legacies to be recognised in accordance with FRS 102 and

• Estimating future income and expenditure flows for the purpose of assessing going concern.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption continues to be appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Having weathered the pandemic relatively intact, the major factors of going concern are the ongoing impact of the cost of living challenges; the cost of healthcare provision, shortage of nursing staff and the energy prices. The clearest indicator of our ongoing viability is the confidence the North East London ICB has in St Joseph's, demonstrated by signing of a new palliative care contract for five years, with an option to extend for two further years.

The work we have done around Enterprise continues to mitigate for reductions in Fundraising income and Legacies and our expenditure base remains well managed.

Financial modelling demonstrates a high level of resilience to significant reductions in income, even for more than one year, and consequently, the Trustees are confident that the organisation is a going concern.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Group and Charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the Charity and the costs of managing our investment properties. This includes staff costs associated with fundraising, and an allocation of support costs. It also includes costs incurred by the subsidiary company.

- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the Charity through the provision of its charitable activities i.e. the provision of healthcare and related services in respect to the care of persons suffering from terminal cancer and other palliative or chronic illnesses.

- All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Group and Charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Governance costs comprise the costs involving the public accountability of the Group and Charity (including audit costs) and costs in respect to its compliance with regulation and good practice. Support costs and governance costs are apportioned based on the number of full time equivalent staff allocated to each of the charitable activities.

Tangible fixed assets

- **Freehold land and buildings**

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are included on the balance sheet at cost. Freehold buildings are depreciated at a rate of 2% per annum based on cost or deemed cost. No depreciation is charged on freehold land.

- **Major building refurbishment**

Major building refurbishment since 1 April 2012 is included on the balance sheet at cost. Major building refurbishment, once completed, is depreciated at a rate of 10% per annum based on cost. Major building refurbishment that is in progress is capitalised but only depreciated in accordance with the above policy once complete.

- **Plant and equipment**

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 on the purchase and replacement are capitalised at cost. Plant and equipment is depreciated between 10 and 20 years on a straight line basis, dependent upon the individual asset.

- **Computer equipment**

Additions are capitalised at cost. Computer equipment is depreciated over a three year period on a straight line basis in order to write off the cost of over its estimated useful life.

- **Motor vehicles**

Motor vehicles transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. Motor vehicles purchased since 1 April 2012 are capitalised at cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Motor vehicles are depreciated over a four-year period on a straight line basis in order to write off the cost of each motor vehicle over its estimated useful life.

- **Furniture**

Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are capitalised at cost. Furniture is depreciated over a four-year period on a straight line basis

Fixed asset investments

- Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price
- The Group and Charity do not acquire put options, derivatives or other complex financial instruments

The main form of financial risk faced by the Group and Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

- Properties held for investment purposes are included in these accounts at open market value. The valuations have been determined for the Trustees with the assistance of independent professionals, with 72-74 Mare Street having been valued in March 2023.

Investment by the Charity in the issued share capital of Five Sisters Managed Services Limited is shown at cost.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Stock

Stocks of medical supplies, stationery and sundry stores are valued at the lower of cost and net realisable value.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Short term deposits relate to cash held in deposit accounts for medium term use or future reinvestment, but which are available on demand or have a maturity less than three months from the date of acquisition

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the Group and Charity anticipate they will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund Structure

The general fund comprises those monies which may be used towards meeting the charitable objectives of the Charity and which may be applied at the discretion of the Trustees. The tangible fixed assets fund represents the net book value of the land and buildings occupied by the Charity and other tangible fixed assets. Such assets are vital to the Charity being able to carry out its charitable work and the value invested in the assets cannot, therefore, be realised in order to meet future expenditure or contingencies. To emphasise this point the net book value of the assets is represented by a specific tangible fixed assets fund on the balance sheet. The investment property fund represents the value of the buildings utilised by the Charity to generate a commercial return. Such assets cannot be realised easily in order to meet future expenditure or contingencies. To emphasise this point the value attributed to these assets is represented by a specific investment property fund on the balance sheet.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Non-charitable trading funds comprise the accumulated losses of the subsidiary company, Five Sisters Managed Services Limited.

Basis for Consolidation

The SOFA and the group balance sheet show the consolidated accounts of St Joseph's Hospice and its subsidiary, Five Sisters® Managed Services Ltd.

Pension Costs

Pension costs are payable in respect of defined contribution and defined benefit pension schemes. The Group and Charity are unable to identify their share of the underlying assets and liabilities of the defined benefit schemes on a reasonable and consistent basis. Therefore in accordance with FRS 102, it has accounted for its normal contributions as if the schemes were defined contribution schemes. Normal contributions are charged to the statement of financial activities when payable.

Notes to the financial statements

1. Income from: Donations and legacies

Group and Charity	**Unrestricted funds**	**Restricted funds**	**Total 2023**	Unrestricted funds	Restricted funds	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Donations	**1,265**	**20**	**1,285**	1,051	143	1,194
Donations of cremation fees received	**10**	**-**	**10**	10	-	10
	1,275	**20**	**1,295**	1,061	143	1,204
Legacies	**2,598**	**-**	**2,598**	2,396	-	2,396
Total funds	**3,873**	**20**	**3,893**	3,457	143	3,600

We are grateful to all the individuals, trusts and companies who have supported our work this year.

2. Income from: Investments and bank deposits

Group and Charity	**Unrestricted funds**	**Restricted funds**	**Total 2023**	Unrestricted funds	Restricted funds	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
			-			
Income from listed investments						
UK common investment funds	**424**	**55**	**479**	374	50	424
Rental income from investment properties	**608**	**-**	**608**	546	-	546
Bank interest	**31**	**-**	**31**	14	-	14
Total funds	**1,063**	**55**	**1,118**	934	50	984

3. Income from: Charitable activities

Group	**Unrestricted funds**	**Restricted funds**	**Total 2023**	Unrestricted funds	Restricted funds	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Statutory grants and service agreements						
Clinical Commissioning Groups	**8,602**	**325**	**8,927**	8,452	753	9,205
Grants receivable - Big Lottery	**-**	**-**	**-**	-	63	63
Other grants and service level agreements	**25**	**80**	**105**	6	105	111
Fees for education services and room hire	**94**	**-**	**94**	69	-	69
Residencies and other rental income	**65**	**-**	**65**	61	-	61
Income from provision of catering, newspapers and books	**67**	**-**	**67**	75	-	75
Total funds	**8,853**	**405**	**9,258**	8,663	921	9,584

3. Income from: Charitable activities

Charity	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Statutory grants and service agreements						
Clinical Commissioning Groups	**8,602**	**325**	**8,927**	8,452	753	9,205
Grants receivable - Big Lottery	**-**	**-**	**-**	-	63	63
Other grants and service level agreements	**25**	**80**	**105**	6	105	111
Fees for education services and room hire	**127**	**-**	**127**	84	-	84
Residencies and other rental income	**65**	**-**	**65**	61	-	61
Income from provision of catering, newspapers and books	**67**	**-**	**67**	75	-	75
Total funds	**8,886**	**405**	**9,291**	8,678	921	9,599

4. Expenditure on: Raising funds

Group and Charity	Direct costs	Support costs (note 6)	Total 2023	Direct costs	Support costs (note 6)	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Staff costs	**544**	**-**	**544**	**433**	**-**	433
Other direct costs	**269**	**-**	**269**	**217**	**-**	217
Support costs	-	**238**	**238**	-	**196**	196
Total funds	**813**	**238**	**1,051**	650	196	846

5. Expenditure on: Charitable activities

Group and Charity	Direct costs	Support costs (note 6)	Total 2023	Direct costs	Support costs (note 6)	Total 2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Hospital inpatient care	**6,367**	**2,195**	**8,562**	6,266	2,380	8,646
Hospice outpatient and day services	**825**	**332**	**1,157**	637	271	908
Community palliative care services	**1,681**	**533**	**2,214**	1,660	583	2,243
Psychosocial and bereavement services	**597**	**181**	**778**	584	195	779
Education, training and research	**240**	**61**	**301**	193	44	237
Patient café and dining room	**32**	**-**	**32**	26	-	26
Total funds	**9,742**	**3,302**	**13,044**	9,366	3,473	12,839

6. Support costs

Group and Charity	**2023 £'000**	2022 £'000
Staff costs	**1,834**	1,471
Recruitment and training	**251**	175
Services contracted out	**64**	25
Consumables	**34**	87
Maintenance and running costs	**515**	587
Depreciation	**808**	764
Office expenses	**462**	535
Auditors remuneration	**45**	25
Total funds	**4,013**	3,669

Support costs are allocated to raising funds and charitable activities based on the full time equivalent staff allocated to each charitable activity.

7. Net income (expenditure) and net movement in funds

This is stated after charging:	Group		Charity	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Staff costs (note 8)	**10,811**	10,429	**10,729**	**10,393**
Auditors remuneration				
.Current year audit fees	**27**	18	**25**	**18**
.Prior year audit fees	**14**	7	**14**	**7**
.Fees for VAT advice	**6**	-	**6**	**-**
Depreciation	**808**	764	**808**	**764**
Operating lease rentals	**33**	22	**33**	**22**

8. Staff costs and trustees' remuneration

	Group		Charity	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Staff costs during the year were as follows				
Wages and salaries	**8,917**	8,502	**8,853**	8,474
Social security costs	**969**	858	**964**	856
Pension costs	**553**	586	**550**	584
	10,439	9,946	**10,367**	9,914
Seconded and agency staff	**372**	483	**362**	479
	10,811	10,429	**10,729**	10,393

The number of employees who earned £60,000 or more (including benefits but excluding employer pension contributions) during the year was as follows:

Group and Charity

	2023	2022
£60,001 - £70,000	**7**	5
£70,001 - £80,000	**2**	3
£80,001 - £90,000	**4**	-
£90,001 -£100,000	**-**	1
£100,001 - £110,000	**2**	-
£110,001 - £120,000	**1**	-
£120,001 - £130,000	**-**	1

Of those employees who earned £60,000 or more during the year (as defined above), employer contributions were made to money purchase schemes in respect of six employees (2022 – five employees), and to defined benefit schemes in respect of nine employees (2022 – four employees).

Total employer contributions to pension schemes in respect of such employees during the year amounted to £128,616 (2022 -£74,913).

When determining salary rates for clinical staff, the Hospice always makes reference to national pay agreements and considers the seniority and experience demanded by each post.

Key management personnel remuneration during the year totalled £625,842 (2022 – £644,565)

No Trustees received any remuneration during the year (2022 – £nil) and no expenses were reimbursed to Trustees (2022 – £nil). The average number of employees during the year, analysed per function, was as follows:

	2023 **Full time equivalent**	2022 Full time equivalent	**2023** **Average Headcount**	2022 Average Headcount
Raising funds	**13**	10	**14**	12
Hospice inpatient care	**135**	137	**157**	160
Hospice outpatient and day services	**10**	8	**13**	12
Community palliative care services	**15**	16	**16**	17
Psychosocial and bereavement services	**10**	10	**22**	23
Education and training	**3**	2	**4**	3
Hospice Catering	**6**	6	**7**	8
Support and administration	**27**	25	**29**	28
	219	214	**262**	263

9. Taxation

St Joseph's Hospice, Hackney is a registered charity and is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities. The subsidiary company Five Sisters Managed Services Limited has entered into a Gift Aid compliant Deed of Covenant whereby it donates its taxable profits (if any) to its parent charity each year. In the year to 31 March 2023, the amount payable was £28,506 (2022 –£nil).

10. Subsidiary undertaking

The Charity owns the entire issued share capital of £1 in Five Sisters Managed Services Limited, a company registered in England and Wales (Company Registration Number 13698763). The subsidiary was set up on 22 October 2021. The results of the subsidiary for the year ended 31 March 2023 and comparative results for the period from October 2021 to March 2022 are set out below.

	Five Sisters® Managed Services Ltd	
	2023	2022
	£'000	£'000
Turnover	**240**	97
Cost of Sales	**(60)**	(56)
Gross Profit.	**180**	41
Administrative expenses	**(147)**	(45)
Operating Profit/(loss)	**33**	(4)
Gift Aid	**(29)**	
Profit/(loss) for the year	**4**	(4)
Accumulated profit/(loss) at 31 March 2023	**-**	(4)

As at 31st March 2023, the subsidiary had retained profits of £0 (2022: retained losses of £4k) and called up share capital of £1 (2022: £1)

11. Tangible fixed assets

GROUP AND CHARITY	Freehold land and buildings £'000	Major building refurbishment £'000	Furniture, equipment and motor vehicles £'000	**Total £'000**
At cost or deemed cost				
At 1 April 2022	16,039	2,628	2,819	**21,486**
Additions	-	162	480	**642**
At 31 March 2023	**16,039**	**2,790**	**3,299**	**22,128**
Depreciation				
At 1 April 2022	2,308	1,382	1,608	**5,298**
Charge for the year	231	260	317	**808**
At 31 March 2023	**2,539**	**1,642**	**1,925**	**6,106**
Net book value				
At 31 March 2023	13,500	1,148	1,374	**16,022**
At 31 March 2022	13,731	1,246	1,211	**16,188**

The Hospice's freehold land and buildings held at 1 April 2012 were valued on a depreciated replacement cost basis by an external valuer, Gerald Eve LLP, following the transfer of assets and liabilities from The Religious Sisters of Charity Charitable Trust as at that date. The valuation was carried out in accordance with the valuation standards and guidance notes contained in the Valuation – Professional Standards, incorporating the International Valuation Standards ("the Standards") of the Royal Institution of Chartered Surveyors (RICS) March 2012. Other tangible fixed assets transferred at that date are included at their net book value at the date of transfer i.e. 1 April 2012. As permitted by FRS 102, all valuations at 1 April 2012 are now assumed to be the deemed cost of the relevant assets. Additions to tangible fixed assets since 1 April 2012 are included at cost.

Capital Commitments

At year-end the Group and Charity had one capital commitment of £64k (2021/22 – £101K) relating to more solar panels.

The organisation had spent £74k on scoping for a new ward refurbishment. The costs are held in prepayments as no decision has been made on whether to proceed with the project.

12. Investments

GROUP AND CHARITY	Investment property	Listed Investments	**Total**
	£'000	£'000	**£'000**
Market value at 1 April 2022	5,915	16,447	**22,362**
Acquisitions	-	750	**750**
Disposals	-	-	**-**
Unrealised gains/losses	280	**(680)**	**(400)**
At 31 March 2023	**6,195**	**16,517**	**22,712**
Cost of investments at 31 March 2023	1,599	12,542	14,141

Investment property comprises of:

- A commercial office building close to the main Hospice site at 72-74 Mare Street. This is let on a ten-year lease to a third party. The property was revalued in March 2023 with a resultant increase in market value of £280k.
- Elements of the Hospice's estate, which have been converted to generate commercial income. In 2018/19, office space in St Patrick's Wing and part of the ground floor of the Centenary Wing were rented out for the first time. During 2019/20, another part of the ground floor of the Centenary Wing was rented out. Refurbishment of the Mare Street Wing has been completed and it is rented out.
- These parts of the estate have been classified as investment properties and revalued by using a method based on rental yields. Formal revaluations were carried out in March 2022 by property professionals after conducting an inspection of the relevant properties. These were prepared in accordance with the Royal Institution of Chartered Surveyors (RICS). Valuation – Global Standards (The Red Book), incorporating the International Valuation Standards (IVS) 2022. The trustees have considered whether there has been any change in value since the last professional valuation and have concluded that there has been no material movement in value since that date.

The Hospice has no intention of disposing of its investment properties and is a long term investor.

Listed investments held at 31 March 2023 are as follows:

	2023	2022
	£'000	£'000
UK common investment funds	**16,518**	16,447

At 31 March 2023, the Charity's investments comprised holdings in COIF and CAIF Charities Investment Funds. Both are managed by CCLA.

In addition to the above, the charity owns the entire issued share capital of £1 in Five Sisters Managed Services Ltd (note 10).

13. Debtors

	GROUP		CHARITY	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Revenue grants and fees receivable	**-**	575	**-**	575
Legacies receivable	**1,205**	1,484	**1,205**	1,484
Investment income and interest receivable	**118**	126	**118**	126
VAT recoverable	**257**	164	**257**	164
Prepayments	**185**	103	**185**	103
Amounts due from subsidiary undertaking	**-**	-	**24**	30
Other debtors	**256**	72	**192**	42
	2,021	2,524	**1,981**	2,524

14 Creditors: amounts falling due within one year

	GROUP		CHARITY	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Expense creditors	**794**	892	**730**	868
Social security and other taxes	**237**	234	**237**	234
Accruals	**408**	564	**408**	564
Deferred income	**595**	610	**595**	610
Other creditors	**40**	131	**40**	83
	2,074	2,431	**2,010**	2,359

Deferred income consists of grants and contractual income received in advance

	GROUP
	2023
Deferred income	**£'000**
Balance as at 1 April 2022	**610**
Income deferred in the year	**57**
Income released in the year	**(72)**
Balance as at 31 March 2023	**595**

15 Restricted Funds

	Mission fund	Restricted funds	2023	Mission fund	Restricted funds	2022
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
At 1 April 2022	**1,919**	**518**	**2,437**	1,775	435	2,210
Income	**55**	**425**	**480**	50	1,065	1,115
Expenditure	**-**	**(400)**	**(400)**	-	(1,002)	(1,002)
Gains/losses on listed investment	**(75)**	**-**	**(75)**	117	-	117
Transfers	**(24)**	**(23)**	**(47)**	(23)	20	(3)
At 31 March 2023	**1,875**	**520**	**2,395**	1,919	518	2,437

The income funds of the Group and Charity include restricted funds comprising the following donations and grants held on trusts to be applied for specific purposes

The specific purposes for which the funds are to be applied are as follows:

Mission fund

This fund is to provide for resources to promote the mission statement and core values of Religious Sisters of Charity and St Joseph's Hospice. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

Other restricted funds

These comprise monies provided to cover nursing and other specific costs. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

16. Tangible fixed assets fund

GROUP and CHARITY	2023	2022
	£'000	£'000
At 1 April 2022	**16,188**	16,652
Capital Purchases	**642**	300
Depreciation Charge for Year	**(808)**	(764)
At 31 March 2023	**16,022**	16,188

17. Investment property fund

GROUP and CHARITY	**2023**	2022
	£'000	£'000
At 1 April 2022	**5,915**	5,870
Net movement in the year	**280**	45
At 31 March 2023	**6,195**	5,915

18. Analysis of net assets between funds -

GROUP

	General funds	**Tangible fixed assets fund**	**Investment Property fund**	**Restricted funds**	**Total 2023**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Fund balances at 31 March 2023 are represented by					
Tangible fixed assets	-	**16,022**	-	-	**16,022**
Investments	**14,714**	-	**6,195**	**1,803**	**22,712**
Current assets	**3,528**	-	-	**592**	**4,120**
Creditors: amounts falling due within one year	**(2,074)**	-	-	-	**(2,074)**
Total net assets	**16,168**	**16,022**	**6,195**	**2,395**	**40,780**
Accumulated unrealised gains included above consists of:					
.On listed investments	**3,560**	-	-	**416**	**3,976**
.On investment properties	**-**	-	**4,596**	-	**4,596**
	3,560	-	**4,596**	**416**	**8,572**
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2022	**4,164**	-	**4,316**	**491**	**8,971**
Add Net unrealised (losses)/gains in the year	**(604)**	-	**280**	**(75)**	**(400)**
Unrealised gains at 31 March 2023	**3,560**	-	**4,596**	**416**	**8,572**

18. Analysis of net assets between funds - Hospice

Charity

	General funds	Tangible fixed assets fund	Investment Property fund	Restricted funds	Total 2023
	£'000	£'000	£'000	£'000	£'000
Fund balances at 31 March 2023 are represented by					
Tangible fixed assets	-	**16,022**	-	-	**16,022**
Investments	**14,714**	-	**6,195**	**1,803**	**22,712**
Current assets	**3,464**	-	-	**592**	**4,056**
Creditors: amounts falling due within one year	**(2,010)**	-	-	-	**(2,010)**
Total net assets	**16,168**	**16,022**	**6,195**	**2,395**	**40,780**
Accumulated unrealised gains included above consists of:					
.On listed investments	**3,560**	-	-	**416**	**3,976**
.On investment properties	-	-	**4,596**	-	**4,596**
	3,560	-	**4,596**	**416**	**8,572**
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2022	**4,164**	-	**4,316**	**491**	**8,971**
Add Net unrealised losses in the year	**(604)**	-	**280**	**(75)**	**(400)**
Unrealised gains at 31 March 2023	**3,560**	-	**4,596**	**416**	**8,572**

19. Pension costs

- **National Health Service Scheme**

Retirement benefits for nursing staff and staff previously employed by the National Health Service (NHS) are provided by a defined benefit scheme, the National Health Service Pension Scheme, which is funded by contributions from the Hospice and the employees.

The NHS Pension Scheme is an unfunded scheme. Contributions on a ‘pay-as-you-go’ basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. Actuarial valuations are carried out on a notional set of investments.

The Charity is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the National Health Service Pension Scheme. For schemes like this, FRS 102 requires the Charity to account for normal pension contributions on the basis of amounts payable to the Scheme in the year.

The Hospice has set out below the information available on the deficit in the scheme and the implications for it in terms of the anticipated contribution rates.

The pension cost is assessed in accordance with the advice of the government actuary. The assumptions and other data that have the most significant effect on the determination of the contributory levels are as follows:

Latest actuarial valuation	**31 March 2016**
Actuarial method	**Prospective benefits**
Discount rate (real rate)	**2.8% until 2019 and then 2.4%**
Discount rate (nominal rate)	**4.86% until 2019 and then 4.45%**
Pension increases	**2.0%**
Long term salary growth	**4.2% (CPI + 2.2%)**
Value of assets at date of last valuation	**£278.1 billion**
Value of liabilities at date of last valuation	**£297.5 billion**
Proportion of members' accrued benefits covered by the actuarial value of the assets	**93.5%**
The employer's contribution rate for the year	**20.6%**

Contributions paid to the Scheme during the year amounted to £568,018 (2022 – £467,032), of which £260,661 (2022 – £199,630) was employees' contributions.

- **Royal London Pension Scheme**

This is a defined contribution scheme where employees can choose their level of contribution.

20. Related party transactions

St Joseph's Hospice, Hackney is connected to The Religious Sisters of Charity Charitable Trust, a registered charity, Charity Registration Number 231323, by virtue of the fact that the two charities have some Trustees in common. During the year, the following transactions took place between the charity and The Religious Sisters of Charity Charitable Trust:

• Expenses totalling £127,962 (2022 – £537,667) were paid by the Charity on behalf of The Religious Sisters of Charity Charitable Trust during the year and were reimbursed

• At 31 March 2023 The Religious Sisters of Charity Charitable Trust owed the Hospice £29,008 (2022 – £79,882).

During the year The Religious Sisters of Charity Charitable Trust sub-contracted their services from a separate organisation, hence the reduction in expenses during the year.

During the year, Trustees made donations to the charity totalling £nil (2022 – nil).

There were no other related party transactions during the year (2022 – none).

21. Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, members are required to contribute an amount not exceeding £1.

22. Operating lease commitments

At 31 March 2023, the Hospice had the following future commitments under non-cancellable operating leases, relating to items of equipment; and a five-year lease on a shop, which is cancellable after three years, with a maximum increase rate of 10% at unspecified review dates.

	2023	2022
	£'000	£'000
Operating leases payments due: within one year	33	22
. Within one to two years	11	33
Within two to five years	11	22
	55	77

23. Post Year-End Events

There have been no post year-end events to report.

ST JOSEPH'S HOSPICE HACKNEY

England & Wales - Charity number 1113125

Accounts

Annual Report and Financial Statements

31 March 2022



St Joseph's Hospice, Hackney
Charity Registration No: 1113125
Company Registration No: 05513914 (England and Wales)
Company Limited by Guarantee

St Joseph's Hospice
Serving East London and the City

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Reports



Reference and administrative information

St Joseph's Hospice, Hackney



Mr Paddy McGuinness
CMG, OBE, MA (Chair)



Prof Jim McManus,
BD (Hons) OCDS CPsychol CSci FBPsS FFPH FRSB Chartered FCIPD



Sister Rita Dawson
MBE DL RSC MSc BSc (Hons) RGN RSCN



Dr Una Molloy
RGN, RM, BNS (Hons), MSc Nursing, PhD



Margaret Doherty
BA (Hons), DEBA, MCIPR



Dr Michael Moran
PhD MMedSci MBBChBAO BSc (Hons) MRCS DO-HNS



Sister Jacqueline Doherty
RSC



Mr Peter Pledger



Mr Edward B McGuigan
BA FFA FIPA

Senior Management Team	
Chief Executive	Tony McLean SRN, RMN, RHV, Fellow of IOD
Director of Clinical Services	Jane Naismith RN QN PGCE BSc (Hons) MSc
Medical Director and Consultant in Palliative Medicine	Dr Andrew Tysoe-Calnon BSc MBBS FRCP
Director of Finance, IT & Facilities	David French FCCA, MBA
Director of Communications & Enterprise	Tracey Macbeth BA (Hons)
Director of Human Resources	Janet Simkins BA (Hons) MCIPD, MCIH
Head of Mission	Carolyne Barber RGN, BSc (Hons) Oncology, MA
Company Registration Number	05513914 (England and Wales)
Charity Registration Number	1113125
Registered Address	Mare Street Hackney London E8 4SA
Telephone	020 8525 6000
Email	info@stjh.org.uk
Website	www.stjh.org.uk
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment Managers	CCLA Investment Management Limited 80 Cheapside London EC2V 6D2
Solicitors	Stone King LLP Upper Borough Court Upper Borough Walls Bath BA1 1RG Winckworth Sherwood LLP Minerva House 5 Montague Close London SE1 9BB
Bankers	Barclays Bank plc 1 Churchill Place London E14 5HP The Co-operative Bank plc 80 Cornhill London EC3V 3NJ

Chair's statement

For a second year, the COVID-19 pandemic spotlighted palliative and end of life services as vital to the national response. St Joseph's Hospice did its part. The waves of the pandemic and changing guidelines stretched us but we ensured patients had access to our services, either in person or remotely, and we offered our facilities to reinforce the NHS effort.

Much was provided in the community as people chose care at home because of visitor restrictions or the fear of infection in a group setting. The Community Palliative Care Team (CPCT) saw a marked increase in demand, with 2,791 patient visits compared with 1,527 in 2021 – an increase of 82%.

Good end of life care includes support to those who are important to the dying person. Bereavement and pre-bereavement care strengthens those facing loss and grief. We were able to provide 8,500+ counselling and bereavement assessments, individual and family counselling and telephone support sessions, representing a 35% increase over three years.

Our Hospice was founded by five Sisters in 1905 inspired by the example of Christ and strengthened by their Catholic faith. In 2021 faith featured strongly in the Hospice through the presence and work of a multi-religion Chaplaincy team supporting people of all faiths and none, reflecting the communities we serve.

The pandemic brought rapid change and asked much of our wonderful staff. More change is coming. By the 2040s there will be an additional c100,000 deaths every year in the UK as the population ages. People will live longer with more complex health conditions and need respite care. Demand is set to increase significantly so palliative and end of life care must be at the heart of healthcare planning, and receive more resilient and sustained funding.

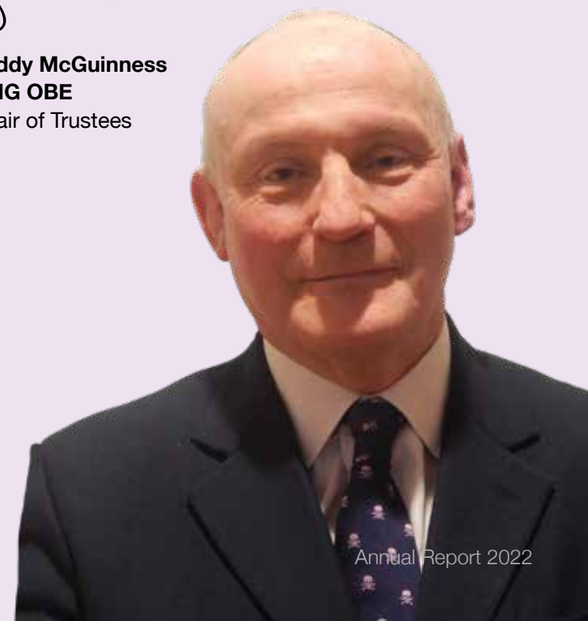
On behalf of the Board of Trustees I thank all involved for making 2021 a success in extremely challenging times. Under the leadership of Chief Executive Tony McLean, the Senior Management Team (SMT), and with support from the staff, volunteers and the Board of Trustees, we kept our patients and staff safe from infection, navigated the ever changing landscape with positivity, and – with careful management and stewardship of our resources – met our financial targets. Not for one moment did we divert our focus from our patients. The sick, the dying and their families remain our utmost priority.

From a regulatory point of view, I and my fellow Trustees are proud of what has been achieved this year under the umbrella of well-led and good governance.

We are also most grateful to all who have donated to the Hospice. Without your charity and generosity we could not support patients and families as they deserve.

We are inspired by those five Sisters. Their Mission and Values endure in our own. Trusting in the Grace of God they built up our Hospice. This same Grace carries us into 2022 and beyond as we build to meet the growing need for palliative and end of life services.

Paddy McGuinness
CMG OBE
Chair of Trustees



Message from the CEO

A little over three and a half years into my tenure as Chief Executive of St Joseph's Hospice, my priority continues to be the execution of our five-year plan – Vision 2024 – which underpins our strategic pathway. Despite the challenges afforded by the pandemic, our talented SMT has continued to drive each of the plan's five pillars with focus and determination, delivering successes along the way.

Our patients are always at the heart of everything we do, and this year we have been able to support more than ever before, recording more than 6,000 patients including 4,210 referrals to our services from the boroughs we serve. Much of this support, 20% more than last year, was delivered in the community. The commitment of all our staff has ensured that we have been able to safely support and look after those in our care.

Human Resources has continued to drive forward its organisational development programme within the People pillar of Vision 2024, taking a holistic mind, body and spirit approach to workforce safety, welfare and wellbeing. A particular focus this year has been Equality, Diversity and Inclusion, whereby the strategy feeds into our ambition to become an Investors in Diversity organisation.

Enterprise strategy is helping to plug some of the gap between our income and operational costs, and is now established as an important source of income for the Hospice. Having suffered during lockdown, our flagship Five Sisters Charity Shop is now firmly established as a go-to destination on the high street, and our pop up shops are generating additional income as well as fulfilling our mission to support the disadvantaged in the community.

For the Estates pillar, the focus has been to further strengthen the Hospice's resilience, underpinned by a Sustainability Management Plan. The Facilities department has worked closely with Enterprise by re-developing unused parts of the Hospice site and re-purposing them for commercial rental. They are also in the process of creating a roof garden – a tranquil area where hard-working staff can take a break from their busy day.

For the second consecutive year, Fundraising had to adjust their plan, with many events taking place virtually instead of in-person. Nevertheless, we succeeded in achieving most of our targets, aided considerably by the generous support of corporate donors and the local community. Overall our financial position remains stable, and I do not expect this to change dramatically in the next 12 months.

We have continued to deliver our plan while remaining true to our Mission and core values, and look forward to celebrating our 118th year next year. I remain immensely proud of what we have achieved this year, and am humbled by the commitment demonstrated day in, day out, by both our frontline and support staff.



Tony McLean
Chief Executive

Trustees Report

Introduction

The Trustees present their statutory report together with the consolidated financial statements of St Joseph's Hospice, Hackney, for the year ended 31 March 2022. The report, which constitutes a Trustees' report for the purposes of charity legislation and a directors' report for the purposes of company legislation, has been prepared in accordance with Part VIII of the Charities Act 2011.

The financial statements consolidate the accounts of St Joseph's Hospice with those of its fully owned trading subsidiary, Five Sisters Managed Services Limited, which was established on 22 October 2021.

The financial statements have been prepared in accordance with the accounting policies set out on pages 30 – 35 of the attached financial statements, and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Overview

St Joseph's Hospice is a proud, modern, caring and compassionate independent Catholic charity, which supports the diverse communities of East London, the City of London, and its surrounding areas. We deliver specialist palliative care, end of life care and respite care for people with progressive and life-limiting illnesses, as well as providing comprehensive support for their families and carers. All of our services are provided free of charge.

Our priority is to provide excellent care for people with complex conditions, which require a multi-disciplinary clinical and nursing approach, and to provide specialist support and expertise in end of life care to generalist services in hospitals and the community. In addition, we offer expert advice and support to other professionals on specialist palliative and end of life care, deliver specialised education and training, and undertake targeted research in aspects of this care. Underpinning all of our work, as part of our founding Mission, is a particular responsibility to support the poor – regardless of the form which their poverty takes – whether it be poverty of health, economic condition, social circumstance, or emotional and spiritual need.

We operate the Hospice in full sight of the highest clinical and ethical standards underpinned by our Catholic values. We are committed to our responsibility to promote a clear vision of the highest quality in specialist palliative and end of life care, being called to speak and act in our commitment to the human dignity of the entire person and the sacredness of every human life.

Approximately half of our income comes from the NHS through our contracts with Clinical Commissioning Groups (CCGs), which means we need to raise an additional £7 million a year just to meet our existing operating costs and commitments. This funding comes from the legacies, donations and other fundraising initiatives, which we undertake. We owe a significant debt of gratitude to the generosity and goodwill of our local communities and we thank them for their continued commitment to us, and the considerable support that they offer us, year after year.

St Joseph's Hospice was founded by The Religious Sisters of Charity in 1905 in Hackney and has built an outstanding reputation in providing the highest quality care to our communities in East London, the City of London, and beyond. Historically, this part of East London has been characterised by material poverty and deprivation as well as religious, ethnic and cultural diversity.

We continue to develop new sources of funding to augment the income that we currently receive from the NHS and our charitable donors, and we endeavour to increase income from our various enterprises that are operated entirely in keeping with our founding Ethos and Mission.

As part of all of these enterprises, we remain committed to ensuring that we always protect those we care for and their families, as we continue to influence those who commission our services, demonstrating the excellence of our care in a setting of valued-added efficiency and effectiveness.

Objectives and activities

Charitable objectives & principal activities

Our Charity's purposes, as set out in the objects contained in our Articles of Association, are the relief of sickness and disability, in particular by:

- The provision of specialist palliative, nursing, medical and other care services
- The provision of pastoral care services for the spiritual welfare and support of patients, relatives and staff
- The provision of education and research into the care of sick or disabled people

The aims of the Charity are to provide physical, emotional, social and spiritual care to physically ill people of all races and creeds.

Mission statement

Our mission is:

- To treat all individuals as unique
- To enable all to reach their full potential until the end of their natural life
- To confront and manage the patient's pain and distress whether physical, medical, psychological, social or spiritual
- To encourage openness and honesty when communicating with the patient and family members
- To create an atmosphere where healing can occur
- To show particular concern for staff at all levels
- To be committed to education, research and an ethical approach to care
- To be committed to the development of palliative care throughout the UK and further afield and
- To actively participate in the national associations of the various palliative care disciplines

Vision

Our vision is that everyone with a life-limiting illness is as fully supported as possible to ensure that they live well until the end of their natural life, and that support is provided where and when they need it.

Core values

We are committed to five core values. These are:

Respect for human dignity
We respect human dignity when we respect the sacredness of life, care for the whole person, demonstrate unity of purpose while recognising individual differences, value each person's contribution and act in a culturally appropriate manner.

Service/quality
We provide service when we create an environment of welcome and hospitality, promote quality care and excellence, encourage and demonstrate team spirit, recognise the value of individual initiatives and ideas and show an openness to constructive criticism and feedback.

Care of the poor and vulnerable/advocacy
We care for the poor and vulnerable when we listen attentively to identify unmet needs, respond in a practical way to those in need, collaborate with others to share resources, create access to needed services and provide basic resources for daily living to those in need.

Compassion
We show compassion when we act with understanding and sensitivity, work cooperatively with others, are available to those we serve and to each other and respect and nurture the environment.

Justice
We promote justice when we act with integrity, respect the rights of others, take responsibility for our actions, preserve resources, provide quality without extravagance, demonstrate fairness in decision making, affirm, celebrate and develop the gifts and talents of each person and model justice in all aspects of business practice.

Strategic achievements and performance

The Senior Management Team, with the support of our Board of Trustees, continues to drive forward with implementation of the five year strategic plan. Now in Year 3, Vision 2024 continues to underpin our strategic path, setting out how we will develop and invest in the Hospice until 2024, with the flexibility to respond to the evolving external environment, including the changing needs of the population we serve. Each of the plan's five pillars – Patients, People, Enterprise, Estates, and Funding and Fundraising – are driven by our leadership team, ensuring that we remain on track to deliver our goals.





Patients

We have continued to deliver a high quality service to our patients, despite the impact of the COVID-19 pandemic. We maintain and enhance our reputation as a centre of excellence for specialist palliative care through our continued close working with our colleagues within primary care and our local hospitals. Our services include:

- Inpatient Unit including planned respite
- Community Palliative Care
- Outpatient Clinics
- Day Hospice
- Social Work
- Psychological Therapies including Bereavement and Patient and Family Counselling
- Complementary Therapies
- Physiotherapy and Occupational Therapy
- Speech and Language Therapy and Dietetics
- A range of volunteer-led community services including Namaste, Empowered Living Team, Welfare Benefits, Carers Service and Compassionate Neighbours

Demand on the Hospice continues to increase. During the last 12 months, we recorded a total of 6,087 patient contacts – close to the pre-pandemic figure of 6,114 – including 4,210 external referrals from the geographies that we serve. This represents a year on year increase of 20%. We also received 446 internal and external inpatient referrals, a similar number to the previous year (451), despite the impact of COVID-19.

The number of Day Hospice appointments is heading towards pre-pandemic levels, fuelled by St Joseph's being the first hospice in the country to physically re-open its doors after both the first and second lockdowns. Due to the pandemic, the number of patient contacts made by the Community Palliative Care Team (CPCT) decreased year on year (11,498 compared with 18,500).) However, this is not a true reflection of CPCT's work, as the number of patients visited in their homes increased exponentially from 1,527 last year to 2,791 this year – an increase of 82%. A corresponding increase was seen by the number of CPCT visits in all community settings up 40% compared with last year. A significant increase was also seen in the number of internal and external referrals across all geographies – 1,620 this year compared with 1,524 last year.

This year saw a huge spike of 20% (1,899) in internal and external referrals to all four adult bereavement services from all areas. Also of particular note is the 25% increase (872) in the number of people referred to Psychological Therapies for counselling. The total number of support sessions provided to patients and bereaved people as a result of referrals in all areas continues to increase significantly year on year, from 6,233 in 2019-2020, to 7,458 in 2020-2021, and now 8,506 in 2021-22, driven by higher demand as people have experienced bereavements that have been significantly more traumatic during the pandemic.

Of the patients admitted to the Hospice, 35% were discharged to their usual place of residence such as their own home, care home or to the care of a relative. Following conversations on advance care planning between CPCT and end of life patients, more than three quarters (77%) of patients died within their preferred place of death.

The Hospice serves ethnically and culturally diverse communities, and over many years we have developed a fully inclusive approach in supporting members of those communities.

Bed occupancy has decreased year on year to 48%. This reflects the re-orientation towards more care being delivered within the community, the temporary closure of respite beds due to COVID-19, and the desire of some patients to remain in their homes as anxiety over COVID-19 grew during the peaks of the pandemic.

The Hospice serves ethnically and culturally diverse communities, and over many years we have developed a fully inclusive approach in supporting members of those communities, especially those who may not traditionally have considered using our range of hospice services. We work extremely hard to meet the varying needs and expectations of all our patients, their families and carers, whatever their cultural, spiritual, ethnic background, gender or sexual orientation. We offer culturally sensitive diets, a comprehensive range of advocacy services, as well as a multi-religion Mission and Chaplaincy service. Our ability to communicate effectively with those we serve is essential, and on any given day, there can be as many as 40 different languages spoken by our staff, patients, visitors and callers as well as our numerous volunteers. In the last year, in order to further improve access to information about the Hospice and our services, we have added new features to our website whereby every page can be translated into multiple languages, either to be read, or spoken out loud.

Within the communities that we serve, more than half (55%) of service users identify as BAMER, there is a bias to females (56.8% female, 43.2% male), and their predominant stated religions are Christian, Muslim and Catholic. Of all people recorded annually who have stated their date of birth, almost a third (30%) are under the age of 50.

Just over a third (36%) of patients are on or below the poverty line, and a similar proportion (33%) of the patients referred to us had a non-cancer diagnosis. This indicates a continued downward trend in non-cancer patients compared with 35% in 2020-2021, and 44% in 2019-2020

We aim to provide a warm, welcoming and comfortable environment for our patients, their families, and our visitors and staff. This includes our five star hygiene rated high quality catering provision, with food freshly prepared daily on site by our in-house team. Visitors as well as staff can purchase a range of affordable hot and cold food and drinks from our popular Five Sisters Café, and all have access to our stunning award-winning gardens. Our Reception and Community Hub area is welcoming, and incorporates our Heritage Room where visitors can learn more about, and develop a deeper understanding of, our rich heritage, and its role in today's society. For a second consecutive year, our planned refurbishment of St Michael's Ward did not take place due to the uncertainties related to COVID-19, as well as the requirement to minimise footfall into the Hospice in order to fully comply with government safety guidelines. The work is planned to begin in the 2022-2023 financial year.

We take particular pride in the excellent feedback on the care and quality of our services. Our most recent CCG review took place in autumn 2019. This focused on the quality of our clinical services, our safeguarding procedures and our organisational leadership. They rated our services as being good. We have maintained very close contact with our Commissioners to ensure that we provide targeted support to patients and communities, particularly in light of the well-rehearsed pressures within acute settings throughout the COVID-19 pandemic.

Service user feedback is also essential in our quality improvement journey as it is vital to be able to monitor what we do well and what we might need to do differently or better. We also refer to our User Group – an independent group drawn from our service users or carers of service users – as a sounding board for both patient and organisational ideas. The CEO, SMT and senior members of our workforce regularly participate in their weekly User Group meetings to share and discuss new initiatives and to obtain feedback on our service provision. Their contribution to our quality improvement strategy is invaluable. Feedback from patients and their families from the independent 'I Want Great Care' survey continues to provide us with a benchmark target, and with a consistent maximum average rating of 5 out of 5, we continue to be both proud and humbled by the feedback we receive.



Below is a selection of I Want Great Care comments about our services from patients and their families this year:

Counselling – 23 February 2022
[Name withheld] was very kind, supportive and attentive. Really look forward to our weekly chats.

Social work – 27 March 2022
[Name withheld] was very helpful, really appreciate the support she has given me.

Lourdes Ward – 28 January 2022
Nothing was too much, all done with a smile and respectful.

St Michael's Ward – 23 February 2022
The staff are fantastic, kind, caring, compassionate.

Day Hospice – 23 February 2022
The staff are like family to me.

Namaste – 31 December 2021
The volunteer is very gentle and polite, with lots of patience and good listening skills. We are very happy with the service.

Community Nursing – 27 March 2022
I could not fault anybody. All very nice people.

Physiotherapy/Occupational Therapy – 27 March 2022
I am completely satisfied with my stay and the service is wonderful.

Complementary Therapy – 28 November 2021
Very kind and understanding. Everything was perfect.

Partnership working and collaboration

We continually strive to improve equitable access to specialist palliative and end of life care, providing education, training and support to partners, and to healthcare professionals requiring advice on managing complex symptoms. However, we fully recognise that we cannot meet the needs of all of our patients without other like-minded partner organisations.

In the last 12 months, we have continued to work closely with local NHS providers, Clinical Commissioning Groups, Marie Curie, Age UK East London, Macmillan Cancer Support and with many other voluntary sector care providers to deliver integrated services.

People

Our HR department continues to drive forward its organisational development programme that exists to further improve our organisational and cultural strength.

Looking after the welfare of our staff and volunteers is of paramount importance. This has been particularly important during the second year of the pandemic, which has continued to have an impact on the life of Hospice staff. In addition to ensuring that the workplace has remained safe, the three workstreams created in 2020/21 to look at physical safety, psychological safety, and supporting those returning to work after a period of either self-isolation or remote working, have underpinned our COVID-19 wellbeing strategy.





The results of a staff Pulse survey enabled us to capture the various experiences of staff during the pandemic, as well as identifying additional support that was needed. We also conducted an action learning enquiry into the impact of Long COVID, and by using IGLO Methodology (Individual, Group, Leader, Organisation) we were able to benchmark our practice with research undertaken by the CIPD. This gave the Hospice reassurance that our individualised approach to supporting people back to work or voluntary service was in keeping with good practice. Furthermore, as a result of the Long COVID action learning enquiry, we were able to identify other illnesses that required staff to be off sick and to extend occupational sick pay protection to those conditions as we have for COVID. These provisions are now a permanent part of our absence management policy.

Following the launch of the Hospice's first wellbeing strategy, our popular Wellbeing Weeks have taken a holistic mind, body and spirit approach to staff welfare. The webinars and sessions held by our therapists, staff and Chaplaincy team – including acupuncture, massage, yoga and dance – have proved to be extremely popular.

Training, Education and Development

Our Institute of Leadership Management (ILM) approved management development programme was launched after pandemic-related delays. The Programme uses the 70-20-10 methodology for learning and in doing so is a flexible and creative programme that is holistic, recognising that learning can be experiential, informal or formal. Staff have welcomed the addition of Mental Health First Aid training in order to support those who have been directly affected by the pandemic. The Hospice maintains its high standard of compliance with statutory and mandatory training at 94%.

Our investment in new equipment for the Education Centre – which enables distance learning and virtual attendance – has significantly improved the learning experience for staff, as well as commercial customers.

Staff engagement and voice

We have continued to embed our "one staff concept", which recognises the value of employees and volunteers and the unique contribution of both groups to the life and work of the Hospice, in a meaningful way. The pandemic has presented challenges with us not being able to come together as often as we would like. However, we have been able to hold induction programmes for both new staff and volunteers so that all are afforded the same opportunities to learn about the organisation. Every year we celebrate St Joseph's Day in combination with long service awards events, recognising some who have worked or volunteered at St Joseph's for more than 40 years. Peer recognition through quarterly Above and Beyond Awards always achieves high levels of engagement.

Engaging staff in two-way communications is extremely important, so that everyone has the opportunity to contribute to Hospice life. We deliver weekly SMT briefings to Managers and Heads of Department, which empowers them to discuss what is happening at a leadership level with their respective teams.

News is distributed regularly by our CEO, who holds CEO Clinics every two months. This is further supplemented by quarterly CEO Bulletins, SMT surgeries, and news distributed through our intranet and email system, as well as the launch of our first quarterly People Bulletin.

We are in the fourth year of our very popular "staff love" programme where we celebrate specific special events in the calendar with our workforce such as St Valentine's Day, Easter and Christmas.

Our Equality, Diversity and Inclusion Committee's strategy feeds into our ambition to become a FREDIE organisation (Fairness, Respect, Equality, Diversity, Inclusion, Engagement) which is awarded by the National Centre for Diversity. Staff surveys help to identify areas where we need to improve, in addition to recognising what we already do well as a fair and just employer. We are working on the action plan that was developed with the National Centre for Diversity.

We continue to support our membership of the London Hospices LGBTQ+ Network, and regularly contribute as we seek to reinforce our position as an inclusive Hospice. Other highlights include launching a policy on domestic abuse, training a number of mental health first aiders, and the development of a wellbeing strategy. Every October we celebrate Black History Month, this year featuring an engaging and inspirational talk by former rugby player, Martin Offiah.

Our drive to ensure that we are a dementia-friendly hospice continues, with all staff wearing dementia-friendly name badges, and undergoing mandatory training to understand the needs of dementia patients.

Freedom to Speak Up

We have now appointed and trained seventeen Freedom to Speak Up champions, who have oversight of clinical and non-clinical concerns. The two Freedom to Speak Up Guardians who represent the Hospice to the Office of the National Guardian, also chair the Hospice Freedom to Speak Up Network, which feeds into the work of the Office of the National Guardian. All hospices registered with the Office of the National Guardian attend these meetings, ensuring that the collective voice of the hospice movement is heard.

Our first pop up shop in Well Street provided the opportunity to test the potential for a retail presence within the area, and this subsequently led to the launch of our first permanent high street shop – the Five Sisters Charity Shop – in Mare Street. Both shops have inevitably faced long periods of closure as a result of the pandemic, but both show promise in generating additional income for us due to their advantageous positions, and the high quality of the used goods which they sell. We continue to be extremely grateful to the local community for their support and generous donations.

We plan to further extend our retail portfolio, aiming to open at least two additional shops a year. Additionally, we are driving a migration towards online sales through the online shop on our new website.





Enterprise

Our Enterprise strategy – developed as a pillar within Vision 2024 back in 2019 to establish more predictable, sustainable and new income streams for the Hospice – is now firmly established as an important source of income for the Hospice. This assists with our ongoing strategy to find new ways to try to fill the financial gap between our running costs and the income that we derive from our NHS block contract and fundraising.

With careful planning of our space resource, we have repurposed unused parts of our site by refurbishing and converting them, then renting or leasing to local organisations that are aligned with our overall Ethos and Values.

A privately owned Nursery has doubled its footprint at the Hospice and now has two sites, the second of which is in Mare Street Wing – a building that was previously unused for many years – that has now been renovated as part of a wider estate review.

Demand for office space within the Hospice site is high, and we remain at full occupancy; the thirteen offices in St Patrick's Wing that we currently rent to local businesses remain fully occupied. We have let the first floor of Mare Street Wing to one organisation, and all rooms on the second floor have been rented on a licence basis to therapists.

Towards the end of the 2020 financial year, we welcomed a Lymphoedema Service that re-located from elsewhere in the borough to St Joseph's on a five-year lease basis; we are already working collaboratively with this organisation in a number of areas. We also generate rental and hospitality income from our stunning education and conference facilities, as well as our Garden Room, to community-based organisations, social enterprises and commercial businesses for meetings, events and workshops.

We have built good relationships with our tenants, in particular when we have supported those who experienced financial difficulty due to the pandemic. Despite modest rent refinancing initiatives, we still comfortably exceeded targets, and all licence and leaseholders subsequently renewed their contracts.

Our permanent shop in Mare Street and pop up shop in Well Street experienced long periods of closure during the COVID-19 peak and, since re-opening, we have focused on establishing their presence on the high street. Like other hospices, we have experienced challenges recruiting volunteers to help staff the shops. Nevertheless, both show promise in generating additional income due to their advantageous positions on the high street, and the high quality of the used goods that they sell. We continue to be extremely grateful to the local community for their support and generous good quality donations.

In Q3 2021, we secured a further two rent-free pop up units adjacent to our Mare Street shop, which we have branded as Five Sisters® Home to sell donated furniture, with the second positioned as Five Sisters® Books. Looking ahead to 2022/23, we plan to further extend our retail portfolio, aiming to open one to two additional shops, and are piloting a presence with a bookstall in Hackney's busy Broadway Market. Additionally, we will be strengthening our online presence by opening retail accounts on selected web-based platforms.

We undertook a refresh of our on-site key worker accommodation, and were able to offer rooms to staff who were unable to travel to work during lockdown. This helped us to ensure that there was no impact on our ability to support patients.

To further expand our external commercial portfolio, we have established a separate company under the Five Sisters® umbrella.

In November 2021, Five Sisters® Managed Services Ltd. won its first contract to provide the catering service for another hospice. Now successfully established, we plan to bid for other catering contracts with hospices and other organisations that are aligned with our values. Results will be reported separately in Five Sisters Managed Services accounts.

Estates

The focus of the Estates strand of Vision 2024 continues to be to further strengthen site and Hospice resilience. The strategy is supported by our comprehensive site audit, which includes a review of safety policies.

We have also continued to work hand in hand with the Enterprise strategy by redeveloping parts of the Hospice site for commercial purposes.

Energy, environment and sustainability

Our strategy is underpinned by a Sustainability Management plan, incorporating a site energy survey.

Our three-year data illustrates a significant reduction in our electricity purchase by 20%, driven by the installation in 2020 of 514 solar panels covering the east/west and south facing roofs of the Centenary Wing, Heenan House, Mare Street, St Patrick's Wing and the Chapel building. Introducing solar energy is contributing to utilities and energy cost savings as well as reducing carbon emissions, and demonstrates the Hospice's commitment to sustainability and the environment.

The goal is to work towards a nationally recognised award in environmental sustainability, and we have already taken a number of steps towards operating in a more sustainable way.

Addressing waste issues continues to be high on our agenda, and we are in the process of planning the replacement of some of our aged boilers and laundry machines with significantly more energy efficient equipment.

The two electric cars and charging points – paid for by a fundraising campaign and OLEV funding – continue to prove valuable for our Community Palliative Care Team when visiting patients in the community.

We all know the therapeutic benefits of green and tranquil spaces, especially when we are leading such busy lives. This has been particularly highlighted during the pandemic. To help alleviate some of the stresses and as part of our sustainability strategy, we are creating a new roof garden on the fourth floor of Centenary Wing. It will be a relaxing, restorative environment for staff, with lush planters and seating for those who are looking to take a break from their busy day or to take in the fantastic views across London.

Now that the peak of the pandemic has passed and footfall is starting to increase, we have identified a space to create a Visitors Dining Room in the main Hub area. This will provide a quiet, relaxing space for visitors to enjoy a coffee or lunch while they are waiting for their appointment, as well as ensuring that the main waiting area does not become too busy.

	Proportion of UK emissions	*Kwh*	*Proportion of UK emissions*	*Kwh*	*Proportion of UK emissions*	*Kwh*	*% Change*
	2019/20		2020/21		2021/22		
Direct Emissions							
Combustion of Gas	100%	2.47	100%	2.37	100%	2.35	-5%
Indirect Emissions							
Purchase of Electricity	100%	1.12	100%	0.97	100%	0.90	-20%



Funding and fundraising

The COVID-19 pandemic continued to impact heavily on our fundraising in 2021-2022, with many events delayed, local businesses closed and much fundraising impacted by the uncertainty.

However, we adapted our approach where possible, so were still able to generate some notable successes.

Ahead of schedule, we raised £65,000 for our Bed Appeal from trusts, corporates and our local community to replace 18 specialist beds and mattresses on our wards.

By making some adjustments to our Great East End Walk, we were able to hold an in-person event, with over 100 people joining us on the day to walk through London, and raising almost £30,000 for the Hospice.

After postponing our Firewalk three times due to the pandemic, we were delighted to finally hold the event in October 2021. Thirteen brave “soles” faced their fears, walking across hot coals for their favourite hospice, raising more than £5,000 in the process.

Also delayed due to the pandemic, we finally saw fifteen runners – who had been training since 2020 – take to the streets to complete the London Marathon and raised more than £30,000 to help people in our service areas.

Once again, our annual Light up a Life service was held online, livestreamed with a small staff only presence on site to light the Remembrance Tree. We received more than 3,000 dedications, and raised an incredible £54,000. We hope to be able to hold an in-person event in 2022, restrictions permitting.

We were delighted to receive a donation of £11,000 from The Mark Benevolent Fund, given in memory of HRH Prince Philip the Duke of Edinburgh, as nominated by Middlesex and London Provinces. Two members of the Fundraising team were invited to a cheque ceremony in August 2021.

During the pandemic, we experienced a drop in legacy income, which had an impact on our overall income. The nature of legacies is always unpredictable, but delays with probate exacerbated the issue. Additionally promoting legacies has been challenging, with live will workshops either cancelled or moved online. Nevertheless, we have seen notifications increase from the previous year, which bodes well for the future.

We acknowledge the support of generous funders, without whom we would be unable to provide the exemplary levels of care and support for which we are known.

This year, we would like to thank the Hobson Charity for enabling us to purchase new syringe drivers to help manage pain and discomfort, the Linder Foundation for supporting our bid to purchase new state-of-the-art beds, the Boshier-Hinton Foundation for funding a specialist easel that enables people with disabilities to take part in art therapy, and City Bridge Trust for supporting our Namaste service and Social Work team.

We would also like to thank the St John Southworth Fund who contributed to our Compassionate Neighbours programme.

Financial Statements

The Board of Trustees agreed a budget of breakeven and we exceeded this by recording a £548k surplus. With unrealised gains of £1.05M during the year, the group increased its funds by £1.6M (£1.9M in 20/21).

We have been delighted to undertake a programme of extra expenditure during the second half of the year, making improvements across the organisation, whilst maintaining our healthy financial position. Projects included new equipment in the gym, replacing fences, paving and pruning trees in the garden, new trolleys for the porters, improvements to the shop and a new access control system.

Our staffing costs will continue to be the largest element of overall expenditure at about 75% and we continued to manage the establishment well whilst delivering excellent patient outcomes. Non-pay expenditure also continued to be managed well, with departmental managers working with the finance team to stay within budgets.

Total income was £14.4M (£14.6M in 20/21). The previous year included £1M non-recurrent funding for pandemic support from the local NHS. There was further support from NHS England due to the Omicron variant. NHS funding from our local CCG’s remains a key element of our income, helping to support the delivery of our specialist care.

Enterprise income was £200K greater than the previous year, totalling nearly £0.8M, as we created Five Sisters® Managed Services Ltd. to deliver external services. Whilst this is a commercial entity, our philosophy is consistent with the values of St Joseph’s Hospice, so we will work with partners to improve quality while delivering financial efficiency. In November, Five Sisters Managed Services Ltd took on the Catering contract at Saint Francis Hospice, in Essex. The annual cost of that contract is approximately £220k and we were able to increase their Food Hygiene Rating early in the contract.

Donations continued to be adversely impacted by the protracted pandemic. Total donations income was £1.2M (£1.5M in 2021). However, legacies recovered to £2.4M, which was £1.0M greater than last year reflecting probates were speeding up following easing of pandemic restrictions.

Capital expenditure

We have developed a more prospective capital programme, which started with the installation of solar panels across our roofs. As well as contributing to our environmental sustainability programme, we anticipate that these will pay for themselves within six years.

Our commitment to our resident staff is reflected in the creation of a conservatory on the roof of St Patrick’s wing – a space that gives residents fantastic views across the City of London skyline. We invested in new IT infrastructure, hardware and licenses.

Listed investments

It is our policy to invest surplus cash into the funds held by CCLA and during the year, we invested another £3.5M. At year-end total portfolio had a value of £16.4M.

Naturally, the price of these investments took a hit in Q4, largely as a consequence of the conflict in Ukraine, which caused global uncertainty. A key measure for the Trustees is the long-term unrealised gains and during the year, unrealised gains totalled £1.05M.

We remain realistic about the mid-term uncertainty, but our focus is on the long-term and we will continue with the same approach of sweeping surplus cash into CCLA.

Dividend income from this source is growing and has become a key source of operating income.

Investment policy

Although the Trustees are free to make investment decisions, they have determined that these shall be in line with our Mission, Values, and environmental stance. Our listed investments are managed by CCLA and are split between the COIF and the Catholic Fund. Over the long-term CCLA has delivered on the Trustees requirements of 3% capital appreciation after consideration for inflation and we have no plans to change.

Working capital

Management of cash, debtors and creditors is an important part of our financial framework. Debtors have caused us no issue during the year – despite the changes in the local NHS, CCG's have paid promptly, as have our tenants and other debtors. Legacies continue to comprise a significant proportion of debtors due to charity reporting requirements (which state that legacies need to be recorded when receipt is probable rather than when payment is made).

We are committed to paying our bills on time and whilst there will always be the odd challenge, relationships with suppliers are healthy and we have a very open approach to any issues they may have.

We continue to retain sufficient cash levels while transferring surplus to CCLA.

With payroll being our main source of expenditure, our cash planning ensure that staff are paid promptly.

Overall, there have been no concerns with working capital and at year-end we have successfully reduced the working capital days held from 120 days in March 2021 down to 46 days by March 2022. Anywhere between 40 and 50 days is within our target area for the time being. The reduction in working capital days is consistent with our post-COVID reduction approach to cash holding.

Funds

With total funds increasing by £1.4M, we are in a very healthy position. The general fund is the key source of support for the ongoing clinical activities and during the year its value increased to £16.2M.

Our main restricted fund is the Mission Fund, with the monies available to support our Values and Ethos. At year end this stood at £2.44M.

The Fixed Asset Fund represents the net book value of all our capital assets (excluding investment property). During the year, additions to the fund totalled £300k, whilst depreciation against existing assets was £764k.

The Investment Property Fund value reflects the value of those areas we can commercially let out to tenants. We had a revaluation at the end of the year and the fund increased by £45k to £5.91M.

Reserves policy

The Trustees have set a minimum free reserves target of nine months operating expenditure. At current expenditure levels, nine months expenditure represents £10.5M.

To ensure the ongoing viability of the Hospice they have deemed that we need to have sufficient funds to sustain a period of income uncertainty whilst maintaining expenditure on clinical quality.

Whilst there is no 'set' figure for reserves, the pandemic has also demonstrated how organisations need to keep sufficient funds available for significant adverse events and the Trustees are confident that this policy ensures the sustainability of the Hospice, even through major short to medium term adverse events.

Key management personnel

The Trustees consider that they, together with the Senior Management Team, comprise the key management personnel in charge of directing, controlling, running and operating the charity on a day-to-day basis.

Salaries for the Senior Management Team are set having regard to national pay agreements, considering the seniority and experience required by each post.

All Trustees give their time freely and no Trustees were remunerated during the year (2020-2021: no remuneration).

Note 8 on page 40 confirms that there were no Trustee expenses paid during the year.

Risk management

The SMT and Board regularly review risk and have put in place a learning infrastructure, which can identify risk, review and implement change. Our policies and procedures are reviewed by independent external assessors and where recommendations are made, we take corrective action.

The risk register forms an integral part of our risk assessment and is supported by various committees that meet regularly.

All staff undergo relevant training and accreditation.

Financial sustainability

Long-term sustainability is dependent on our relationships with the NHS, the ability to fundraise and enterprise, coupled with an ability to manage expenditure, whilst delivering great care.

We seek to be proactive and dynamic – responding to the needs of the NHS strategy and our clinical teams are significant contributors to the Palliative Care strategy across North East London. We remain conscious that we are the biggest provider of Palliative Care in the region and do not expect our NHS contract to be materially altered as the relationship with the NHS remains positive.

We continue to invest in an excellent Fundraising team who not only do a great job raising money, but ensure we deliver across the local community. We recognise that being 117 years old, we are privileged to have the Hospice entrusted to our leadership. Ensuring that the Hospice continues to be well managed makes it certain that patients and families can benefit from the Hospice for generations to come.

A few years ago, we embarked on an ambitious enterprise programme, which is now reaping significant rewards. We have several long-term tenants and through the creation of Five Sisters Managed Services Ltd we continue to expand.

We understand the value of investing wisely and as a consequence we are now generating annual dividend income of £440,000, plus we have an expectation of long-term capital growth.



We are therefore confident that the diversification of our income streams de-risks our financial position and helps to ensure long-term sustainability.



Governance, structure and management

Constitution

St Joseph's Hospice, Hackney, a Charity registered under the Charities Act 2011, is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up during the period of membership, or within the year following, company members are required to contribute an amount not exceeding £1.

Structure

The Charity has staff based at three locations: the majority at St Joseph's Hospice in Mare Street, Hackney; and two community outreach locations in Newham: at East Ham Care Centre and Richard House Children's Hospice. Services are also delivered in patients' own homes. The Charity is governed by its Trustees (the Board) which meets regularly throughout the year to determine strategic vision and direction. The Trustees appoint a Chief Executive who is responsible for the day-to-day running of St Joseph's Hospice and to inform and implement Board decisions.

The Registered Manager is the Director of Care and the CEO is the Responsible Individual for Care Quality Commission registration purposes.

Trustees

The Trustees listed on page 1 were in office at the date on which this annual report was approved. The Trustees who served on the Board throughout the year to 31 March 2022 and up to the date on which this report was approved are shown below.

Trustees	Appointed/resigned
Mr Paddy McGuinness CMG, OBE, MA (Chair)	
Mr Edward B McGuigan BA FFA FIPA	
Sister Rita Dawson MBE DL RSC MSc BSc (Hons) RGN RSCN	
Margaret Doherty BA (Hons), DEBA, MCIPR	
Prof Jim McManus, BD (Hons) OCDS CPsychol CSci AFBPsS FFPH FRSB	
Dr Una Molloy, RGN ,RM , BNS(Hons), MSc Nursing, PhD.	
Dr Michael Moran PhD MMedSci MBBChBAO BSc (Hons) MRCS DO-HNS	
Mr Peter Pledger (Treasurer)	
Sister Jacqueline Doherty RSC	

The election of Trustees

The Trustees are elected at the Annual General Meeting of the Charity by the members.

Trustees are normally elected for an initial term of three years and, if reappointed, may serve for a second term of three years. In exceptional circumstances, the members may reappoint a Trustee for a third term of three years. The maximum length of service is therefore nine years. The Trustees, with the consent of the Provincial Superior of the Sisters of Charity, also have the power to co-opt people during the year to help deal with specific matters.

The Trustees are recruited and selected for their specific skills and experience, which currently cover law, finance, fundraising, business, clinical, nursing and healthcare.

Policies and procedures relating to Trustees' training and induction

All Trustees receive induction on joining the Board so that they are equipped to carry out their role, as well as signing a statement of their willingness to serve as a Trustee and completing a declaration of interests' statement. Additionally, new Board members receive direct support from the Chair of the Board and the Chief Executive. In order to keep Board members informed about the charity's on-going work, the Board receives reports from senior staff members as required. In addition, members of the Board meet from time to time more informally with the management team and other staff to work on specific areas of development.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Joseph's Hospice, Hackney, for the purposes of company law) are responsible for preparing the Trustees' report and 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 each financial year, which give a true and fair view of the state of affairs of the Group and the Charity and of the income and expenditure of the Group and the Charity for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Charity will continue in operation



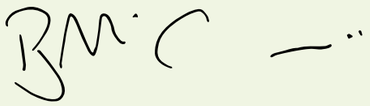
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the Group and the Charity's auditor is unaware and
- The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Group and Charity's auditor is aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006

Signed on behalf of the Trustees:



Trustee

Date of approval: 16th December 2022

Independent auditor's report to the members of St Joseph's Hospice, Hackney

Opinion

We have audited the financial statements of St Joseph's Hospice, Hackney (the "Charitable Company") and of St Joseph's Hospice, Hackney and its subsidiary company (the "Group") for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the Charity statement of financial activities, the Group and Charity balance sheets, the Group and Charitable Company statements of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group and Charitable Company's affairs as at 31 March 2022 and of their 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 Group and Charitable financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and 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 and Financial Statements, 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements and
- The Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Group and the Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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
- The financial statements are not in agreement with the accounting records and returns or
- Certain disclosures of Trustees' remuneration specified by law are not made or
- We have not received all the information and explanations we require for our audit

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group and 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations
- We identified the laws and regulations applicable to the Group and Charitable Company through discussions with key management and from our knowledge and experience of the charity sector
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the Group and/or Charitable Company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, those that relate to data protection (General Data Protection Regulation) and specific care legislation relating to vulnerable individuals (Care Standards Act 2000) and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance

We assessed the susceptibility of the Group and Charitable Company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested and reviewed journal entries to identify unusual transactions
- Performed substantive testing on expenditure including the authorisation thereof
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias and
- Investigated the rationale behind significant or unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures, which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Reading the minutes of meetings of Trustees' meetings and
- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Buzzacott LLP

Amanda Francis, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

19 December 2022

Financial Statements



Consolidated statement of financial activities Year to 31 March 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**3,457**	**143**	**3,600**	2,762	159	2,921
Other trading activities:							
- Fundraising events		**71**	**-**	**71**	47	-	47
- Five Sisters Managed Services Limited		**82**	**-**	**82**	**–**	**–**	**–**
Investments and bank deposits	2	**934**	**50**	**984**	733	36	769
Charitable activities	3	**8,678**	**921**	**9,599**	9,784	1,023	10,807
Miscellaneous income		**24**	**1**	**25**	6	1	7
Total income		**13,246**	**1,115**	**14,361**	13,332	1,219	14,551
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies	4	**846**	**-**	**846**	758	-	758
Costs of trading - Five Sisters Managed Services Limited		**87**	**-**	**87**	-	-	-
- Hospice inpatient care	5	**7,989**	**657**	**8,646**	8,591	701	9,292
- Hospice outpatient and day services	5	**900**	**8**	**908**	986	8	994
- Community palliative care services	5	**1,932**	**311**	**2,243**	1,708	291	1,999
- Psychosocial and bereavement services	5	**753**	**26**	**779**	749	30	778
- Education, training and research	5	**237**	**-**	**237**	268	-	268
- Patient café and dining room	5	**26**	**-**	**26**	24	-	24
- Investment property costs		**41**	**-**	**41**	38	-	38
Total expenditure		**12,811**	**1,002**	**13,813**	13,122	1,030	14,152
- Net Income before Investment gains and transfers		**435**	**113**	**548**	210	189	399
- Net gains on investments	12	**932**	**117**	**1,049**	1,317	178	1,495
- Net income before transfers		**1,367**	**230**	**1,597**	1,527	367	1,894
- Transfers between funds	15	**3**	**(3)**		69	(69)	
- Net income and net movement in funds	7	**1,371**	**227**	**1,597**	1,596	298	1,894
Reconciliation of funds							
Balances brought forward at 1 April 2021		**37,052**	**2,210**	**39,262**	35,456	1,912	37,368
Balances carried forward at 31 March 2022		**38,422**	**2,437**	**40,859**	37,052	2,210	39,262

Charity statement of financial activities
Year to 31 March 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**3,457**	**143**	**3,600**	2,762	159	2,921
Other trading activities:							
- Fundraising events		**71**	**-**	**71**	47	-	47
Investments and bank deposits	2	**934**	**50**	**984**	733	36	769
Charitable activities	3	**8,678**	**921**	**9,599**	9,784	1,023	10,807
Miscellaneous income		**23**	**1**	**24**	6	1	7
Total income		**13,163**	**1,115**	**14,278**	13,332	1,219	14,551
Expenditure on:							
Raising funds:							
Costs of generating donations & legacies		**846**	**-**	**846**	758	-	758
Charitable Company	4						
Charitable activities							
- Hospice inpatient care	5	**7,989**	**657**	**8,646**	8,591	701	9,292
- Hospice outpatient and day services	5	**900**	**8**	**908**	986	8	994
- Community palliative care services	5	**1,932**	**311**	**2,243**	1,708	291	1,999
- Psychosocial and bereavement services	5	**753**	**26**	**779**	749	30	778
- Education, training and research	5	**237**	**0**	**237**	268	-	268
- Patient café and dining room	5	**26**	**0**	**26**	24	-	24
Investment property costs		**41**	**0**	**41**	38	-	38
Total expenditure		**12,724**	**1,002**	**13,726**	13,122	1,030	14,152
Net Income before Investment gains and transfers		**439**	**113**	**552**	210	189	399
Net gains / (Losses) on investments	11	**932**	**117**	**1,049**	1,317	178	1,495
Net income before transfers		**1,371**	**230**	**1,601**	1,527	367	1,894
Transfers between funds	14	**3**	**(3)**	**-**	69	(69)	-
Net income and net movement in funds	7	**1,374**	**227**	**1,601**	1,596	298	1,894
Reconciliation of funds							
Balances brought forward at 1 April 2021		**37,052**	**2,210**	**39,262**	35,456	1,912	37,368
Balances carried forward at 31 March 2022		**38,426**	**2,437**	**40,863**	37,052	2,210	39,262

All of the Group and Charitable Company's activities derived from continuing operations during the above two years. All recognised gains and losses are included in the above Statements of financial activities.

Balance sheets as at 31 March 2022

		Group		Charity	
	Notes	**2022 £'000**	2021 £'000	**2022 £'000**	2021 £'000
Fixed assets					
Tangible assets	11	**16,188**	16,652	**16,188**	16,652
Investments	12	**22,362**	17,813	**22,362**	17,813
		38,550	34,465	**38,550**	34,465
Current assets					
Stocks		**31**	33	**31**	33
Debtors	13	**2,524**	2,665	**2,524**	2,665
Short term deposits		**1,982**	4,470	**1,982**	4,470
Cash at bank and in hand		**203**	31	**135**	31
		4,740	7,199	**4,672**	7,199
Creditors: amounts falling due within one year	14	**(2,431)**	(2,402)	**(2,359)**	(2,402)
Net current assets		**2,309**	4,797	**2,313**	4,797
Total net assets		**40,859**	39,262	**40,863**	**39,262**
The funds of the charity:					
Income funds					
Restricted funds	15	**2,437**	2,210	**2,437**	2,210
Unrestricted funds					
- General funds		**16,323**	14,530	**16,323**	14,530
- Tangible fixed assets fund	16	**16,188**	16,652	**16,188**	16,652
- Investment property fund	17	**5,915**	5,870	**5,915**	5,870
- Non-Charitable trading funds	10	**(4)**	-	**-**	-
		38,422	37,052	**38,426**	37,052
		40,859	39,262	**40,863**	39,262

Approved by the Trustees and signed on their behalf by:



Trustee

Date of approval: 16th December 2022

St Joseph's Hospice, Hackney: Company Registration No. 05513914 (England and Wales)

Statement of cash flows
Year to 31 March 2022

	Notes	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Cash flows from operating activities					
Net cash provided by (used in) operating activities	A	**500**	1,085	**432**	1,085
Cash flows from investing activities					
Investment income and interest received		**984**	769	**984**	769
Purchase of tangible fixed assets		**(300)**	(322)	**(300)**	(322)
Acquisition of Investments		**(3,500)**	(3,777)	**(3,500)**	(3,777)
Net cash used in investing activities		**(2,816)**	(3,330)	**(2,816)**	(3,330)
Change in cash and cash equivalents in the year		**(2,316)**	(2,245)	**(2,384)**	(2,245)
Cash and cash equivalents at 1 April 2021	B	**4,501**	6,746	**4,501**	6,746
Cash and cash equivalents at 31 March 2022	B	**2,185**	4,501	**2,117**	4,501

Notes to the statement of cash flows for the year to 31 March 2022

A Reconciliation of net movement in funds to net cash provided by operating activities

	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Net movement in funds (as per the statement of financial activities)	**1,597**	1,894	**1,601**	1,894
Adjustments for:				
Depreciation charge	**764**	743	**764**	743
Loss on disposal	**-**	327	**-**	327
Gains on investments	**(1,049)**	(1,495)	**(1,049)**	(1,495)
Investment income and interest receivable	**(984)**	(769)	**(984)**	(769)
Decrease / (Increase) in stock	**3**	(9)	**3**	(9)
Decrease / (Increase) in debtors	**140**	(602)	**140**	(602)
Increase / (Decrease) in creditors	**29**	996	**(43)**	996
Net cash provided by (used in) operating activities	**500**	1,085	**432**	1,085

B Analysis of cash and cash equivalents (net debt)

	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Cash at bank and in hand	**203**	31	**135**	31
Short term deposits	**1,982**	4,470	**1,982**	4,470
Total cash and cash equivalents	**2,185**	4,501	**2,117**	4,501





Principal accounting policies

The principal accounting policies adopted, judgements used and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2022 with comparative information presented for the year to 31 March 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Basis of consolidation

The financial statements consolidate the accounts of St Joseph's Hospice, Hackney with those of its wholly owned subsidiary, Five Sisters Managed Services Limited to the balance sheet date. All figures are consolidated on a line by line basis.

Critical accounting estimates and areas of judgment

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge
- Estimating the open market value of investment properties
- Allocating support costs across charitable activities
- Estimating the value of legacies to be recognised in accordance with FRS 102 and
- Estimating future income and expenditure flows for the purpose of assessing going concern (see next page)

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The restrictions due to the pandemic have lasted much longer than initially expected and had a significant impact on the Hospice's finances. The protracted nature of these restrictions means that we are still uncertain exactly when we will return to 'normal' or how the pandemic may change things, a similar position to that reported twelve months ago.

This year, the NHS made more funding available to Hospices following the Omicron variant and by year-end we had received £196k.

Our relationship with the local NHS means that we remain well positioned relative to other hospices. Our reliance on retail is low and prior to the pandemic we had already focused on growing our enterprise. Our tenant occupancy remains high and we continue to have good relationships with our key tenants and are renegotiating, or have renegotiated extensions.

We thank our supporters for continuing to donate to the Hospice, enabling us to continue to carry out our work. Our volunteers have started to return, although restrictions remain in place across the Hospice.

As the restrictions further unwind, we expect inpatient activity to increase and we will continue to work with the local NHS and other stakeholders planning for the future. The Trustees are optimistic that the Group and Charity will continue as a going concern, with the level of assets required to meet our liabilities into the long-term, supported by future plans to diversify our operations whilst continuing to demonstrate value for money for the NHS.

Income recognition

Income is recognised in the period in which the Group and Charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, legacies, income from fundraising events, income from the trading activities of Five Sisters Managed Services Limited, income from investments and bank interest, and contracts, service level agreements and grants income for the provision of healthcare and related services.

Donations are recognised when the Group and Charity have confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the Charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Group and Charity and it is probable that those conditions will be fulfilled in the reporting period.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when the Group and Charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the Group and Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Group and Charity have been notified of the executor's intention to make a distribution.

Where legacies have been notified to the Group and Charity or the Group and Charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Trading income generated by Five Sisters Limited is recognised once the work has been invoiced and is stated net of any discounts, VAT, etc.

Investment income from listed investments is recognised once the dividend has been declared and notification has been received of the dividend due.

Investment income generated from investment properties is recognised at the point when the income is due to the charity under tenancy or lease agreements.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group and Charity; this is normally upon notification of the interest paid or payable by the bank.

Contracts and service agreements in respect of the provision of healthcare services are recognised to the extent that it is probable that the economic benefits will flow to the Group and Charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding any relevant value added tax. Grants from government, NHS bodies, Clinical Commissioning Groups and from trusts and foundations have been included as income from charitable activities i.e. the provision of healthcare and related services where they amount to a contract for services but as donations where the money is given in response to an appeal or grant application or with greater freedom of use, e.g. for core purposes.



Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Group and Charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the Charity. This includes staff costs associated with fundraising, and an allocation of support costs. It also includes costs incurred by the subsidiary company
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the Charity through the provision of its charitable activities i.e. the provision of healthcare and related services in respect to the care of persons suffering from terminal cancer and other palliative or chronic illnesses
- All expenditure is stated inclusive of irrecoverable VAT

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Group and Charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the Group and Charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on the number of full time equivalent staff allocated to each of the charitable activities.





Tangible fixed assets

During the year, the Trustees approved an increase in our de minimis limit for recognising capital assets. Assets costing more than £5,000 and with an expected useful life exceeding one year are capitalised.

Freehold land and buildings
Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions since 1 April 2012 are included on the balance sheet at cost.

Freehold buildings are depreciated at a rate of 2% per annum based on cost or deemed cost. No depreciation is charged on freehold land.

Major building refurbishment
Major building refurbishment since 1 April 2012 is included on the balance sheet at cost.

Major building refurbishment, once completed, is depreciated at a rate of 10% per annum based on cost. Major building refurbishment that is in progress is capitalised but only depreciated in accordance with the above policy once complete.

Plant and equipment
Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets.

Additions since 1 April 2012 on the purchase and replacement are capitalised at cost.

Plant and equipment is depreciated between 10 and 20 years on a straight line basis, dependent upon the individual asset.

Computer equipment
Additions are capitalised at cost.

Computer equipment is depreciated over a three year period on a straight line basis in order to write off the cost of over its estimated useful life.

Motor vehicles
Motor vehicles transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. Motor vehicles purchased since 1 April 2012 are capitalised at cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets.

Motor vehicles are depreciated over a four-year period on a straight line basis in order to write off the cost of each motor vehicle over its estimated useful life.

Furniture
Transfers to the Charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets.

Additions since 1 April 2012 are capitalised at cost.

Furniture is depreciated over a four-year period on a straight line basis.

Fixed asset investments

- Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price
- The Group and Charity do not acquire put options, derivatives or other complex financial instruments

As noted above the main form of financial risk faced by the Group and Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

- Properties held for investment purposes are included in these accounts at open market value. The valuations have been determined for the Trustees by independent professionals

Investment by the Charity in the issued share capital of Five Sisters Managed Services Limited is shown at cost.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Stocks

Stocks of medical supplies, stationery and sundry stores are valued at the lower of cost and net realisable value.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Short term deposits relate to cash held in deposit accounts for medium term use or future reinvestment, but which are available on demand or have a maturity less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the Group and Charity anticipate they will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The general fund comprises those monies which may be used towards meeting the charitable objectives of the Charity and which may be applied at the discretion of the Trustees.

The tangible fixed assets fund represents the net book value of the land and buildings occupied by the Charity and other tangible fixed assets. Such assets are vital to the Charity being able to carry out its charitable work and the value invested in the assets cannot, therefore, be realised in order to meet future expenditure or contingencies. To emphasise this point the net book value of the assets is represented by a specific tangible fixed assets fund on the balance sheet.

The investment property fund represents the value of the buildings utilised by the Charity to generate a commercial return. Such assets cannot be realised easily in order to meet future expenditure or contingencies. To emphasise this point the value attributed to these assets is represented by a specific investment property fund on the balance sheet.



The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Non-charitable trading funds comprise the accumulated losses of the subsidiary company, Five Sisters Managed Services Limited.

Basis for Consolidation

The SOFA and the group balance sheet show the consolidated accounts of St Joseph's Hospice and its subsidiary, Five Sisters® Managed Services Ltd.

Pension costs

Pension costs are payable in respect of defined contribution and defined benefit pension schemes. The Group and Charity are unable to identify their share of the underlying assets and liabilities of the defined benefit schemes on a reasonable and consistent basis. Therefore in accordance with FRS 102, it has accounted for its normal contributions as if the schemes were defined contribution schemes. Normal contributions are charged to the statement of financial activities when payable.

The present value of the expected deficit recovery contributions are recognised as a liability at the balance sheet date. The amount is reviewed annually taking into account any changes to the deficit contribution rate or the implicit rate of interest used in discounting the liability.

Contributions in respect of personal pension schemes and defined contribution schemes are recognised in the statement of financial activities in the year which they are payable to the scheme.

Leased assets

Rentals applicable to operating leases where substantially all the benefits and risk of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Notes to the financial statements

1 Income from: Donations and legacies

Group and Charity	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Donations	**1,051**	**143**	**1,194**	1,335	159	1,495
Donations of cremation fees received	**10**	**-**	**10**	12	-	12
	1,061	**143**	**1,204**	1,347	159	1,506
Legacies	**2,396**	**-**	**2,396**	1,415	-	1,415
Total funds	**3,457**	**143**	**3,600**	2,762	159	2,921

We are grateful to all the individuals, trusts and companies who have supported our work this year.

2 Income from: Investments and bank deposits

Group and Charity	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Income from listed investments						
- UK common investment funds	**374**	**50**	**424**	268	36	304
Rental income from investment properties	**546**	**-**	**546**	461	-	461
Bank interest	**14**	**-**	**14**	4	-	4
Total funds	**934**	**50**	**984**	733	36	769

3 Income from: Charitable activities

Group and Charity	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Statutory grants and service agreements						
- Clinical Commissioning Groups	**8,452**	**753**	**9,205**	9,440	787	10,227
Grants receivable – Big Lottery	**-**	**63**	**63**	-	133	133
Other grants and service level agreements	**6**	**105**	**111**	78	101	179
Fees for education services and room hire	**84**	**-**	**84**	114	-	114
Residences and other rental income	**61**	**-**	**61**	84	-	84
Income from provision of catering, telephone, newspapers and books	**75**	**-**	**75**	68	2	70
Total funds	**8,678**	**921**	**9,599**	9,784	1,023	10,807

Disclosure Note: Following the year-end, the Charity has received a further £272k of grant funding from Hospice UK. This funding has not been recognised in these financial statement as the income recognition criteria have been deemed not to have been met at the reporting date.

Insufficient information was made available to the Hospice to confirm that it was entitled to further funds or enable a reliable estimate to be made of the probable value of receipt in advance of the date that they were received.

The Trustees are satisfied that all reasonable endeavours were made by management prior and subsequent to the reporting date to determine the value of any further funds to be received by the Charity and the likely timing of these funds.

4 Costs of generating donations and legacies

Group and Charity	Direct costs £'000	Support costs (note 6) £'000	Total 2022 £'000	Direct costs £'000	Support costs (note 6) £'000	Total 2021 £'000
Staff costs	**433**	**-**	**433**	396	-	396
Other direct costs	**217**	**-**	**217**	187	-	187
Support costs	**-**	**196**	**196**	-	175	175
Total funds	**650**	**196**	**846**	583	175	758

5 Expenditure on: Charitable activities

Group and Charity	Direct costs £'000	Support costs (note 6) £'000	Total 2022 £'000	Direct costs £'000	Support costs (note 6) £'000	Total 2021 £'000
Hospice inpatient care	**6,266**	**2,380**	**8,646**	6,764	2,528	9,292
Hospice outpatient and day services	**637**	**271**	**908**	685	309	994
Community palliative care services	**1,660**	**583**	**2,243**	1,493	506	1,999
Psychosocial and bereavement services	**584**	**195**	**779**	559	220	779
Education, training and research	**193**	**44**	**237**	215	53	268
Patient café and dining room	**26**	**-**	**26**	24	-	24
Total funds	**9,366**	**3,473**	**12,839**	9,740	3,616	13,356

6 Support costs

Group and Charity	2022 £'000	2021 £'000
Staff costs	**1,471**	1,460
Recruitment and training	**175**	53
Services contracted out	**25**	16
Consumables	**87**	66
Maintenance and running costs	**587**	572
Depreciation	**764**	743
Loss on disposal of tangible fixed assets	**-**	327
Office expenses	**535**	535
Auditor's remuneration	**25**	19
	3,699	3,791

The allocation of support costs to raising funds and charitable activities based on the full-time equivalent staff allocated to each charitable activity.

7 Net income (expenditure) and net movement in funds

	Group		Charity	
This is stated after charging:	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Staff costs (note 8)	**10,429**	10,539	**10,393**	10,539
Auditor's remuneration				
- Current year audit fees	**18**	17	**18**	17
- Prior year audit fees	**7**	-	**7**	-
- Fees for tax computation	**-**	2	**-**	2
Depreciation	**764**	743	**764**	743
Loss on disposal of tangible fixed assets	**-**	327	**-**	327
Operating lease rentals	**22**	22	**22**	22

8 Staff costs and trustees' remuneration

	Group		Charity	
Group and Charity	**2022 £'000**	2021 £'000	**2022 £'000**	2021 £'000
Staff costs during the year were as follows:				
Wages and salaries	**8,502**	8,533	**8,474**	8,533
Social security costs	**858**	846	**856**	846
Pension costs	**586**	517	**584**	517
	9,946	9,896	**9,914**	9,896
Seconded and agency staff	**483**	643	**479**	643
	10,429	10,538	**10,393**	10,538

The number of employees who earned £60,000 per annum or more (including benefits but excluding employer pension contributions) during the year was as follows:

Group and Charity	**2022**	2021
£60,001 – £70,000	**5**	7
£70,001 – £80,000	**3**	2
£80,001 – £90,000	**-**	1
£90,001 – £100,000	**1**	-
£110,001 – £120,000	**-**	1
£120,001 – £130,000	**1**	-

Of those employees who earned £60,000 or more during the year (as defined above), employer contributions are made to money purchase schemes in respect of five employees (2021 – six employees), and to defined benefit schemes in respect of four employees (2021 – four employees).

Total employer contributions to pension schemes in respect of such employees during the year amounted to £74,913 (2021 – £75,209).

When determining salary rates for clinical staff, the Hospice always makes reference to national pay agreements and considers the seniority and experience demanded by each post.

Key management personnel remuneration during the year totalled £644,565 (2021 – £511,441).

No Trustees received any remuneration during the year (2021 – £nil) and no expenses were reimbursed to Trustees (2021 – none).

The average number of employees during the year, analysed per function, was as follows:

	2022 Full time equivalent	2021 Full time equivalent	**2022 Average headcount**	2021 Average headcount
Raising funds	**10**	9	**12**	10
Hospice inpatient care	**137**	143	**160**	179
Hospice outpatient and day services	**8**	9	**12**	12
Community palliative care services	**16**	15	**17**	16
Psychosocial and bereavement services	**10**	11	**23**	23
Education and training	**2**	3	**3**	4
Hospice catering	**6**	5	**8**	8
Support and administration	**25**	22	**28**	23
	214	217	**263**	275

9 Taxation

St Joseph's Hospice, Hackney is a registered charity and is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities.

The subsidiary company Five Sisters Managed Services Limited has entered into a Gift Aid compliant Deed of Covenant whereby it donates its taxable profits (if any) to its parent charity each year. In the year to 31 March 2022, the amount payable was £nil.

10 Subsidiary undertaking

The Charity owns the entire issued share capital of £1 in Five Sisters Managed Services Limited, a company registered in England and Wales (Company Registration Number 13698763). The subsidiary was set up on 22 October 2021. The results of the subsidiary for the year ended 31 March 2022 are set out below.

	Five Sisters® Managed Services Ltd
	Period from 22 October 2022 to 31 March 2022
	2022 £'000
Turnover	**97**
Cost of Sales	**(56)**
Gross Profit	**41**
Administrative expenses	**(45)**
Operating Loss	**(4)**
Gift Aid	**-**
Loss for the financial period	**(4)**
Accumulated losses at 31 March 2022	**(4)**

11 Tangible fixed assets

Group and Charity

	Freehold land and buildings £'000	Major building refurbishment £'000	Furniture, plant, equipment and motor vehicles £'000	Total £'000
At cost or deemed cost				
At 1 April 2021	16,039	2,618	2,529	**21,186**
Additions	-	10	290	**300**
At 31 March 2022	16,039	2,628	2,819	**21,486**
Depreciation				
At 1 April 2021	2,077	1,131	1,326	**4,534**
Charge for the year	231	251	282	**764**
At 31 March 2022	2,308	1,382	1,608	**5,298**
Net book values				
At 31 March 2022	13,731	1,246	1,211	**16,188**
At 31 March 2021	13,962	1,487	1,203	**16,652**

The Hospice's freehold land and buildings held at 1 April 2012 were valued on a depreciated replacement cost basis by an external valuer, Gerald Eve LLP, following the transfer of assets and liabilities from The Religious Sisters of Charity Charitable Trust as at that date. The valuation was carried out in accordance with the valuation standards and guidance notes contained in the Valuation – Professional Standards, incorporating the International Valuation Standards ("the Standards") of the Royal Institution of Chartered Surveyors (RICS) March 2012.

Other tangible fixed assets transferred at that date are included at their net book value at the date of transfer i.e. 1 April 2012. As permitted by FRS 102, all valuations at 1 April 2012 are now assumed to be the deemed cost of the relevant assets.

Additions to tangible fixed assets since 1 April 2012 are included at cost.

Capital commitments

At year-end the Group and Charity had one capital commitment of £101k (2020/21 – £70K) which related to partial completion of our new access control system and upgrade of IT systems.

12 Investments

Group and Charity

	Investment property £'000	Listed investments £'000	Total £'000
Market value at 1 April 2021	5,870	11,943	**17,813**
Acquisitions	-	3,500	**3,500**
Disposals	-	-	**-**
Unrealised gains/losses	45	1,004	**1,049**
At 31 March 2022	5,915	16,447	**22,362**
Cost of investments at 31 March 2022	1,599	11,792	**13,391**

Investment property comprises of:

- A commercial office building close to the main Hospice site at 72-74 Mare Street. This is let on a ten-year lease to a third party. The property was revalued by the Trustees at 31 March 2017 using a method based on rental yields. There has been no change in rental yield, and hence valuation, since that date
- Elements of the Hospice's estate, which have been converted to generate commercial income. In 2018/19, office space in St Patrick's Wing and part of the ground floor of the Centenary Wing were rented out for the first time. During 2019/20, another part of the ground floor of the Centenary Wing was rented out. Refurbishment of the Mare Street Wing has been completed and it is rented out
- These parts of the estate have been classified as investment properties and revalued by using a method based on rental yields. Revaluations were carried out in March 2022 by property professionals after conducting an inspection of the relevant properties. These valuations resulted in an increase of £45,000, as reflected above. prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation – Global Standards (The Red Book), incorporating the International Valuation Standards (IVS) 2022. However, regard to the reporting standards was had in order to reflect best practice

The Hospice has no intention of disposing of its investment properties and is a long term investor

Listed investments held at 31 March 2022 are as follows:

	2022 £'000	2021 £'000
UK common investment funds	**16,447**	11,943

At 31 March 2022, the Charity's investments comprised holdings in COIF and CAIF Charities Investment Funds. Both are managed by CCLA.

In addition to the above, the charity owns the entire issued share capital of £1 in Five Sisters Managed Services Ltd (note 10).

13 Debtors

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Revenue grants and fees receivable	**575**	776	**575**	776
Legacies receivable	**1,484**	1,405	**1,484**	1,405
Investment income and interest receivable	**126**	141	**126**	141
VAT recoverable	**164**	159	**164**	159
Prepayments	**103**	93	**103**	93
Amounts due from subsidiary undertaking	**-**	-	**30**	-
Other debtors	**72**	91	**42**	91
	2,524	**2,665**	**2,524**	2,665

14 Creditors: amounts falling due within one year

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Expense creditors	**892**	823	**868**	823
Social security and other taxes	**234**	223	**234**	223
Accruals	**564**	660	**564**	660
Deferred income	**610**	615	**610**	615
Other creditors	**131**	81	**83**	81
	2,431	**2,402**	**2,359**	2,402

Deferred income consists of grants and contractual income received in advance.

	Group
	2022 £'000
Balance as at 1 April 2021	**615**
Income deferred in the year	**534**
Income released in the year	**(539)**
Balance as at 31 March 2022	**610**

15 Restricted funds

The income funds of the Group and Charity include restricted funds comprising the following donations and grants held on trusts to be applied for specific purposes:

	Mission fund £'000	**Other restricted funds £'000**	**2022 £'000**	Mission fund £'000	Other restricted funds £'000	2021 £'000
At 1 April 2021	**1,775**	**435**	**2,210**	1,584	328	1,912
Income	**50**	**1,065**	**1,115**	36	1,183	1,219
Expenditure	**-**	**(1,002)**	**(1,002)**	-	(1.030)	(1.030)
Gains on listed investments	**117**	**-**	**117**	178	-	178
Transfers	**(23)**	**20**	**(3)**	(23)	(46)	(69)
At 31 March 2022	**1,919**	**518**	**2,437**	1,775	435	2,210

The specific purposes for which the funds are to be applied are as follows:

Mission fund

This fund is to provide for resources to promote the mission statement and core values of Religious Sisters of Charity and St Joseph's Hospice. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

Other restricted funds

These comprise monies provided to cover nursing and other specific costs. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

16 Tangible fixed assets fund

Group and Charity

	2022 £'000	2021 £'000
At 1 April 2021	**16,652**	17,400
Capital purchases	**300**	322
Depreciation charge for year	**(764)**	(743)
Loss on disposals of assets	**-**	(327)
At 31 March 2022	**16,188**	16,652

17 Investment property fund

Group and Charity

	2022 £'000	2021 £'000
At 1 April 2021	**5,870**	5,870
Net movement in the year	**45**	-
At 31 March 2022	**5,915**	5,870

18 Analysis of net assets between funds

Group

	General funds £'000	Tangible fixed assets fund £'000	Investment property fund £'000	Restricted funds £'000	Total 2022 £'000
Fund balances at 31 March 2022 are represented by					
Tangible fixed assets	**-**	**16,188**	**-**	**-**	**16,188**
Investments	**14,568**	**-**	**5,915**	**1,879**	**22,362**
Current assets	**4,182**	**-**	**-**	**558**	**4,740**
Creditors: amounts falling due within one year	**(2,431)**	**-**	**-**	**-**	**(2,431)**
Total net assets	**16,319**	**16,188**	**5,915**	**2,437**	**40,859**
Accumulated unrealised gains included above consists of:					
- On listed investments	**4,164**	**-**	**-**	**491**	**4,655**
- On investment properties	**-**	**-**	**4,316**	**-**	**4,316**
	4,164	**-**	**4,316**	**491**	**8,971**
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2021	**3,277**	**-**	**4,271**	**374**	**7,922**
Add: Net unrealised gains in the year	**887**	**-**	**45**	**117**	**1,049**
Unrealised gains at 31 March 2022	**4,164**	**-**	**4,316**	**491**	**8,971**

18 Analysis of net assets between funds

Charity

	General funds £'000	Tangible fixed assets fund £'000	Investment property fund £'000	Restricted funds £'000	Total 2022 £'000
Fund balances at 31 March 2022 are represented by					
Tangible fixed assets	**0**	**16,188**	**-**	**-**	**16,188**
Investments	**14,568**	**-**	**5,915**	**1,879**	**22,362**
Current assets	**4,114**	**-**	**-**	**558**	**4,672**
Creditors: amounts falling due within one year	**(2,359)**	**-**	**-**	**-**	**(2,359)**
Total net assets	**16,323**	**16,188**	**5,915**	**2,437**	**40,863**
Accumulated unrealised gains included above consists of:					
- On listed investments	**4,164**	**-**	**-**	**491**	**4,655**
- On investment properties	**0**	**-**	**4,316**	**-**	**4,316**
	4,164	**-**	**4,316**	**491**	**8,971**
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2021	**3,277**	**-**	**4,271**	**374**	**7,922**
Add: Net unrealised gains in the year	**887**	**-**	**45**	**117**	**1,049**
Unrealised gains at 31 March 2022	**4,164**	**-**	**4,316**	**491**	**8,971**

19 Pension costs

National Health Service Scheme

Retirement benefits for nursing staff and staff previously employed by the National Health Service (NHS) are provided by a defined benefit scheme, the National Health Service Pension Scheme, which is funded by contributions from the Hospice and the employees.

The National Health Service Pension Scheme is an unfunded scheme. Contributions on a 'pay-as-you-go' basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. Actuarial valuations are carried out on a notional set of investments.

The Charity is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the National Health Service Pension Scheme. For schemes like this, FRS 102 requires the Charity to account for normal pension contributions on the basis of amounts payable to the Scheme in the year.

The Hospice has set out below the information available on the deficit in the scheme and the implications for it in terms of the anticipated contribution rates.

The pension cost is assessed in accordance with the advice of the government actuary. The assumptions and other data that have the most significant effect on the determination of the contributory levels are as follows:

Latest actuarial valuation	**31 March 2016**
Actuarial method	**Prospective benefits**
Discount rate (real rate)	**2.8% until 2019 and then 2.4%**
Discount rate (nominal rate)	**4.86% until 2019 and then 4.45%**
Pension increases	**2.0%**
Long term salary growth	**4.2% (CPI + 2.2%)**
Value of assets at date of last valuation	**£278.1 billion**
Value of liabilities at date of last valuation	**£297.5 billion**
Proportion of members' accrued benefits covered by the actuarial value of the assets	**93.5%**
The employer's contribution rate for the year	**20.6%**

Contributions paid to the Scheme during the year amounted to £467,032 (2021 – £421,914), of which £199,630 (2021 – £176,843) was employees' contributions.

Royal London Pension Scheme

This is a defined contribution scheme where employees can choose their level of contribution.

20 Related party transactions

St Joseph's Hospice, Hackney is connected to The Religious Sisters of Charity Charitable Trust, a registered charity, Charity Registration Number 231323, by virtue of the fact that the two charities have some Trustees in common.

During the year, the following transactions took place between the charity and The Religious Sisters of Charity Charitable Trust:

- Expenses totalling £537,667 (2021 – £514,539) were paid by the Charity on behalf of The Religious Sisters of Charity Charitable Trust during the year and were reimbursed
- At 31 March 2022 The Religious Sisters of Charity Charitable Trust owed the Hospice £79,882 (2021 – £89,727)

During the year, Trustees made donations to the charity totalling £nil (2021 – nil).

There were no other related party transactions during the year (2021 – none).

21 Liability of the members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, members are required to contribute an amount not exceeding £1.

22 Operating lease commitments

At 31 March 2022, the Hospice had the following future commitments under non-cancellable operating leases, relating to items of equipment; and a five-year lease on a shop, which is cancellable after three years, with a maximum increase rate of 10% at unspecified review dates.

	2022 £'000	2021 £'000
Operating leases payments due:		
- within one year	**22**	22
- within one to two years	**33**	44
	55	66

The lease relates to commitment on our Retail Shop.

23 Post Year-End Events

At the time of signing off the accounts, there had been a material decline in the value of our listed investments which equates to 6% of the total portfolio value relative to the value at April 1st 2022. The funds are managed by CCLA, who have reported similar decreases across their portfolio.



St Joseph's Hospice, Mare Street, London E8 4SA
020 8525 6000 info@stjh.org.uk
stjh.org.uk @stjohospice

Advocacy Compassion Justice Quality Respect

Charity No. 1113125

St Joseph's Hospice
Serving East London and the City

ST JOSEPH'S HOSPICE HACKNEY

England & Wales - Charity number 1113125

Accounts

Annual Report and Financial Statements

31 March 2021

Charity Registration No: 1113125

Company Limited by Guarantee

Company Registration No: 05513914 (England and Wales)



St Joseph's Hospice

Compassionate Community Care since 1905

Advocacy | Compassion | Justice | Quality | Respect

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Reports



Reference and administrative information

St Joseph's Hospice, Hackney



Mr Paddy McGuinness
CMG, OBE, MA (Chair)



Mr Edward B McGuigan
BA FFA FIPA



Prof Francis Campbell
BA MA PhD (honoris causa) DUniv (Vice-Chair) (resigned 19 May 2020)



Prof Jim McManus,
BD (Hons) OCDS CPsychol CSci FBPsS FFPH FRSB Chartered FCIPD



Sister Rita Dawson
MBE DL RSC MSc BSc (Hons) RGN RSCN



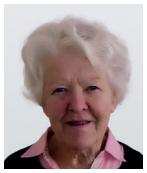
Dr Una Molloy
RGN, RM, BNS (Hons), MSc Nursing, PhD



Margaret Doherty
BA (Hons), DEBA, MCIPR



Dr Michael Moran
PhD MMedSci MBBChBAO BSc (Hons) MRCS DO-HNS



Sister Jacqueline Doherty
RSC



Mr Peter Pledger

Senior Management Team	
Chief Executive	Tony McLean SRN, RMN, RHV, Fellow of IOD
Director of Clinical Services	Jane Naismith RN QN PGCE BSc (Hons) MSc
Medical Director and Consultant in Palliative Medicine	Dr Andrew Tysoe-Calnon BSc MBBS FRCP
Director of Finance & Facilities	David French FCCA, MBA
Director of Communications & Enterprise	Tracey Macbeth BA (Hons)
Director of Human Resources	Janet Simkins BA (Hons) MCIPD, MCIH
Head of Mission	Carolyne Barber RGN, BSc (Hons) Oncology, MA

Company Registration Number	05513914 (England and Wales)
Charity Registration Number	1113125
Registered Address	Mare Street Hackney London E8 4SA
Telephone	020 8525 6000
Email	info@stjh.org.uk
website	www.stjh.org.uk
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Investment Managers	CCLA Investment Management Limited 80 Cheapside London EC2V 6D2
Solicitors	Stone King LLP 13 Queen Square Bath BA1 2HJ Winckworth Sherwood LLP Minerva House 5 Montague Close London SE1 9BB
Bankers	Barclays Bank plc 1 Churchill Place London E14 5HP The Co-operative Bank plc 80 Cornhill London EC3V 3NJ

Chair's statement

The past year has been challenging for St Joseph's Hospice and for the communities we serve. Some of us are mourning the loss of loved ones and even more have had our lives changed by the effects of the Covid-19 Pandemic. It is a source of great pride and comfort to me that through all this St Joseph's has continued to care so well for the sick and dying and for their families.

Of course, it is not the first pandemic we have faced in our 116-year history and sadly will not be the last. In meeting it we are inspired by the example of our forebears, the five sisters who founded the Hospice in 1905, and their Mission and Values which endure in our own.

In spite of the pandemic, we end the year in good order, under the leadership of Chief Executive Tony McLean, the Senior Management Team (SMT), and with support from the staff, volunteers and Board of Trustees. We have remained true to the strategic direction laid out in our five-year plan – Vision 2024 – but with some Covid-19 related adjustments. One particular example is fundraising which has experienced difficulties right across the charitable sector, but St Joseph's has more than compensated for unavoidable shortfalls with robust financial management and new enterprise initiatives. We are also proud to have provided contingency ward space for the great NHS hospitals in our area.

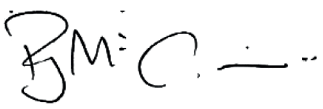
As part of our Care Strategy we worked to provide care closer to home, which has often been challenging during periods of lockdown though ever more important. By harnessing technology, we have found new ways to stay connected with our patients without losing the essential human connection which is so much a part of our care. I am sure that some of these methods will stay with us for the future.

I take particular pride in how we have been able to support the dying and their families, especially given that demand for support sessions increased by 20% as people have experienced more traumatic bereavements during the pandemic.

On a positive note, the last twelve months have reminded me how much St Joseph's is embedded in the local community, and I would like to pay tribute to the numerous local people and organisations who came forward in their droves with PPE, food and offers of help when we needed it most. We felt embraced by their love just as our founding sisters did when they arrived here with little to support their Mission. The Board of Trustees, Senior Management Team and staff would like to say 'thank you and God bless you'.

For the Trustees, the delivery of excellence in patient care – under the umbrella of well-led and good governance – is central to what we do, and every day we see examples of this from the staff, volunteers and the senior management team who work tirelessly with the same aim of Service. I continue to be humbled and to give thanks for all that they do.

Paddy McGuinness, CMG OBE, MA, Chair of Trustees.



Paddy McGuinness
CMG OBE
Chair of Trustees



Message from the CEO

As Chief Executive of St Joseph's Hospice for the last two and a half years, my priority has continued to be the execution of Vision 2024 – the strategy that has underpinned everything we have planned and achieved in the last financial year.

That plan of course could not have anticipated the dreadful pandemic that the world is still facing, but despite this, we have had a successful year, thanks to the hugely talented individuals who provide care and support to those we care for as well as the Senior Management Team who lead each strand of the plan, and of course our wonderful wider workforce.

If I had to choose three words that define how we have operated in the last twelve months, they are committed, adaptable and dogged. I am incredibly proud of how we have faced and embraced each challenge head on. When we had to temporarily shut down services, our staff simply found other ways to support our patients. Technology has played a big part, providing us with new ways to operate many of our services. This meant that whilst our on-site footfall decreased, the sheer volume of contacts with our patients has increased exponentially, with no impact on the quality of the service.

Of course, we have also played our part in the fight against Covid-19, and just before the peak of the crisis, were asked by our CCGs to make more beds available. Our team worked incredibly hard to prepare our St Anne's Ward and add beds to our two existing wards, so that we were ready to further contribute to London-wide Covid-19 efforts in a matter of weeks.



As part of our Enterprise strategy, we have continued to seek new ways to generate income and, as a result, have not experienced the financial challenges that some other hospices have faced. We have continued to invest in the Hospice site by refurbishing unused parts of the site, which, in turn, has enabled us to rent more space to commercial organisations. We have also taken giant leaps forward in terms of our sustainability programme, including the purchase of electric vehicles and the installation of solar panels.

Like all charities, fundraising has not been easy, and retail has experienced some difficulties due to long periods of shop closures. Nevertheless, we have still been able to achieve most of our fundraising targets, in no small part thanks to the generous support from our local community and corporate donors, all of this despite a downturn in legacies.

I have left 2021 with a sense of immense pride in what we have achieved this year, and cannot stress the importance of all our staff – of course those on the frontline, but also those who work behind the scenes – who have made it possible for us to continue to provide a safe service to our patients.

We look to the year ahead with confidence, and I know that we will deliver our Mission and preserve our values throughout.



Tony McLean
Chief Executive

Trustees Report

Introduction

The trustees present their statutory report together with the financial statements of St Joseph's Hospice, Hackney, for the year ended 31 March 2021. The report, which constitutes a trustees' report for the purposes of charity legislation and a directors' report for the purposes of company legislation, has been prepared in accordance with Part VIII of the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out on pages 37 to 43 of the attached financial statements, and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Overview

St Joseph's Hospice is a proud, modern, caring and compassionate independent Catholic charity which supports the diverse communities of East London and its surrounding areas. We deliver specialist palliative care, end of life care and respite care for people with progressive and life-limiting illnesses, as well as providing comprehensive support for their families and carers. All of our services are provided free of charge.

Our priority is to provide excellent care for people with complex conditions which require a multi-disciplinary clinical and nursing approach and to provide specialist support and expertise in end of life care to generalist services in hospitals and the community. In addition, we offer expert advice and support to other professionals on specialist palliative and end of life care, deliver specialised education and training, and undertake targeted research in aspects of this care. Underpinning all of our work, as part of our founding Mission, is a particular responsibility to support the poor – regardless of the form which their poverty takes – whether it be poverty of health, economic condition, social circumstance, or emotional and spiritual need.

We operate the Hospice in full sight of the highest clinical and ethical standards underpinned by our Catholic values. We are committed to our responsibility to promote a clear vision of the highest quality in specialist palliative and end of life care, being called to speak and act in our commitment to the human dignity of the entire person and the sacredness of every human life.

Historically, approximately half of our income comes from the NHS, which means we need to raise no less than £7 million a year just to meet our operating costs. This funding comes from the legacies, donations and other fundraising initiatives which we undertake. We owe a significant debt of gratitude to the generosity and goodwill of our local communities and we thank them for their continued commitment to us and the considerable support which they offer us, year after year.

St Joseph's Hospice was founded by The Religious Sisters of Charity in 1905 in Hackney and has built an outstanding reputation in providing the highest quality care to our communities in East London and beyond. This part of East London has been characterised by a long history of material poverty and deprivation as well as religious, ethnic and cultural diversity.

We continue to explore new sources of funding to augment the income which we currently receive from the NHS and our charitable donors, and we endeavour to increase income from our various enterprises which are operated entirely in keeping with our founding Ethos and Mission.

> As part of all of these enterprises, we remain committed to ensuring that we always protect those we care for and their families, as we continue to influence those who commission our services, demonstrating the excellence of our care in a setting of valued-added efficiency and effectiveness.

Objectives and activities

Charitable objectives & principal activities

Our charity's purposes, as set out in the objects contained in our Articles of Association, are the relief of sickness and disability, in particular by:

- The provision of specialist palliative, nursing, medical and other care services;
- The provision of pastoral care services for the spiritual welfare and support of patients, relatives and staff;
- The provision of education and research into the care of sick or disabled people.

The aims of the charity are to provide physical, emotional, social and spiritual care to physically ill people of all races and creeds.

Mission statement

Our mission at St Joseph's is:

- To treat all individuals as unique;
- To enable all to reach their full potential until the end of their natural life;
- To confront and manage the patient's pain and distress whether physical, medical, psychological, social or spiritual;
- To encourage openness and honesty when communicating with the patient and family members;
- To create an atmosphere where healing can occur;
- To show particular concern for staff at all levels;
- To be committed to education, research and an ethical approach to care;
- To be committed to the development of palliative care throughout the UK and further afield; and
- To actively participate in the national associations of the various palliative care disciplines.

Vision

Our vision is that everyone with a life-limiting illness is as fully supported as possible to ensure that they live well until the end of their natural life, and that support is provided where and when they need it.

Core values

We are committed to five core values. These are:

Respect for human dignity

We respect human dignity when we respect the sacredness of life, care for the whole person, demonstrate unity of purpose while recognising individual differences, value each person's contribution and act in a culturally appropriate manner.

Service/quality

We provide service when we create an environment of welcome and hospitality, promote quality care and excellence, encourage and demonstrate team spirit, recognise the value of individual initiatives and ideas and show an openness to constructive criticism and feedback.

Care of the poor and vulnerable/advocacy

We care for the poor and vulnerable when we listen attentively to identify unmet needs, respond in a practical way to those in need, collaborate with others to share resources, create access to needed services and provide basic resources for daily living to those in need.

Compassion

We show compassion when we act with understanding and sensitivity, work cooperatively with others, are available to those we serve and to each other and respect and nurture the environment.

Justice

We promote justice when we act with integrity, respect the rights of others, take responsibility for our actions, preserve resources, provide quality without extravagance, demonstrate fairness in decision making, affirm, celebrate and develop the gifts and talents of each person and model justice in all aspects of business practice.

Strategic achievements and performance

The Senior Management Team, with the support of our Board of Trustees, continues to drive forward with implementation of the 5-year strategic plan. Now in Year 3, Vision 2024 sets out how we will develop and invest in the Hospice until 2024 with the flexibility to respond to the evolving external environment, including the changing needs of the population we serve.





Patients

We aim to provide a warm, welcoming and comfortable environment for our patients, their families, and our visitors and staff. This includes our 5 star hygiene rated high quality catering provision for inpatients with food freshly cooked daily on site. Visitors as well as staff can purchase a range of affordable hot and cold food and drinks from our popular Five Sisters Café, and all have access to our stunning award-winning gardens. Our Reception and Community Hub area is welcoming, and incorporates our Heritage Room where visitors can learn more about, and develop a deeper understanding of our rich heritage, and the role which it rightly takes within today's modern society.

We continue to deliver high quality services to our patients, as well as building our reputation as a centre of excellence for specialist palliative care, working closely with primary care and local hospitals. Our services include in-patient, outpatient, day care, respite care, advice and support in the individual's home or care home, and bereavement support. Much of this is available 24/7. We take immense pride in the excellent feedback which we regularly receive on the care and quality of our services which we provide.

The Hospice serves an ethnically and culturally diverse set of communities, and over many years we have developed a fully inclusive approach in supporting members of those communities, especially those who may not traditionally have considered using our range of hospice services. We work extremely hard to meet the varying needs and expectations of all our patients, their families and carers, whatever their cultural, spiritual, ethnic background, gender or sexual orientation. We offer culturally sensitive diets, a comprehensive range of advocacy services, as well as a multi-faith Mission and Chaplaincy service. Our ability to communicate effectively with those we serve is essential, and on any given day, there can be as many as 33 different languages spoken by our staff, patients, visitors and callers as well as our numerous volunteers.

Within the communities which we serve, approximately half (49%) of the patients referred identify themselves as BAMER, and their predominant stated religions are Christian, Catholic and Muslim.

Just over a third (36%) of patients are on or below the poverty line, and 35% of the patients referred to us had a non-cancer diagnosis, compared with 44% in the previous year.

We continually strive to improve equitable access to specialist palliative and end of life care, providing education, training and support to partners, and to healthcare professionals requiring advice on managing complex symptoms.

We have continued to deliver high quality service to our patients, despite the obvious impacts of the Covid-19 Pandemic. We maintain and enhance our reputation as a centre of excellence for specialist palliative care through our continued close working with our colleagues within primary care and our local hospitals. Our core services include:

- Inpatient Unit including planned respite
- Community Palliative Care
- Day Hospice
- Social Work including Benefits Advice and Carer Support

- Psychological Therapies including Bereavement and Patient and Family Counselling
- Complementary Therapies
- Physiotherapy including Breathing Space Clinic and Occupational Therapy including Re-energise
- A range of classes to support people to manage their conditions and remain well

Further services provided through our internal referral process are:

- Speech and language therapy
- Dietetics
- Namaste (volunteer-led community service)
- Compassionate Neighbours (volunteer-led community service)
- Empowered Living Team
- Carers Service

The overwhelming majority of our services are available 24/7.

We take particular pride in the excellent feedback on the care and quality of our services. As we previously reported, our CCG conducted their annual review in autumn 2019. This focused on the quality of our clinical services, our safeguarding procedures and our organisational leadership. They rated our services as being good. We have continued very close contact with our Commissioners throughout 2020/21 to ensure that we provided targeted support to patients and communities particularly in light of the well-rehearsed pressures within acute settings throughout the Covid-19 pandemic.

Demand on the Hospice continues to increase. During the last 12 months, we have recorded 5,748 patients contacts including 3,470 external referrals, an 8% increase on the previous year along with 386 in the inpatient unit referrals. 212 appointments were made through our day services which represents a slight reduction compared with the previous year due to the temporary closure of services due to the Covid-19 pandemic. We did however see a corresponding increase in community contacts with an increase of 4% to 18,500 contacts by our Community Palliative Care Team (CPCT) as they adjusted and adapted their support routes in order to maintain contact with patients in agile and different ways due to the restrictions imposed by the pandemic, such as by telephone or video meetings.

Of particular note is the 20% increase in support sessions provided to patients and bereaved people as a result of referrals, from 6,234 in the previous year to 7,458 in the last twelve months. This is mainly due to higher demand as bereaved people have experienced bereavements that have been significantly more traumatic during the pandemic.

Of the patients admitted to the Hospice, 35% were discharged to their usual place of residence such as their own home, care home or to the care of a relative, and 81% of patients died within their preferred place of death. This compares with 77% in the previous year, and 74% two years ago, indicating an encouraging trend of patients dying in the place of their choice.

This year our bed occupancy decreased to 57% compared to 67% in the previous year. This is due to a slight reduction in the average length of stay (from 15.3 days to 14.4), a reflection of the re-orientation towards more care being delivered within the community, the temporary closure of respite beds due to Covid-19, and the desire of some patients to remain within their homes as anxiety over Covid-19 grew during the peaks of the pandemic.

Our planned refurbishment of St Michael's Ward did not take place due to the uncertainties related to Covid-19, as well as the requirement to minimise footfall into the Hospice in order to fully comply with government safety guidelines. The work will be re-planned once restrictions have eased.

Service user feedback is essential in our quality improvement journey as it is vital to be able to monitor what we do well and what we might need to do differently or better. We also refer to our User Group – an independent group drawn from our service users or carers of service users – as a sounding board for both patient and organisational ideas. The CEO, SMT and senior members of our workforce regularly participate in their weekly User Group meetings to share and discuss new initiatives and to obtain feedback on our service provision. Their contribution to our quality improvement strategy is invaluable. Feedback from patients and their families from the independent 'I

Want Great Care' survey continues to provide us with a benchmark target, and with a consistent maximum average rating of 5 out of 5 we continue to be both proud and humbled by the feedback we receive.

Below is a selection of I Want Great Care comments about our services from patients and their families this year:

Counselling
29th January 2021
B was fantastic. She travelled to my home for our counselling sessions. It has been a tough couple of years but her help has enabled me to cope with my mum's passing and deal with anticipatory grief. B, thank you for helping me to make the most of my time left with my and for helping me to cope.

Children's Counselling
5th June 2020
What was good? She has enjoyed her sessions with C and likes her very much. She felt supported and trusted by C to give her the time and space she needed. C and the team also provided her with art materials that she (and I) very much appreciated. We are both very grateful to C, J and the St. Joseph's team. I cannot think of anything that could be improved.

Social Work
27th September 2020
The support from K in helping me with my finances has been amazing.

Lourdes Ward
27th February 2021
All my needs were met. The staff showed compassion and sympathy when I became teary and emotional.

St Michael's Ward
27th September 2020
The care was extremely excellent, and I could not have wanted a "better bunch" from a dozen other units. All the nurses had a special way about them, all helpful, charming, and waking up to a smiling face makes all the difference. Their passion and compassion are phenomenal.

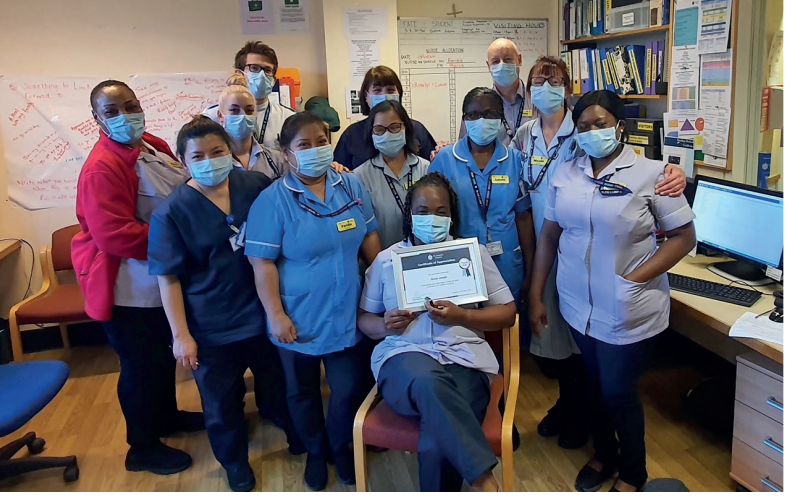
Day Hospice
28th October 2020
Staff are very welcoming, warm and very accommodating. The staff really look after you and work with you while you are sick and help in every way. Very friendly and nice team, including transport staff very helpful and makes your stay very pleasant and happy. Thank you very much for all the support and help given to me.

Namaste
18th January 2021
Best support we have had – unrivalled; very supportive; great empathy with mum and family members. Very accessible, professional, warm. Great understanding, expert advice re dementia. In-depth care, great listener, great commitment. Real comfort and reassurance in time of great need and uncertainty. C is mum's new best friend. When she walks in, I can see there is a connection. Just being there watching her with mum, it's a learning curve. I can pass it on to other family members.

Community Nursing
12th September 2020
On the whole, the care received from St. Josephs, from reception staff to practitioner level, is entirely holistic, friendly and proactive. As a point of note regarding the Covid-19 situation, the phone consultations with service-users, as replacement for face-to-face, was very effective, patients reassured by this course of action, contact with professionals very much maintained.

Physiotherapy/Occupational Therapy
27th September 2020
I do not think anything can be improved. All staff are wonderful, could not wish for better, looking forward to seeing them all again in November on my next visit. Smiley face.

Complementary Therapy
29th July 2020
Thank you for your kindness and care.





Partnership working and collaboration

We fully recognise that we cannot meet the needs of all of our patients without other like-minded partner organisations.

In the last 12 months, we have continued to work closely with local NHS providers, Clinical Commissioning Groups (CCGs), STP, Marie Curie, Age UK East London, Macmillan Cancer Support and with many other voluntary sector care providers to deliver integrated services.

Human resources

Our HR department continues to drive forward its organisational development programme that exists to further improve our organisational and cultural strength. Projects that have been undertaken in the last twelve months have include the successful migration of our HR and Payroll MIS to a new system that underpins all our people, pay, training, education and development work. This provides staff and managers with better access to information that they have not previously had, enabling them to develop further in their roles.

Looking after the welfare of our staff is of paramount importance. St Joseph's Hospice is at the forefront of delivering care, training and support tailored to individual needs and we will continue to develop and share best practice.

The pandemic has had a major impact on the life of Hospice staff. In order to promote staff safety, three Covid-19 workstreams were set up to look at physical safety, psychological safety, and supporting those returning to work after a period of either self-isolation or remote working. We also undertook a staff survey to capture the various experiences of staff during the pandemic. In terms of practical steps, the workplace was made safe including establishing maximum room occupancy risk assessments, office partitioning, LFD and PCR testing. We have also recognised the impact of the pandemic in giving staff a space and place to record their experiences of loss and bereavement.

Training, Education and Development

Education across the Hospice has continued to be developed, and we achieved ILM accreditation for our Managers Development Programme; unfortunately, its launch has been delayed by the pandemic. The Hospice maintains its high standard of compliance with statutory and mandatory training at 94%.

Staff engagement and voice

Our "one staff concept" recognises the value of employees and volunteers and the unique contribution of both groups to the life and work of the Hospice, recognising that motivated and engaged individuals are critical to the continued high standard of care experienced by our patients. Key to embedding this concept in the Hospice was ensuring that the staff team has uniform access to information and services throughout the Hospice.

Within the constraints of the pandemic, our induction programme has been extended to volunteers so that our paid and unpaid staff team are afforded the same opportunities to learn about the organisation. We are improving skills and development opportunities for our volunteers to attract more people, and are working collaboratively in community outreach with other projects at the Hospice, promoting our Compassionate Communities model.

Positive, proactive and consistent workforce engagement continues to be a high priority, and we are proud to celebrate long service from staff and volunteers, some who have worked at St Joseph's for more than 40 years.

Our staff engagement is delivered through weekly SMT briefings, regular CEO updates, CEO Clinics and Bulletins, SMT surgeries, and news distributed

through our intranet and email systems to the whole workforce. This strategy has been further extended to our commercial tenants in order to more fully engage them in Hospice activities and news.

Throughout the year, we have been implementing the findings from the previous year's staff survey with a view to enhancing the employee experience. The success of the resulting action plan will enable the staff experience to be measured in future pieces of research.

We are in the third year of our very popular "staff love" programme where we celebrate specific special events in the calendar with our workforce such as St Valentine's Day, Easter and Christmas, as well as the presentation of long service awards on and around St Joseph's Day.

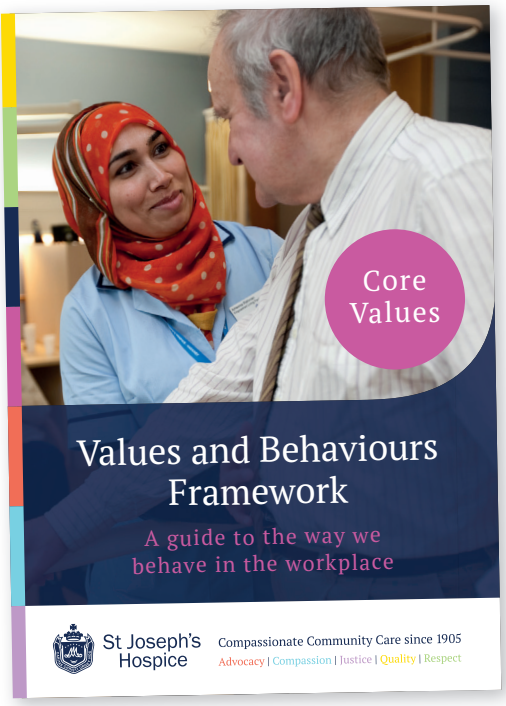
We have continued to provide opportunities for reflective practice via the well-attended Schwartz Rounds when social distancing guidelines allowed, and our Values and Behaviours Framework – led by the Mission team and co-created with the workforce – lay out St Joseph's guiding principles.

Equality, Diversion and Inclusion

2020/21 saw the introduction of a reconstituted Equality, Diversity and Inclusion Committee which was led by the trustees. Work quickly commenced on establishing a fresh and innovative strategy and work plan to ensure that the Hospice remains a sector leader in Equality, Diversity and Inclusion within the workplace.

We continue to support our membership of the London Hospices LGBTQ Network, and we regularly contribute where appropriate as we seek to reinforce our position as an inclusive Hospice. Other highlights include launching a policy on domestic abuse, training a number of mental health first aiders, and the development of a wellbeing strategy.

Our drive to ensure that we are a dementia-friendly hospice continues, with all staff undergoing mandatory training to understand the needs of dementia patients. Our 'my name is' dementia-friendly name badges have been positively received by staff, patient-facing volunteer and patients.



> Within the constraints of the pandemic, our induction programme has been extended to volunteers so that our paid and unpaid staff team are afforded the same opportunities to learn about the organisation.

Freedom to Speak Up

In the last twelve months, two Freedom to Speak Up Guardians were appointed and trained, and both have oversight on clinical and non-clinical concerns. They in turn trained seventeen champions from all areas of the staff team. The Guardians have been instrumental in establishing a national Hospice Freedom to Speak Up Guardian Network.

Enterprise

Our Enterprise strategy, developed as a pillar within Vision 2024, to establish more predictable, sustainable and fresh income streams for the Hospice – continues in meeting its ambitions. We are constantly try to plug the financial gap between our running costs and the income which we derive from our NHS block contract and fundraising opportunities.

With carefully planning of our space resource, we have been managed to repurpose unused parts of our site by refurbishing and converting them, then renting or leasing to organisations which are aligned with our overall Ethos and Values.

A privately owned Nursery has doubled its footprint at the Hospice and now has two sites, the second of which is in Mare Street Wing – a previously unused building on the Hospice site that has been renovated as part of a wider estate review.

Demand for office space within the Hospice site is high and we are almost at full occupancy; the thirteen offices in St Patrick's Wing that we currently rent to local businesses remain fully occupied. We have let the first floor of Mare Street Wing to one organisation, and only one room remains on the second floor at the time of writing.

Toward the end of the 2020 financial year, we welcomed a Lymphoedema Service that re-located from elsewhere in the borough to St Joseph's on a five-year lease basis; we are already working collaboratively with this organisation in a number of areas. We also generate rental and hospitality income from our stunning education and conference facilities, as well as our Garden Room and Finding Space room, to community-based organisations, social enterprises and commercial businesses for meetings, events and workshops.

We worked collaboratively with any of our tenants who experienced financial difficulty due to the pandemic and despite modest rent refinancing initiatives, we still comfortably exceeded the targets we had set, and all licence and lease holders have renewed their contracts with us.

Our first pop up shop in Well Street provided the opportunity to test the potential for a retail presence within the area, and this subsequently led to the launch of our first permanent high street shop – the Five Sisters Shop – in Mare Street. Both shops have inevitably faced long periods of closure as a result of the pandemic, but both show promise in generating additional income for us due to their advantageous positions, and the high quality of the used goods which they sell. We continue to be extremely grateful to the local community for their support and generous donations.

We plan to further extend our retail portfolio, aiming to open at least two additional shops a year. Additionally, we are driving a migration towards online sales through the online shop on our new website.



St Joseph's Hospice, Hackney

Estates

Our focus continues to be to further strengthen site and Hospice resilience, underpinned by the comprehensive site audit that was conducted last year and which included a review of safety policies.

We have also continued to support the Enterprise strategy by redeveloping parts of the Hospice site for commercial purposes, most recently as outlined above the refurbishment of Mare Street Wing.

Energy, environment and sustainability

Our year-on-year comparison is valid as the Hospice continued to operate throughout the pandemic and represents real reductions in both gas and electricity.

The goal is to work towards a nationally recognised award in environmental sustainability, and have already taken a number of steps towards operating in a more sustainable way.

Our strategy is underpinned by a Sustainability Management plan, incorporating a site energy survey.

In last year's Annual Report, we highlighted that we planned to identify and address waste issues, and have since started to replace some of our aged boilers and laundry machines with significantly more energy efficient equipment.



We have recently completed the installation of 514 solar panels covering the east/west and south facing roofs of the Centenary Wing, Heenan House, Mare Street, St Patrick's Wing and the Chapel building. These panels will improve and add to our green credentials within the community, as well as reducing our carbon emissions. It will also generate year on year savings in utilities and energy costs.

A fundraising campaign fuelled the purchase of two electric cars for our Community Palliative Care Team, and we secured OLEV funding for the installation of two electric car-charging points, located in the Hospice car park.

	Proportion of UK emissions	***Kwh***	***Proportion of UK emissions***	***Kwh***	***% Change***
	2020/21		2019/20		
Direct Emissions					
Combustion of Gas	100%	2.37M	100%	2.47M	-4%
Indirect Emissions					
Purchase of Electricity	100%	0.97M	100%	1.12M	-13%

Funding and fundraising

Funding

We have exceeded year two of our three-year financial strategy targets due to effective expenditure management and a large legacy. Funds have been further boosted by additional new income generated through the Enterprise strategy, which exceeded plan.

We have continued to work closely with our Commissioners in order to maximise income for the Hospice, and have a wide-ranging engagement strategy to help plug the funding shortfall through funders, Enterprise and a robust fundraising programme.

From an operational perspective, the tighter financial management processes that we introduced last year – including more robust and earlier budgetary planning and monthly meetings with budget holders – ensure that we stay on track.

Fundraising

The Covid-19 pandemic had a major impact on our ability to fundraise with most of our events being postponed or cancelled, and our own retail shops were closed for much of the year. Some of our fundraising team were furloughed, and we held over vacancies at the height of the pandemic to save expenditure on staff costs. On a very positive note, we were entirely overwhelmed by the generosity of our local community who gave so generously to our appeals. They also fundraised at home, and we were also able to increase our online sales through eBay as the entire country migrated toward home shopping

We worked very hard to keep our supporters engaged and up to date with how the pandemic was affecting the Hospice and had some positive responses from funders, corporates and high net worth individuals, securing three donations of more than £100,000 in the year.

Legacy income is always difficult to predict and presented a particular challenge this year, largely due to the delays in probate due to the pandemic. Our legacy income declined by over 50% for the year.

While it has been a challenging and sometimes frustrating year for Fundraising, we were able to use some of our time to re-develop and automate our platforms, and we still achieved some positive results:

Urgent Appeal

In April, our Urgent Appeal to supporters raised more than £100,000 in donations.

Great East End Walk

We asked supporters to “Do it Your Way” and over 100 people signed up to walk the Great East End Walk to fundraise for the Hospice, generating over £20,000.

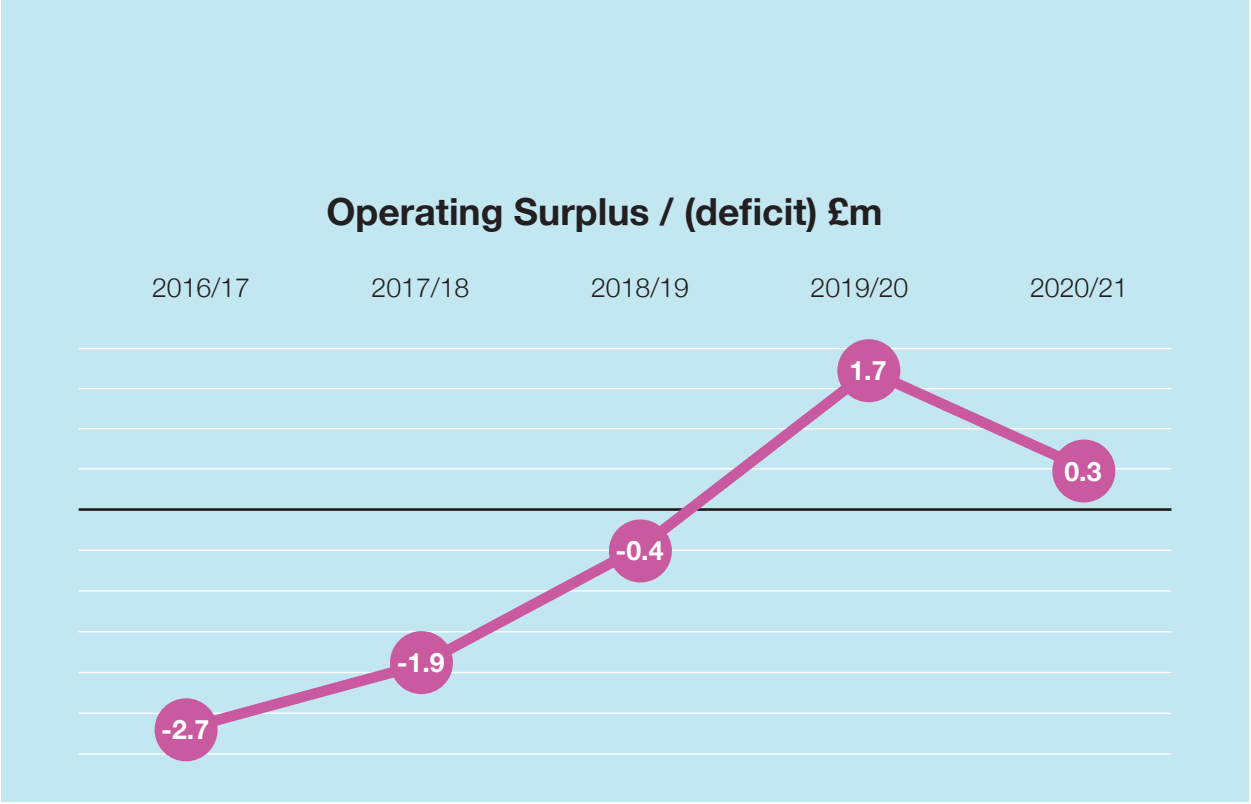
JumpStart Campaign

An appeal to replace the ageing Community Palliative Care Team’s vehicles raised almost £27,000 towards the purchase of two electric vehicles.

Light up a Life

A virtual event for the very first time, the live-streamed event took place with a handful of people on site, with staff, volunteers, supporters and friends of the Hospice invited to join us online. The event generated income of over £50,000.

As to the impact of the pandemic, St Joseph’s has weathered the storm better than we anticipated by successfully adapting our ways of working in response to evolving government guidelines and our agile responses to immediately problems. Where we have needed to change or in some cases halt some face-to-face clinical services, we have – where possible – continued to provide them, albeit in a different way. Our ICT Team has helped to facilitate much of this change, providing our teams with the tools to maintain contact with patients either by telephone or virtually. Our social media channels and new website were constantly updated to reflect any changes to our services. We are continuing to assess what the short – and long-term effects could be, but have not experienced a significant operational or financial impact, and continue to actively manage and mitigate risk through our robust risk strategy. Despite the current challenges, we believe that we are well placed following a successful 2020/21 financial year, and are moving forward with real confidence into 2021/22.



Financial Review

Our key financial target is to achieve at least a recurrently balanced operating position, so after an unprecedented year, we are delighted to report a £399k surplus (£1.7M – 19/20). After accounting for unrealised gains on our investments (£1.5M) the balance sheet improved by £1.9M. Annual operating performance is shown in the graph above.

Covid-19 dominated the financial year and was a big influence on our finances. At the outset of the pandemic the Hospice offered support to local CCG's through, for example, the provision of St Anne's Ward. The decision to continue operating as normally as possible came with considerable financial risk as nobody knew how the pandemic would pan out, but with the support of the CCG's, donors and staff, we were able to end the year with this healthy financial position.

Income of £14.5M (£15.1M – 19/20) exceeded budget by 2% but within this, there were some notable variances. We received an additional £1M of funding from CCG's for provision of the extra beds on St Anne's to assist in relieving the inherent pressure within the acute sector during the peaks of pandemic. We also received £725k of emergency Covid-19 funding from NHSE, via Hospice UK. This was targeted funding by the NHS to support Hospices during the pandemic.

The Hospice claimed £80k of funding from HMRC for business relief and through our very limited use of the furlough scheme.

Rental income also increased significantly despite the pandemic. We worked closely with our tenants and offered discretionary rent reductions and rental holidays to support them. Despite this, our rental income increased by 47% to £461k, with the addition of new tenants in new refurbished spaces and reflecting that this is a strategic growth area.

Like all charities, retail income suffered due to lockdown but unlike other hospices, our reliance on this source of income is limited so the impact was relatively low and a 50% reduction represents £50k in real terms.

Staffing costs remain the highest area of our annual expenditure, being 75% of total costs. Overall, our staffing costs rose by 4.5% to £10.5M (19/20 – £10.1M). £130k of the increase is accounted for through the decision to bring our Catering Services back in-house. One of the consequences of the pandemic was that staff were allowed to carry forward more leave and the extra cost of this has been factored into our results. The annual pay rise to keep pace with our local competitors for our staff has increased our staffing costs by £150k.

19/20 saw a reduction in our sub-contracts to £399k (19/20 – £734k) due to the cancellation

of our outsourced Catering contract. The levels of our other sub-contracts remained similar to previous years. Other expenditure also remained broadly similar as we continued to operate as close to normal as possible, with additional costs being incurred in relation to Covid-19 specific purchases, such as PPE, internal changes to facilitate social distancing and signage to indicate safe distances and safe areas.

Fixed Assets

During the year our capital expenditure was £322k (19/20 – £167k), including investment in IT and refurbishment of Estate. Our fixed asset fund, which reflects the net book value of all our fixed assets ended the year with a value of £16.65M (19/20 – £17.4M).

Investments

At the start of the year, we retained extra cash resources until the impact of the pandemic on our cash flows became clearer. During the year we were able to invest an extra £3.8M in CCLA investments whilst retaining sufficient cash balances to cover our normal operations. At the year-end, the value of our CCLA investments had grown by £5.3M to £11.9M due to the combination of the extra investment and a £1.5M increased in unrealised gains.

Our investments have also earned the Hospice £769k through dividend and rental income.

Working Capital

Working capital reflects our ability to pay current liabilities with current assets – indicating the liquidity of the Hospice.

Overall working capital reduced by 35% to £4.8M during the year, halving the current ratio from six to three (current assets are three times current liabilities). Early in the pandemic, we were conscious that a lot of charities were encountering income problems and we had little visibility on the immediate future, so we decided to hold a relatively high level of cash. Later in the year we invested £3.8M of cash in our investment portfolio and by year-end our cash balance had decreased by £2.2M to £4.5M.

Legacies account for 53% of our debtors with the remaining balance related in the main to monies due from CCG funders These funds are paid monthly in arrears and continue to be received regularly. Our creditors increased by £1M which is in part due to £0.5M of fundraising income being received in advance for future projects.

We are confident that the current ratio of three continues to ensure adequate liquidity now we are better placed to understand the impact of the pandemic.

Funds

Total funds increased by £1.9M to £39.3M. Of this total, nearly £22.5M is tied up in our estate as either fixed assets or investment property with a further £2.2M being restricted. The balance, whilst healthy, reflects the sustainability of the Hospice, especially in these uncertain times. We anticipate facing dual financial challenges – the impact of the pandemic will potentially be more profound over the next three years and the likelihood that the NHS will face greater financial funding constraints, and this may impact our statutory funding. The Trustees believe that our reserves level allows us to face these challenges optimistically and we are able to demonstrate our viability as a going concern.

Reserves policy and financial position

As of 31 March 2021, the general funds of £14.5m exclude tangible fixed assets, investment properties and restricted reserves and, therefore, are the free reserves available to the charity for use towards its charitable purposes.

Our trustees review the reserves policy each year and set financial plans accordingly. The general unrestricted funds at 31 March 2021 represent about twelve months' expenditure. The prevailing policy is ten months. The trustees will continue to review the level of reserves appropriate to the charity.

Investment policy

The Hospice had listed investments with a market value of £11.9m at 31 March 2021, together with investment properties with a market value at that date of £5.9m.

There are no restrictions on the Hospice's power to invest. The investment strategy is set by the Trustees and takes into account income requirements, the risk profile and, in the case of listed investments, the investment manager's views of the market prospects in the medium term. The overall investment policy for listed investments is to maximise total return through a diversified portfolio, aiming to provide the level of income agreed by the trustees and, at the same time, with



An appeal to replace the ageing Community Palliative Care Team's vehicles raised almost £27,000 towards the purchase of two electric vehicles.



a view to ensuring that capital appreciation of the fund exceeds inflation over any five-year period.

The Finance and General Purposes Committee regularly reviews the performance of the investments against agreed benchmarks and the Trustees are satisfied that their investment policy is being achieved. However, due to stock market volatility, including the impact of Covid-19, it is difficult to rely upon capital growth of investments with any certainty, in the short to medium term. This reinforces the appropriateness of the reserves policy selected by the trustees.

Key management personnel

The trustees consider that they, together with the Senior Management Team, comprise the key management personnel in charge of directing, controlling, running and operating the charity on a day-to-day basis.

Salaries for the Senior Management Team are set having regard to national pay agreements, considering the seniority and experience required by each post.

All Trustees give their time freely and no trustees were remunerated during the year (2020-2021: no remuneration). Details of Trustee expenses are disclosed in note 8.

Risk management

We have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, its investments and its finances. The Covid-19 pandemic will bring some uncertainties to our financial position moving forward, and we have had to make changes to our operations and clinical services across the organisation. The key risks identified include the following:

Clinical risks to patients under our care, either as inpatients or in their usual place of residence. These risks are mitigated by the use of appropriately qualified and trained clinical and care services staff; having appropriate equipment which reduces risk, such as automated equipment to prevent human error; having robust policies and procedures in place; and our incident reporting system which includes reporting near misses so that future incidents can be prevented.

COVID-19

From a Covid-19 perspective, risk mitigation has centred on limiting the introduction of the virus to the Hospice, including the management of patients admitted with potential infection, the infection or potential infection of staff, and staff shortages due to isolation procedures. Robust controls have been introduced to significantly reduce footfall, as well as changes to patient visiting in line with government guidelines. At the same time, this has meant not permitting any commercial visitors or volunteers. The use of technology such as video calls has been helpful.

Our community team continued to operate normally by seeing patients in their own homes, however to minimise the risk of infection we used video contact where appropriate during periods of lockdown.

Securing adequate PPE has been challenging across the healthcare sector, but St Joseph's has been able to procure sufficient supplies through a number of means such as active campaigning through the media, the support of the local community, through some NHS commercial channels and via Hospice UK.

Our control of the environment and our clinical practice and cleanliness of the Hospice has meant that in the financial year and since we have had no cases of Covid-19 transfer between patients in our care and none between staff patients and staff or staff to staff

Financial stability and sustainability

This risk is mitigated by a robust three-year financial plan which includes developing ongoing relationships with our NHS Commissioners so that our services are responsive to their changing needs; diversifying funding streams so that we are less reliant on NHS income, for example by seeking funding from trusts, foundations and local authorities where relevant; and strengthening our fundraising team to increase general fundraising income and continue legacies marketing.

The Enterprise strategic pillar has been successful in generating a sustained revenue stream through improved space utilisation and modest levels of investment. Despite the challenges faced by some of our small business renters requiring short-term rent reductions, this has not had a significant impact on our Enterprise income.

> Our community team continued to operate normally by seeing patients in their own homes, however to minimise the risk of infection we used video contact where appropriate during periods of lockdown.



Our restaurant has remained closed in line with Covid-19 restrictions imposed by the Government strategy, but we have continued to develop the Five Sisters Café food and drink offering to ensure no loss of amenity to staff as a consequence of the pandemic. Staff surveys indicate that the new Café and improved amenities provide a popular service for staff, and visitors and it is generating a reasonable income with a healthy margin.

Hospice operations

Many of our operational staff have continued to work remotely, in line with government guidelines to stay at home. Homeworking has been facilitated by the ICT department, who have more than doubled our remote working capacity. In order to minimise exposure to the virus on public transport and to ensure that key workers were still able to safely travel to work, an agreement was negotiated with Hackney Council whereby staff have been able to drive and park in residential zones in the local area. More than 80 staff have taken advantage of this agreement to-date, and this has helped to limit staff absence levels.

Major incident at the Hospice site – Risk Management

This risk is mitigated by our fire and other incident policies and procedures. We are strengthening our plans into a full disaster recovery plan.

We believe that by examining the operational and business risks faced by the charity in delivering care services, and by monitoring reserve levels and ensuring controls exist over key financial systems, we have established effective systems to mitigate those risks. We keep a detailed risk register, which is reviewed not less than quarterly by the SMT and fully reviewed at least annually by the Finance and General Purposes Committee, with the help of the Clinical Governance Committee.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future services. In particular, the Trustees consider carefully how planned activities will contribute to the aims and objectives they have set, and deliver public benefit.

Fundraising

The Hospice aims to achieve best practice in the way in which it communicates with donors and other supporters. It takes care with both the tone of its communications and the accuracy of its data to share a factual, accurate and inspirational picture of the Hospice and its activities, inviting constituents to donate with confidence and clarity as to how their donations will be used. The Hospice is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. St Joseph's Hospice never pressurises its supporters, nor implies preferential treatment to those who donate.

As noted above, it applies best practice to protect supporters' data and never sells, or swaps data, and ensures that supporters' and donors' communication preferences can be changed at any time. The Hospice manages its own fundraising activities, and does not employ the services of Professional Fundraisers. The Hospice undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them to improve its service. During the year ended 31 March 2021, the Hospice received no complaints about its fundraising activities (2020 – none).

Employees

The Hospice strives to be an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

The Hospice aims to attract and retain high quality staff. When determining salary rates the Hospice always has regard to national pay agreements and considers the seniority and experience demanded by each post.



Voluntary support

The Trustees give sincere thanks for the significant contribution that volunteers make to St Joseph's Hospice. During the year, more than 600 volunteers gave their time with enthusiasm and generosity and we are indebted to them for all they do. Our volunteers completed more than 52,000 hours of volunteering across the year, which is a phenomenal contribution and is increasing significantly each year. We have been building upon our Investing in Volunteers accreditation, ensuring our training and induction programmes are robust and give our volunteers the best experience with us, as well as ensuring that our volunteers are supported well in their roles.

Two thirds of volunteers have some kind of direct patient contact in their voluntary role. We have embedded our award winning Compassionate Neighbours programme into our ward-befriending role to ensure that our patients are receiving the highest quality support. This has enabled our neighbours to feel more supported when volunteering on the wards and for us to support more people. The opening of our new retail sites has significantly increased our need to recruit more volunteers, and will be developing new partnerships in the coming year to support us to that end.



The Trustees give sincere thanks for the significant contribution that volunteers make to St Joseph's Hospice.



Governance, structure and management

Constitution

St Joseph's Hospice, Hackney, a charity registered under the Charities Act 2011, is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Liability of the members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up during the period of membership, or within the year following, company members are required to contribute an amount not exceeding £1.

Structure

The charity has staff based at three locations: the majority at St Joseph's Hospice in Mare Street, Hackney; and two community outreach locations in Newham: at East Ham Care Centre and Richard House Children's Hospice. Services are also delivered in patients' own homes. The charity is governed by its trustees (the Board) which meets regularly throughout the year to determine strategic vision and direction. The trustees appoint a Chief Executive who is responsible for the day-to-day running of St Joseph's Hospice and to inform and implement Board decisions.

The Registered Manager is the Director of Care and the CEO is the Responsible Individual for Care Quality Commission registration purposes.



St Joseph's Hospice, Hackney

Trustees

The Trustees listed on page 1 were in office at the date on which this annual report was approved. The Trustees who served on the Board throughout the year to 31 March 2021 and up to the date on which this report was approved are shown below.

Directors	Appointed/resigned
Mr Paddy McGuinness CMG, OBE, MA (Chair)	
Prof Francis Campbell BA MA PhD (honoris causa) DUniv (Vice-Chair)	Resigned 19 May 2020
Sister Rita Dawson MBE DL RSC MSc BSc (Hons) RGN RSCN	
Margaret Doherty BA (Hons), DEBA, MCIPR	
Sister Jacqueline Doherty RSC	
Mr Edward B McGuigan BA FFA FIPA	
Prof Jim McManus, BD (Hons) OCDS CPsychol CSci FBPsS FFPH FRSB Chartered FCIPD	
Dr Una Molloy RGN, RM , BNS(Hons), MSc Nursing, PhD	
Dr MichaelMoran PhD MMedSci MBBChBAO BSc (Hons) MRCS DO-HNS	
Mr Peter Pledger	

The election of Trustees

The Trustees are elected at the Annual General Meeting of the charity by the members. Trustees are normally elected for an initial term of three years and, if reappointed, may serve for a second term of three years. In exceptional circumstances, the members may reappoint a trustee for a third term of three years. The maximum length of service is therefore nine years. The trustees, with the consent of the Provincial Superior of the Sisters of Charity, also have the power to co-opt people during the year to help deal with specific matters.

The Trustees are recruited and selected for their specific skills and experience, which currently cover law, finance, fundraising, business, clinical, nursing and healthcare.

Policies and procedures relating to trustees' training and induction

All Trustees receive induction on joining the Board so that they are equipped to carry out their role, as well as signing a statement of their willingness to serve as a trustee and completing a declaration of interests' statement. Additionally, new Board members receive direct support from the Chair of the Board and the Chief Executive. In order to keep Board members informed about the charity's on-going work, the Board receives reports from senior staff members as required. In addition, members of the Board meet from time to time more informally with the management team and other staff to work on specific areas of development.

Statement of Trustees' responsibilities

The Trustees (who are also directors of St Joseph's Hospice, Hackney, for the purposes of company law) are responsible for preparing the Trustees' report and 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 each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102).
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

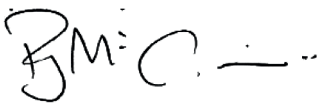
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

Each of the trustees confirms that:
so far as the Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and

the Trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Signed on behalf of the Trustees:



Trustee
Date of approval: 30 November 2021

Independent auditor's report to the members of St Joseph's Hospice, Hackney

Opinion

We have audited the financial statements of St Joseph's Hospice, Hackney (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, the principal accounting policies and the notes to the financial statements. 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 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.

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 and Financial Statements, 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' 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
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; 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 trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the trustees 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, those that relate to data protection (General Data Protection Regulation) and specific care legislation relating to vulnerable individuals (Care Standards Act 2000); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Performed substantive testing on expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees' meetings; and
- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims.

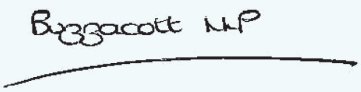
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Amanda Francis, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

December 2021

Financial Statements

Statement of financial activities Year to 31 March 2021

	Notes	Un-restricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Un-restricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Income and Expenditure							
Income From:							
Donations and legacies	1	**2,762**	**159**	**2,921**	5,057	87	5,144
Other trading activities:				**–**			
– Fundraising events		**47**	**–**	**47**	97	–	97
Investments and bank deposits	2	**733**	**36**	**769**	534	27	561
Charitable activities	3	**9,784**	**1,023**	**10,807**	8,898	349	9,247
Other income – Miscellaneous		**6**	**1**	**7**	25	4	29
Total income		**13,332**	**1,219**	**14,551**	14,611	467	15,078
Expenditure on:							
Raising funds	4	**758**	**–**	**758**	817	–	817
Charitable activities				**–**			
– Hospice inpatient care	5	**8,591**	**701**	**9,292**	8,563	77	8,640
– Hospice outpatient and day services	5	**986**	**8**	**994**	791	7	798
– Community palliative care services	5	**1,708**	**291**	**1,999**	1,926	209	2,135
– Psychosocial and bereavement services	5	**749**	**30**	**779**	640	–	640
– Education, training and research	5	**268**	**–**	**268**	253	32	286
– Patient café and dining room	5	**24**	**–**	**24**	42	–	42
Other Costs		**38**	**–**	**38**	20	–	20
Total expenditure		**13,122**	**1,030**	**14,152**	13,052	326	13,378

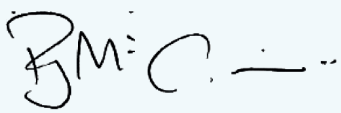
	Notes	**Un-restricted funds £'000**	**Restricted funds £'000**	**2021 Total funds £'000**	Un-restricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Net Income before Investment gains and transfers		**210**	**189**	**389**	1,559	141	1,700
Net gains / (Losses) on investments	11	**1,317**	**178**	**1,495**	1,557	(26)	1,531
Net income before transfers		**1,527**	**367**	**1,894**	3,116	115	3,231
Transfers between funds	14	**69**	**(69)**	**-**	62	(62)	-
Net income and net movement in funds	7	**1,596**	**296**	**1,894**	3,178	53	3,231
Reconciliation of funds							
Balances brought forward at 1 April 2020		**35,456**	**1,912**	**37,368**	32,278	1,859	34,137
Balances carried forward at 31 March 2021		**37,052**	**2,210**	**39,262**	35,456	1,912	37,368

All of the charity's activities derived from continuing operations during the above two years. All recognised gains and losses are included in the above statement of financial activities.

Balance sheet

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed assets					
Tangible assets	10		**16,652**		17,400
Investments	11		**17,813**		12,541
			34,465		29,941
Current assets					
Stocks		**33**		24	
Debtors	12	**2,665**		2,063	
Short term deposits		**4,470**		6,709	
Cash at bank and in hand		**31**		37	
		7,199		8,833	
Creditors: amounts falling due within one year	13	**(2,402)**		(1,406)	
Net current assets			**4,797**		7,427
Total net assets			**39,262**		**37,368**
The funds of the charity:					
Income funds					
Restricted funds	14		**2,210**		1,912
Unrestricted funds					
. General funds		**14,530**		12,186	
. Tangible fixed assets fund	15	**16,652**		17,400	
. Investment property fund		**5,870**		5,870	
			37,052		35,456
			39,262		37,368

Approved by the trustees and signed on their behalf by:



Trustee

Date of approval: 30 November 2021

St Joseph's Hospice, Hackney: Company Registration No. 05513914 (England and Wales)

Statement of cash flows
Year to 31 March 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	**1,085**	2,090
Cash flows from investing activities:			
Investment income and interest received		**769**	561
Purchase of tangible fixed assets		**(322)**	(168)
Acquisition of Investments		**(3,777)**	-
Proceeds from the disposal of investments		**-**	122
Net cash (used in) provided by investing activities		**(3,330)**	515
Change in cash and cash equivalents in the year		**(2,245)**	2,605
Cash and cash equivalents at 1 April 2020	B	**6,746**	4,141
Cash and cash equivalents at 31 March 2021	B	**4,501**	6,746

Notes to the statement of cash flows for the year to 31 March 2021.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2021 £'000	2020 £'000
Net movement in funds (as per the statement of financial activities)	**1,894**	3,231
Adjustments for:		
Depreciation charge	**743**	744
Loss on disposal	**327**	-
Gains on investments	**(1,495)**	(1,531)
Investment income and interest receivable	**(769)**	(561)
Decrease in stocks	**(9)**	(2)
(Increase) / decrease in debtors	**(602)**	215
Increase / (decrease) in creditors	**996**	(6)
Net cash provided by operating activities	**1,085**	2,090

B Analysis of cash and cash equivalents

	2021 £'000	2020 £'000
Cash at bank and in hand	**31**	37
Short term deposits	**4,470**	6,709
Total cash and cash equivalents	**4,501**	6,746

No separate reconciliation of net debt has been prepared as there is no difference between the movements in cash and cash equivalents and the net cash (debt) of the charity.





Principal accounting policies

The principal accounting policies adopted, judgements used and key sources of estimation and uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2021 with comparative information presented for the year to 31 March 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- estimating the value of disposals related to the restaurant refurbishment
- estimating the open market value of investment properties;
- allocating support costs across charitable activities;
- estimating the value of legacies to be recognised in accordance with FRS 102; and
- estimating future income and expenditure flows for the purpose of assessing going concern (see below).

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The restrictions due to the Covid-19 pandemic have lasted much longer than initially expected and had a significant impact on the hospice's finances. The protracted nature of these restrictions means that there is still uncertainty as to when exactly when things will return to 'normal' or how the pandemic may change things.

The hospice's commitment to supporting the NHS Covid-19 response was demonstrated through its agreement to offer St Anne's Ward throughout 20/21, for which it was financially recompensed. The NHS also made emergency funding available to all hospices and the hospice accessed about £725k.

This NHS support and the hospice's relationship with Clinical Commissioning Groups means that it remains well positioned relative to other hospices. The reliance on retail is low and prior to the pandemic it had already focused on growing enterprise. During the pandemic it was agreed to give rent reductions and holidays to our tenants and the hospice has worked closely with them to ensure they are able to continue occupying the hospice's premises.

The trustees acknowledge supporters for continuing to donate to the hospice, enabling it to continue to carry out its work. The fact that the hospice continued to operate throughout the pandemic, with very limited furlough, demonstrates its commitment to the community it serves. There were clear risks with continuing to operate at the same expenditure level, but so far those risks have been managed effectively.

The timing of the pandemic (at the end of the 2019/20 financial year) meant the hospice reported a significant downturn in the value of its listed investments at 31 March 2020. However, these recovered in 20/21 and showed an unrealised gain at the end of the year of £1.5M.

As the restrictions further unwind during the first half of 21/22, the trustees expect inpatient activity to increase and the hospice will continue to work with CCG's and other stakeholders planning for the future. The trustees are optimistic that the charity continues as a going concern, with the level of assets required to meet its liabilities into the long-term, supported by future plans to diversify operations whilst continuing to demonstrate value for money for the NHS.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, legacies, income from fundraising events, income from investments and bank interest, and contracts, service level agreements and grants income for the provision of healthcare and related services.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies

have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having being transferred to the charity.

Investment income from listed investments is recognised once the dividend has been declared and notification has been received of the dividend due.

Investment income generated from investment properties is recognised at the point when the income is due to the charity under tenancy or lease agreements.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Contracts and service agreements in respect to the provision of healthcare services are recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding any relevant value added tax. Grants from government, NHS bodies, Clinical Commissioning Groups and from trusts and foundations have been included as income from charitable activities i.e. the provision of healthcare and related services where they amount to a contract for services but as donations where the money is given in response to an appeal or grant application or with greater freedom of use, e.g. for core purposes.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes investment management fees, investment property expenses, staff costs associated with fundraising, and an allocation of support costs.
- expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities i.e. the provision of healthcare and related services in respect to the care of persons suffering from terminal cancer and other palliative or chronic illnesses.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on the number of full time equivalent staff allocated to each of the charitable activities.

Tangible fixed assets

All assets costing more than £750 and with an expected useful life exceeding one year are capitalised.

Freehold land and buildings
Freehold land and buildings transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Additions to freehold buildings since 1 April 2012 are included on the balance sheet at cost.

Freehold buildings are depreciated at a rate of 2% per annum based on cost or deemed cost. No depreciation is charged on freehold land.

Major building refurbishment

Major building refurbishment since 1 April 2012 is included on the balance sheet at cost.

Major building refurbishment, once completed, is depreciated at a rate of 10% per annum based on cost. Major building refurbishment that is in progress is capitalised but only depreciated in accordance with the above policy once complete.

Furniture, plant and equipment

Furniture, plant and equipment transferred to the charity on 1 April 2012 is included on the balance sheet at a valuation as at that date based on depreciated replacement cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets.

Expenditure since 1 April 2012 on the purchase and replacement of furniture, plant and equipment (including computer equipment (hardware and software)) is capitalised at cost.

Furniture and equipment is depreciated over a four-year period on a straight line basis. Plant is depreciated over 20 years on a straight line basis.

Motor vehicles
Motor vehicles transferred to the charity on 1 April 2012 are included on the balance sheet at a valuation as at that date based on depreciated replacement cost. Motor vehicles purchased since 1 April 2012 are capitalised at cost. As permitted by FRS 102, this valuation is now assumed to be the deemed cost of these assets. Motor vehicles are depreciated over a four-year period on a straight line basis in order to write off the cost of each motor vehicle over its estimated useful life.

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

As noted above the main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Properties held for investment purposes are included in these accounts at open market value. The valuations have been determined by the trustees, with professional assistance.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Stocks

Stocks of medical supplies, stationery and sundry stores are valued at the lower of cost and net realisable value.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Short term deposits relate to cash held in deposit accounts for medium term use or future reinvestment, but which are available on demand or have a maturity less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the trustees.

The tangible fixed assets fund represents the net book value of the land and buildings occupied by the charity and other tangible fixed assets. Such assets are vital to the charity being able to carry out its charitable work and the value invested in the assets cannot, therefore, be realised in order to meet future expenditure or contingencies. To emphasise this point, the net book value of the assets is represented by a specific tangible fixed assets fund on the balance sheet.

The investment property fund represents the value of the buildings utilised by the charity to generate a commercial return. Such assets cannot be realised easily in order to meet future expenditure or contingencies. To emphasise this point, the value attributed to these assets is represented by a specific investment property fund on the balance sheet.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Pension costs

Pension costs are payable in respect of defined contribution and defined benefit pension schemes. The charity is unable to identify its share of the underlying assets and liabilities of the defined benefit schemes on a reasonable and consistent basis. Therefore, in accordance with FRS 102, it has accounted for its normal contributions as if the schemes were defined contribution schemes.

Normal contributions are charged to the statement of financial activities when payable. The present value of the expected deficit recovery contributions is recognised as a liability at the balance sheet date. The amount is reviewed annually taking into account any changes to the deficit contribution rate or the implicit rate of interest used in discounting the liability.

Contributions in respect of personal pension schemes and defined contribution schemes are recognised in the statement of financial activities in the year which they are payable to the scheme.

Leased assets

Rentals applicable to operating leases where substantially all the benefits and risk of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Notes to the financial statements

1 Income from: Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Donations	**1,335**	**159**	**1,494**	1,171	87	1,258
Donations of cremation fees received	**12**	**–**	**12**	14	–	14
	1,347	**159**	**1,506**	1,185	87	1,272
Legacies	**1,415**	**–**	**1,415**	3,872	–	3,872
Total funds	**2,762**	**159**	**2,921**	5,057	87	5,144

We are grateful to all the individuals, trusts and companies who have supported our work this year.

2 Income from: Investments and bank deposits

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Income from listed investments						
- UK common investment funds	**268**	**36**	**304**	200	27	227
Rental income from investment properties	**461**	**–**	**461**	312	–	312
Bank interest	**4**	**–**	**4**	22	–	22
Total funds	**733**	**36**	**769**	534	27	561

3 Income from: Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Statutory grants and service agreements						
- Clinical Commissioning Groups	**9,440**	**787**	**10,227**	8,576	—	8,576
Grants receivable – Big Lottery	**—**	**133**	**133**	—	138	138
Other grants and service level agreements	**78**	**101**	**179**	28	208	236
Fees for education services and room hire	**114**	**—**	**114**	164	—	164
Residences and other rental income	**84**	**—**	**84**	31	—	31
Income from provision of catering, telephone, newspapers and books	**68**	**2**	**70**	99	3	102
Total funds	**9,784**	**1,023**	**10,807**	8,898	349	9,247

Disclosure Note:

Following year end the Hospice received £534k of Covid-19 emergency grant funding from Hospice UK. This funding has not been recognised in these financial statements as the income recognition criteria were not deemed to have been met as at the reporting date.

Insufficient information was made available to the Hospice to confirm that it was entitled to further funds or enable a reliable estimate to be made of the probable value of receipt in advance of the date that they were received. The Trustees are satisfied that all reasonable endeavours were made by management prior and subsequent to the reporting date to determine the value of any further funds to be received by the Hospice and the likely timing of these funds.

4 Expenditure on: Raising funds

	Direct costs £'000	Support costs (note 6) £'000	Total 2021 £'000	Direct costs £'000	Support costs (note 6) £'000	Total 2020 £'000
Staff costs	**396**	**—**	**396**	433	—	433
Other direct costs	**187**	**—**	**187**	228	—	228
Support costs	**—**	**175**	**175**	—	156	156
Total funds	**583**	**175**	**758**	661	156	817

5 Expenditure on: Charitable activities

	Direct costs £'000	Support costs (note 6) £'000	Total 2021 £'000	Direct costs £'000	Support costs (note 6) £'000	Total 2020 £'000
Hospice inpatient care	**6,764**	**2,528**	**9,292**	**6,572**	**2,068**	**8,640**
Hospice outpatient and day services	**685**	**309**	**994**	**583**	**215**	**798**
Community palliative care services	**1,493**	**506**	**1,999**	**1,647**	**488**	**2,135**
Psychosocial and bereavement services	**559**	**220**	**779**	**488**	**152**	**640**
Education, training and research	**215**	**53**	**268**	**233**	**53**	**286**
Patient café and dining room	**24**	**–**	**24**	**42**	**–**	**42**
Total funds	**9,740**	**3,616**	**13,356**	9,565	2,976	12,541

6 Support costs

	2021 £'000	2020 £'000
Staff costs	**1,460**	1,332
Recruitment and training	**53**	50
Services contracted out	**16**	42
Consumables	**66**	22
Maintenance and running costs	**572**	463
Depreciation	**743**	743
Loss on disposal of tangible fixed assets	**327**	–
Office expenses	**535**	462
Auditor's remuneration	**19**	18
	3,791	3,132

The allocation of support costs to raising funds and charitable activities based on the full-time equivalent staff allocated to each charitable activity.

7 Net income (expenditure) and net movement in funds

This is stated after charging:	2021 £'000	2020 £'000
Staff costs (note 8)	**10,539**	10,084
Auditor's remuneration		
- Current year audit fee	**17**	18
- Prior year audit fee	**–**	4
- Other services: taxation compliance	**2**	–
Depreciation	**743**	743
Loss on disposal of tangible fixed assets	**327**	–
Operating lease rentals	**22**	9

8 Staff costs and trustees' remuneration

	2021 £'000	2020 £'000
Staff costs during the year were as follows:		
Wages and salaries	**8,533**	8,109
Social security costs	**846**	812
Pension costs	**517**	502
	9,896	9,423
Seconded and agency staff	**643**	661
	10,539	10,084

The number of employees who earned £60,000 per annum or more (including benefits but excluding employer pension contributions) during the year was as follows:

	2021	2020
£60,001 - £70,000	**7**	5
£70,001 - £80,000	**2**	1
£80,001 - £90,000	**–**	1
£90,001 - £100,000	**1**	–
£110,001 - £120,000	**1**	1

Of those employees who earned £60,000 or more during the year (as defined above), employer contributions are made to money purchase schemes in respect of six employees (2020 – five employees), and to defined benefit schemes in respect of four employees (2020 – three employees). Total employer contributions to pension schemes in respect of such employees during the year amounted to £75,209 (2020 – £56,365).

When determining salary rates for clinical staff, the Hospice always makes reference to national pay agreements and considers the seniority and experience demanded by each post.

Key management personnel remuneration during the year totalled £511,441 (2020 – £595,092).

No trustees received any remuneration during the year (2020 – £nil) and no expenses were reimbursed to trustees (2020 – none).

The average number of employees during the year, analysed per function, was as follows:

	2021 Full time equivalent	2020 Full time equivalent	2021 Average headcount	2020 Average headcount
Raising funds	**9**	9	**10**	10
Hospice inpatient care	**143**	145	**179**	174
Hospice outpatient and day services	**9**	7	**12**	10
Community palliative care services	**15**	16	**16**	17
Psychosocial and bereavement services	**11**	10	**23**	20
Education and training	**3**	3	**4**	5
Catering	**5**	–	**8**	–
Support and administration	**22**	23	**23**	25
	217	213	**274**	261

9 Taxation

St Joseph's Hospice, Hackney is a registered charity and is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities.

10 Tangible fixed assets

	Freehold land and buildings £'000	Major building refurbishment £'000	Furniture, plant, equipment and motor vehicles £'000	Total £'000
At cost or deemed cost				
At 1 April 2020	16,039	3,189	2,229	**21,457**
Additions	—	22	300	**322**
Disposals	—	(593)	—	**(593)**
At 31 March 2021	16,039	2,618	2,529	**21,186**
Depreciation				
At 1 April 2020	1,846	1,088	1,123	**4,057**
Charge for the year	231	309	203	**743**
Disposals	—	(266)	—	**(266)**
At 31 March 2021	2,077	1,131	1,326	**4,534**
Net book values				
At 31 March 2021	13,962	1,487	1,203	**16,652**
At 31 March 2020	14,193	2,101	1,106	**17,400**

The Hospice's freehold land and buildings held at 1 April 2012 were valued on a depreciated replacement cost basis by an external valuer, Gerald Eve LLP, following the transfer of assets and liabilities from The Religious Sisters of Charity Charitable Trust as at that date. The valuation was carried out in accordance with the valuation standards and guidance notes contained in the Valuation – Professional Standards, incorporating the International Valuation Standards ("the Standards") of the Royal Institution of Chartered Surveyors (RICS) March 2012. Other tangible fixed assets transferred at that date are included at their net book value at the date of transfer i.e. 1 April 2012. As permitted by FRS 102, all valuations at 1 April 2012 are now assumed to be the deemed cost of the relevant assets. Additions to tangible fixed assets since 1 April 2012 are included at cost.

The Hospice restaurant was closed due to the pandemic; a closure that has become permanent. The residual net book value of £327k associated with the restaurant and its equipment has been written off.

Capital commitments

At 31 March 2021, the charity had £70K of capital commitments in relation to Solar Panel installation (2020 – none).

11 Investments

	Investment property £'000	Listed investments £'000	Total £'000
Market value at 1 April 2020	5,870	6,671	**12,541**
Acquisitions	–	3,777	**3,777**
Unrealised gains on revaluation	–	1,495	**1,495**
Market value at 31 March 2021	5,870	11,943	**17,813**
Cost of investments at 31 March 2021	1,599	8,292	**9,891**

Investment property comprises of:

- A commercial office building close by to the main Hospice site in Mare Street. This is let on a ten-year lease to a third party. The property was revalued by the trustees at 31 March 2017 using a method based on rental yields. There has been no change in rental yield, and hence valuation, since that date.
- Elements of the Hospice's estate, which have been converted to generate commercial income. In 2018/19, office space in St Patrick's Wing and part of the ground floor of the Centenary Wing were rented out for the first time. During the year another part of the ground floor of the Centenary Wing was rented out. Refurbishment of the Mare Street Wing during 19/20 meant this was the first full year of space rental in this area. These parts of the estate are revalued using a method based on rental yields. The valuations were carried out as at 31 March 2020 by property professionals using an informal desktop approach after carrying out an inspection of the relevant properties. The valuations were not prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation – Global Standards, incorporating the International Valuation Standards (IVS) 2017 (The Red Book). However, regard to the reporting standards was had in order to reflect best practice. The trustees have considered whether there has been any change in value since the last professional valuation and have concluded that there has been no material movement in value since that date.

11 Investments (continued)

Listed investments held at 31 March 2021 comprised the following:

	2021 £'000	2020 £'000
UK common investment funds	**11,943**	6,671

At 31 March 2021, the charity's investments comprised holdings in CCLA COIF Charities Investment Fund only.

12 Debtors

	2021 £'000	2020 £'000
Revenue grants and fees receivable	**776**	168
Legacies receivable	**1,405**	1,528
Investment income and interest receivable	**141**	56
VAT recoverable	**159**	108
Prepayments	**93**	112
Other debtors	**91**	91
	2,665	2,063

13 Creditors: amounts falling due within one year

	2021 £'000	2020 £'000
Expense creditors	**823**	509
Social security and other taxes	**223**	227
Accruals	**660**	430
Deferred income	**615**	118
Other creditors	**81**	122
	2,402	1,406

Deferred income consists of grants and contractual income received in advance.

	2021 £'000
Balance as at 1 April 2020	**118**
Income deferred in the year	**578**
Income released in the year	**(81)**
Balance as at 31 March 2021	**615**

14 Restricted funds

The income funds of the charity include restricted funds comprising the following donations and grants held on trusts to be applied for specific purposes:

	Mission fund £'000	Other restricted funds £'000	2021 £'000	Mission fund £'000	Other restricted funds £'000	2020 £'000
At 1 April 2020	**1,584**	**328**	**1,912**	1,607	252	1,859
Income	**36**	**1,183**	**1,219**	33	434	467
Expenditure	**–**	**(1,030)**	**(1,030)**	(7)	(319)	(326)
Gains on listed investments	**178**	**–**	**178**	(26)	–	(26)
Transfers	**(23)**	**(46)**	**(69)**	(23)	(39)	(62)
At 31 March 2021	**1,775**	**435**	**2,210**	1,584	328	1,912

The specific purposes for which the funds are to be applied are as follows:

Mission fund

This fund is to provide for resources to promote the mission statement and core values of Religious Sisters of Charity and St Joseph's Hospice. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the fund when incurred.

Other restricted funds

These comprise monies provided to cover nursing and other specific costs. Transfers to unrestricted funds represent qualifying expenditure that was not charged to the relevant fund when incurred.

15 Tangible fixed assets fund

	2021 £'000	2020 £'000
At 1 April 2020	**17,400**	18,333
Capital Purchases	**322**	167
Depreciation Charge for year	**(743)**	(743)
Loss on disposals of assets	**(327)**	–
Reclassification to Investment Properties	**–**	(357)
At 31 March 2021	**16,652**	17,400

16 Investment property fund

	2021 £'000	2020 £'000
At 1 April 2020	**5,870**	3,886
Net movement in the year	**–**	1,984
At 31 March 2021	**5,870**	5,870

17 Analysis of net assets between funds

	General funds £'000	Tangible fixed assets fund £'000	Investment property fund £'000	Restricted funds £'000	Total 2021 £'000
Fund balances at 31 March 2021 are represented by:					
Tangible fixed assets	**–**	**16,652**	**–**	**–**	**16,652**
Investments	**10,181**	**–**	**5,870**	**1,762**	**17,813**
Current assets	**6,751**	**–**	**–**	**448**	**7,199**
Creditors: amounts falling due within one year	**(2,402)**	**–**	**–**	**–**	**(2,402)**
Total net assets	**14,530**	**16,652**	**5,870**	**2,210**	**39,262**
Accumulated unrealised gains included above consists of:					
- On listed investments	**3,277**	**–**	**–**	**374**	**3,651**
- On investment properties	**–**	**–**	**4,271**	**–**	**4,271**
	3,277	**–**	**4,271**	**374**	**7,922**
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2020	**1,960**	**–**	**4,271**	**196**	**6,427**
Add: Net unrealised gains in the year	**1,317**	**–**	**–**	**178**	**1,495**
Unrealised gains at 31 March 2021	**3,277**	**–**	**4,271**	**374**	**7,922**

	General funds £'000	Tangible fixed assets fund £'000	Investment property fund £'000	Restricted funds £'000	Total 2020 £'000
Fund balances at 31 March 2020 are represented by:					
Tangible fixed assets	–	17,400		–	17,400
Investments	5,087	–	5,870	1,584	12,541
Current assets	8,506	–	–	328	8,833
Creditors: amounts falling due within one year	(1,406)	–	–	–	(1,406)
Total net assets	12,186	17,400	5,870	1,912	37,368
Accumulated unrealised gains included above consists of:					
- On listed investments	1,960	–	–	196	2,156
- On investment properties	–	–	4,271	–	4,271
	1,960	–	4,271	196	6,427
Reconciliation of movements in unrealised gains on investments					
Unrealised gains at 1 April 2019	2,152	–	2,548	222	4,922
Add: Net unrealised gains in the year	(192)	–	1,723	(26)	1,505
Unrealised gains at 31 March 2020	1,960	–	4,271	196	6,427

18 Pension costs

National Health Service Scheme

Retirement benefits for nursing staff and staff previously employed by the National Health Service (NHS) are provided by a defined benefit scheme, the National Health Service Pension Scheme, which is funded by contributions from the Hospice and the employees.

The National Health Service Pension Scheme is an unfunded scheme. Contributions on a 'pay-as-you-go' basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. Actuarial valuations are carried out on a notional set of investments.

The charity is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the National Health Service Pension Scheme. For schemes like this, FRS 102 requires the charity to account for normal pension contributions on the basis of amounts payable to the Scheme in the year.

The Hospice has set out below the information available on the deficit in the scheme and the implications for it in terms of the anticipated contribution rates.

The pension cost is assessed in accordance with the advice of the government actuary. The assumptions and other data that have the most significant effect on the determination of the contributory levels are as follows:

Latest actuarial valuation	**31 March 2016**
Actuarial method	**Prospective benefits**
Discount rate (real rate)	**2.8% until 2019 and then 2.4%**
Discount rate (nominal rate)	**4.86% until 2019 and then 4.45%**
Pension increases	**2.0%**
Long term salary growth	**4.2% (CPI + 2.2%)**
Value of assets at date of last valuation	**£278.1 billion**
Value of liabilities at date of last valuation	**£297.5 billion**
Proportion of members' accrued benefits covered by the actuarial value of the assets	**93.5%**
The employer's contribution rate for the year	**20.6%**

Contributions paid to the Scheme during the year amounted to £421,914 (2020 – £455,387), of which £176,843 (2020 – 196,960) were employees' contributions.

Royal London Pension Scheme

This is a defined contribution scheme where employees can choose their level of contribution.

19 Related party transactions

St Joseph's Hospice, Hackney is connected to The Religious Sisters of Charity Charitable Trust, a registered charity, Charity Registration Number 231323, by virtue of the fact that the two charities have some trustees in common.

During the year, the following transactions took place between the charity and The Religious Sisters of Charity Charitable Trust:

- Expenses totalling £514,539 (2020 - £454,766) were paid by the charity on behalf of The Religious Sisters of Charity Charitable Trust during the year and were reimbursed.
- At 31 March 2021 The Religious Sisters of Charity Charitable Trust owed the Hospice £89,727 (2020 - £76,497).

During the year, trustees made donations to the charity totalling £nil (2020 - £8,089).

There were no other related party transactions during the year (2020 - none).

20 Liability of the members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

21 Operating lease commitments

At 31 March 2021, the Hospice had the following future commitments under non- cancellable operating leases, relating to items of equipment; and a five-year lease on a shop, which is cancellable after three years, with a maximum increase rate of 10% at unspecified review dates.

	2021 £'000	2020 £'000
Operating leases payments due:		
- within one year	**22**	33
- within one to two years	**44**	22
	66	55

The lease relates to commitment on our Retail Shop.

22 Post Balance Sheet Event

On 22 October 2021 the charity set up Five Sisters Managed Services, a wholly owned trading subsidiary (company registration number 13698763). The company was established to provide catering services and began trading on 30 October 2021.



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Founded in 1905 under the care of the Religious Sisters of Charity. Charity No. 1113125

St Joseph's Hospice

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