

# Annual report

# and accounts 2021-22



St Christopher's Hospice  
annual report and accounts 2021-22  
[www.stchristophers.org.uk](http://www.stchristophers.org.uk)

**StChristopher's**  
More than just a hospice

# About

## St Christopher's

**At St Christopher's Hospice, we have a vision of a world in which all dying people, and those close to them, have access to care and support whenever and wherever they need it.**

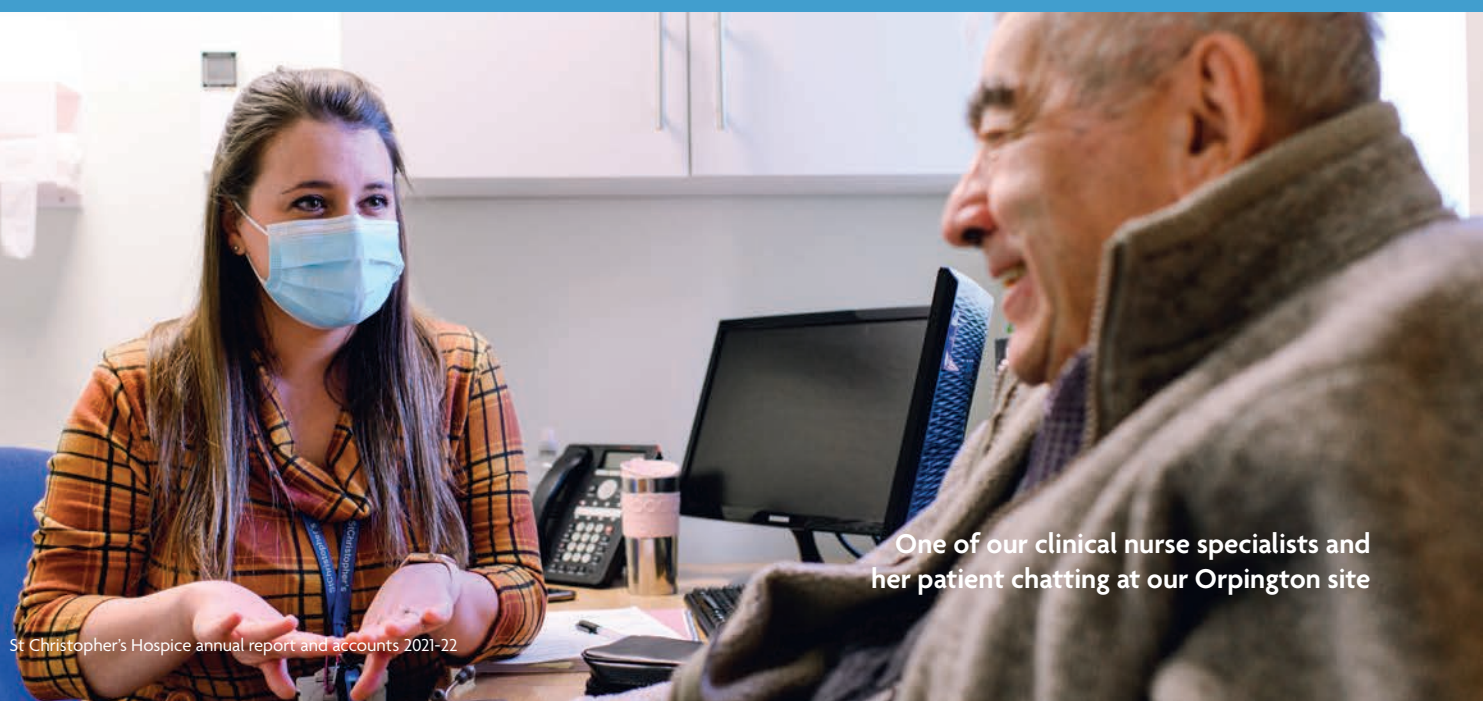
Our goal is to help people live well until they die and support those affected by the death of a friend or relative. Each person is unique, and we tailor our care to meet social, emotional, and spiritual needs as well as manage people's physical symptoms. As our founder, Dame Cicely Saunders said: "You matter because you are you, and you matter until the last moment of your life."

Everyone should have access to the best care at the end of their lives. We aim to provide this through a mix of expert clinical care, support at home, research and education, and strategic partnerships with other organisations with the same aspiration. We are proud that last year we provided care and support to nearly 5,000 patients, more than 2,000 carers, and nearly 2,000 bereaved people across south east London.

It costs approximately £23m to run St Christopher's Hospice each year. We receive £8m of core funding from the NHS in a normal year. We need to raise the other £15 million to continue to care for people when it matters most. This would not be possible without the support of our local communities. Thank you, from us all, for your support.

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One of our clinical nurse specialists and her patient chatting at our Orpington site



# High-quality care in a difficult climate

Our clinical care staff work diligently to keep patients and families safe in uncertain times

## Welcome to the Annual Report and Accounts of St Christopher's Hospice (referred to as 'St Christopher's' in this document).

2021-22 continued to be a challenging year for society and St Christopher's with the emergence of the Omicron COVID-19 variant, continued pressures on the wider health system, increased financial pressures as the cost of living continued to rise, and shortages in healthcare workers across the UK.

Despite this, we have provided care and support for more than 8,000 people, delivering high quality palliative care and actively supporting people whose friends and relatives have died. Through supporting growing numbers of people, we have relieved the burden on the wider healthcare system so more people are able to access the care and support they need. Despite this, we have continued to innovate and develop our model of care to meet people's changing needs.

However, there is more to be done to make sure that even more people in south east London, nationally and globally have equal access to high-quality end of life care.

We were therefore pleased to formally launch our new state-of-the-art education centre, St Christopher's Centre for Awareness and Response to End of Life (CARE) during the year. The Centre explores living with dying and loss and provides training for those who need to provide care for people who are grieving or dying, whatever their professional discipline or personal situation. Since its opening in September 2021 by our Royal Patron, HRH Princess Alexandra, we have successfully hosted our first face-to-face conferences since 2019 and expanded the range of training on offer and our research capability.

We said a sad farewell to Heather Richardson and Shaun O'Leary in their roles as Joint Chief Executives during the year (and Heather's role as Chief Executive in the interim period after Shaun's departure). Aside from the delivery of St Christopher's CARE, and leading the organisation through two years of a pandemic, Heather and Shaun have enhanced the quality of all we do as an organisation, and they have improved its sustainability. We are delighted that Heather is staying with St Christopher's to lead Education, Research and End of Life Policy at St Christopher's CARE.

I'd like to extend a warm welcome to Helen Simmons, our new Chief Executive who joined us in June 2022. I speak for us all, the Executive Team and the Board of Trustees, when I say we are very much looking forward to working with Helen and building upon our success to make St Christopher's the best it can be for everyone who uses our services, as well as for our staff and volunteers.

And finally, whether you're in one of the communities we serve, a donor or a retail customer, a fundraiser or a care delivery partner, or one of our dedicated team of staff and volunteers: I'd like to thank you for your continued support of St Christopher's in what has been a challenging year for many people. We could not have got through the last year without your valued contribution.



**Neil Goulden**  
Chair of the Board of Trustees

# What we do with your money

It takes a lot of skilled and multi-disciplined people to run St Christopher's



**It is thanks to the incredible generosity of our supporters that we are here. Your kindness means we are able to continue to provide vital services for people in south east London and beyond.**

## Where our money comes from

An incredible 66% of our income is from people in our community, donated through fundraising activities, leaving gifts in Wills or buying goods in our shops. Our income this year included an unusually high level of legacies income of £10.0m. We have set aside a portion of this income to invest in our future charitable objectives, and for us to do this sustainably. We are so very grateful for the money you donate, and we are careful to spend and invest it wisely in ways that will best serve the people who need our support.

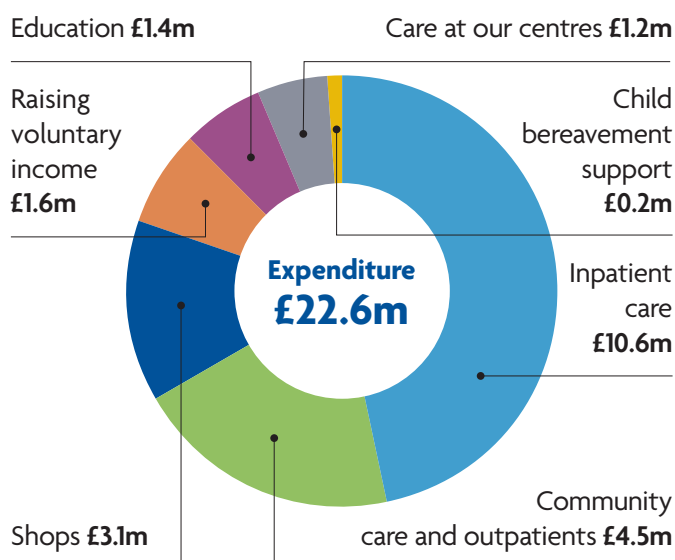
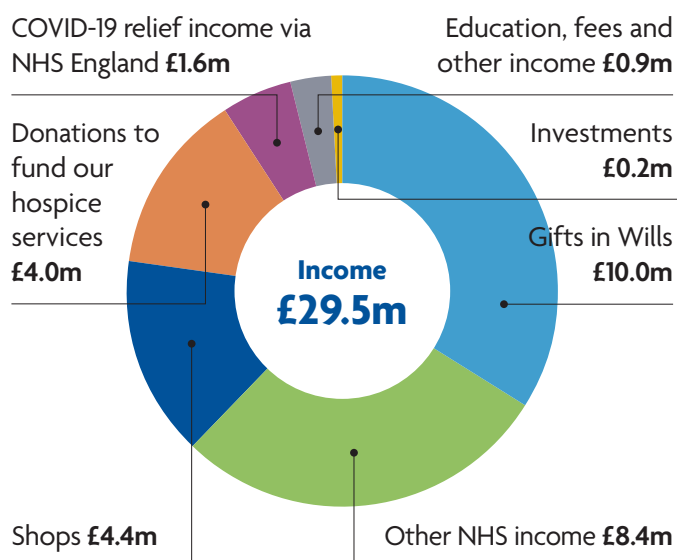
With the emergence of the COVID-19 Omicron variant, we received £1.6m COVID-19 relief money from NHS

England (6% of our income). This reflects the additional capacity and support we provided to the wider and stretched health system over the last year. We're very thankful for both this money and the income we receive from the local (NHS) Clinical Commissioning Group (£8.4m), whose funding represented around 28% of our revenue.

The astounding £29.5m raised this year enabled us to continue providing care to people who live in the boroughs we serve – Bromley, Croydon, Lewisham, Lambeth and Southwark – as well as shaping care for people across the globe through education, research and innovation.

## Where our money goes

It cost £22.6m to run St Christopher's in 2021-22. Here's a breakdown of how we spent the money you gave us. Our full financial review starts on page 31.





# What people say about us

## **St Christopher's is committed to continually improving and developing the support and services we offer.**

To do this effectively, we regularly measure and report on the impact we have both to the health of people in our care as well as their experience. We have been investing in learning about and using patient and other user reported outcome measures over the last few years. Our Quality Account for 2021-22 sets out in detail the efforts we made to improve our quality wherever we can during the year.

In December 2021, we asked people using our services for feedback, helping us understand what we are doing

well and where we need to improve. The results were overwhelmingly positive.

- **92%** of patients said they were very satisfied or satisfied with our care
- **95%** of carers were very satisfied or satisfied with our care
- **93%** of patients and carers felt we had listened to their needs always or most of the time
- **97%** of people who used our service felt they were treated with respect and helped to feel dignified always or most of the time.

"I felt so out of my depth at 26 with a dual caring role looking after my mum but knowing I could pick up the phone literally whenever was so valuable"

"Without your support with pain management, I do not know where I'd be today. Staff have made living liveable again"

A patient and her nurse on our inpatient unit at our Sydenham site

# Our vision, values and ambitions

Shaped by our overall vision and values, 2021-22 was the second year of our three-year strategy. Despite the ongoing challenges, we've continued to progress against our key ambitions and supporting themes.

- We've carried on adapting our services and providing high-quality care and support to **help people to live well and achieve the goals that are most important to them**
- We've strived for continuous improvement through **research, pilots and collaboration with others**
- We've remained focused on **breaking down barriers and improving death literacy** by encouraging discussions about end of life preparation and care
- We've **opened the doors to our new education centre** St Christopher's CARE for face-to-face training and collaboration
- We've **increased community-based support (including care at home and in care homes)** and done things differently to serve our patients, carers and families better
- We've kept people engaged, inspired and informed as we continue to **address inequalities**
- We've **supported bereaved people** with online services, unique events and new partnerships.

Our values are:



**Pioneering and bold**



**Of and for the community**



**Expert**



**Empowering and compassionate**



**One team working together**

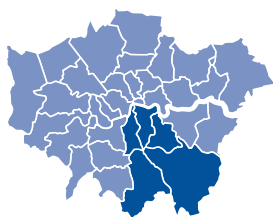


**Stronger through partnerships**

At the centre of these ambitions remains our core vision, informing every decision we make and our values which shape the behaviours of everyone who acts on behalf of St Christopher's.

Our **vision** is a world in which all dying people and those close to them have access to care and support when and wherever they need it. Through our key themes of **community, inclusivity** and **sustainability**, our **ambitions** are:

Adapt our care services  
to meet people's  
changing needs



**...to improve people's  
experience of end of life  
locally**

Invest in hospice-led  
innovation related to death,  
dying and loss



**...to strengthen hospices'  
contribution  
nationally**

Increase public and  
professional confidence and  
knowledge about end of life



**...to transform  
end of life care  
globally**



**We cared  
for 4,675  
patients**



**We had  
586 inpatient  
admissions**



**We made  
13,124 home  
visits**

Hospice pioneer and psychiatrist  
Dr Colin Murray Parkes was an  
honoured guest at the grand opening  
of our new education centre



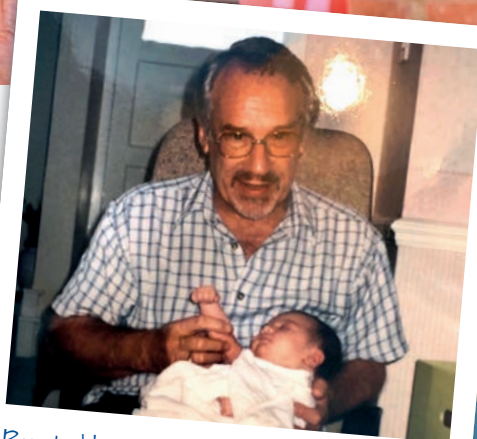
## Kate's story

When Kate's dad Ron became ill in 2015, he moved to Orpington to be closer to Kate and the family. St Christopher's became his local hospice offering care and support for them all. Though his family visited the hospice, Ron's wish was to stay at home – a desire the hospice was able to make happen by supporting his family.

"If we could have hand-picked the team, we couldn't have picked better people. Not only were they good with my dad but they were good with us as a family," says Kate. "We wouldn't have known what he was entitled to or where to get access to carers, equipment and these sorts of things."

"Everything was completed by St Christopher's and kind of fell into place," she continues. "It's not until you look back and think it just kind of happened seamlessly because they just did everything."

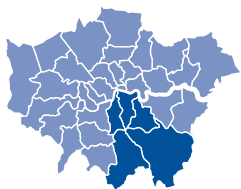
"I particularly remember that the St Christopher's team who came out to us on a regular basis always seemed to know the right thing to say," she adds. "They always had the right answers for difficult questions."



*Ron holding Kate's daughter*



# How we've met our strategic ambitions in 2021-22



Adapt our care services to meet people's changing needs **to improve people's experience of end of life locally**

## Working differently to help people live well until they die

- We implemented e-prescribing to make administering complex and high-risk medicines more efficient and more reliable, mitigating the risk of patient harm from drug related incidents. This replaced the more manual process that was in place previously. By reporting on our clinical database, we regularly audit the prescription and administration of medicines, lowering risk and increasing efficiency.
- We revised our care model to improve the continuity of our care for the people we are supporting and to ensure they get the best and most appropriate care when they need it. We did this in two ways. Firstly, by improving our referral process to make sure we are effectively capturing all information needed so we can get the right support in place quickly for people who need us. Secondly, we brought together our Outpatient and Community caseload, making sure everyone has a designated member of staff. This reduces internal transfers and guarantees people are seen in the right place at the right time by people who are familiar with their history. We are committed to providing easier access to advice and support; clarifying what we can offer; and delivering more personalised services for patients and community partners such as GPs and hospitals.
- Our Choose Home service (which was launched in October 2020) offers comprehensive care for people with a prognosis of two to three weeks left to live so they can remain in their own home, which is their wish. This significantly reduces the burden on unpaid carers and people who live alone and ensures that more people receive the help and guidance they need at difficult times. We expanded this service in 2021-22 and provided care via Choose Home for 334 patients during the year.
- We continue to invest in the development of our heart failure services with dedicated support in Bromley as part of our core offer.

## Gladys' story

Gladys is 40 and a mother to two young children. She was referred to St Christopher's a year ago after being diagnosed with Motor Neurone Disease and has been supported at home by the community team and stayed at the hospice on our wards.

"When I was referred to St Christopher's, Nigel (one of the consultant nurses) came to see me at home. Nigel and the team kept checking on me and the following month I started coming into the hospice. I've met some lovely people. Doctors, nurses, social workers – I can't even count all of them! I'm so, so happy to have come across St Christopher's.

"When I turned 40 they even threw me a birthday party! It's so nice for people to organise something for you and they treated me like a celebrity. It made me feel really, really good. I said to myself: for me to see that number of people and kind of love even if I do die my spirit will be happy as I've seen people show me love. That's what I need and I got what I need. There were decorations, a DJ, a photographer, really nice cake and food. They've done a lot for me here. They've never let me down."



*Gladys during a stay at the hospice*





Two of our Choose Home Team prepare to leave for a home visit

## Continuity despite ongoing COVID-19 challenges

While the country emerged from lockdown at the start of 2021-22, and was forced to navigate a new Omicron variant of COVID-19 a few months later, we worked hard to ensure we kept everyone informed, safe, and we continued to deliver individualised care during this time of uncertainty by:

- Reviewing latest guidance and applying this to St Christopher's to keep patients, visitors, volunteers, shoppers and staff safe
- Continuing to welcome visitors to spend time with family members and friends receiving care at our hospice site, recognising how important this precious time together is for people, but doing so within a safe set of parameters to keep risk to a minimum
- Delivering uninterrupted service for people we are supporting in the community, with the added option of virtual consultations
- Regular on-site testing for staff and volunteers to identify asymptomatic infections and reduce the likelihood of COVID-19 spreading
- Preparation for compulsory vaccination status for our patient facing staff (the requirement for this having since been removed).

## Working in collaboration to improve experience

We've continued our strong relationship with the NHS, supporting the healthcare system to overcome winter

pressures made more difficult by Omicron, and by testing new programmes.

We also continue to partner with hospices in the local area, notably Greenwich & Bexley Community Hospice, on initiatives such as Staff Health and Wellbeing Month (May 2021) and our ongoing joint education programme known as the Hospice Education Learning Partnership (HELP). HELP provides training and support for healthcare professionals across the entirety of south east London helping to ensure more people receive the best support at the end of life – no matter where they are being cared for.

## Rehabilitation pilot

Our rehabilitation team launched a new pilot during the year to support care homes to embed a rehabilitative approach in their practice to better support residents who have lived through the COVID-19 pandemic. Funded by Bromley CCG, the team worked with eight care homes across Bromley that had experienced adverse effects from the pandemic, supporting 370 residents and approximately 390 care staff.

The project provided tools for rehabilitative palliative care, including training rehabilitation champions in each home and developing mini exercise programmes, supporting staff to embed a person-centred approach to encompass the psychological, emotional and spiritual needs of the residents they are supporting.

Feedback about the pilot was that it was “very helpful in raising the confidence of our staff and carers” and, “the residents who come to the activities space now ask about when the class is happening and look forward to it.”



Michael enjoys our food and gym

## Michael's story

Michael is 62 and has been receiving support from the hospice after being diagnosed with mouth cancer. Michael shared with us what he looks forward to most about his visits to the hospice.

"What do I look forward to? Food! I look forward to eating something tasty. When I was in hospital I was offered pulverised foods, which is okay but it's a bit middle of the road. The food I'm offered here is far superior. They make everything from scratch and ingredients seem to be better than what I've been offered elsewhere.

"For me, being a foodie, I've always looked forward to meals. I enjoy food. Since I've had mouth cancer that's a big part of my enjoyment that's just gone. Until it's taken away you don't realise what a big part food plays in the quality of your life. The stuff that puts a smile on your face. As the cancer has progressed my ability to chew things has been compromised as I cannot use my tongue to manoeuvre the food.

"Since I've been unable to eat properly I've lost a couple of stones or more in a short period of time. Since I've been here I've put on about four kilos in just over two weeks through having protein drinks and milkshakes. They've got time for you as well so you can explain what's worked and what hasn't worked for you.

"What's important to me today is quality of life. I want to enjoy myself and have a laugh. I enjoy going to the gym at St Christopher's and having a bit of a laugh with David (one of the rehabilitation team). I spend about half hour to 45 mins in the gym when I come in."



Invest in hospice-led innovation related to death, dying and loss to **strengthen hospices' contribution nationally**

## Hosting research projects

St Christopher's has hosted several research projects, some of which were developed into posters and presented at the Hospice UK conference in November 2021. These included:

- A quality improvement project for the administration of subcutaneous fluids (SCFs) in the community setting which included identifying patients suitable for SCF administration in the home/care home setting.
- Exploring a personhood-based approach to caring for people living and dying with dementia – this created a programme of interactive training activities for staff, clinicians, non-clinicians, volunteers, fundraisers and trustees – encouraging the principle that dementia is everybody's business.
- The Cascade Project: promoting age-attuned palliative care – highlighting that the palliative care needs of older people with frailty are poorly met and exploring how this can be improved.

In addition, Dr Sarah Combes, Research Fellow in Palliative Care and Ageing and Associate Clinical Nurse Specialist St Christopher's, contributed to papers on several palliative care topics, including:

- A study of the barriers and enablers to engaging frail elders with advance care planning
- The use of the behavioural change wheel to increase engagement with advance care planning in cognitively-able frail elders
- Common elements of service delivery models that optimise quality of life and health service use among older people with advanced progressive conditions.

These and many more research projects and paper submissions in 2021-22 showcased the breadth of St Christopher's impact across south east London and beyond.





**We had 3,217  
outpatient  
appointments**



**We undertook  
2,707 video  
consultations**



**We referred  
1,092  
people for  
rehabilitation**

## Alleviating winter pressures in care homes

Following the secondment of senior doctors and nurses to the Bromley GP Practice to support care home patients during the first winter wave of COVID-19 (December 2020 to March 2021), we developed a programme to increase our support to those in care homes ahead of the next winter wave of COVID-19. The St Christopher's team was seconded to care homes in Bromley from December 2021 to March 2022 to:

- keep patients in their care home, where possible
- deliver face-to-face visits for quicker patient triage
- offer clear guidance and easily accessible support for care home staff
- improve communication with families and carers.

## Teach with CARE

Teach with CARE was launched in 2022. A four-day in-person and online course for Health and Social Care Professionals that supports individuals in developing their teaching skills.

Key topics include considering different perspectives of adult learning, planning, presentation skills, and evaluating learner feedback. The course received excellent feedback from delegates who reported improving their teaching practices.

One learner commented, "I've now incorporated a variety of techniques into my teaching that I wouldn't have been brave enough to try prior to the course."

St Christopher's CARE provides learners with an open and inspiring place to learn together



Dr Libby Sallnow  
presenting on the  
*Report of the Lancet  
Commission on the  
Value of Death*



## Breaking down barriers and spreading the word

We have generated **high-profile media coverage**, increasing our profile and raising awareness of our vital work.

Co-authored and promoted by Dr Libby Sallnow, Honorary Senior Lecturer at St Christopher's Hospice, the ***Report of the Lancet Commission on the Value of Death: bringing death back into life*** resulted in global press features in the health and social care sectors and mainstream media including BBC Radio 4, *The Times* and *The Daily Telegraph*. This coverage enabled both professional and public audiences to learn more about palliative care and for their perceptions of death, dying and loss to be challenged.

We teamed up with like-minded organisations, charities, and support providers such as WeCare and Octavia to **improve the quality of care and housing at end of life**. Together, we launched a suite of resources endorsed by the Mayor of Bromley. We also gave evidence to an All-Party Parliamentary Group about the impact of unsuitable housing for people at end of life. This work enabled us to share our expertise within a policymaking sphere.

We also began a **three-year campaign focusing on carers** to establish ourselves as a leading voice within the carer sector. We've been exploring different ways of supporting and promoting carers' rights and improving carers lived experiences through events, media, case studies, workshops, and creative social media campaigns and taking advantage of the new educational opportunities available through St Christopher's CARE.

Our **social media channels have increased followers and engagement**, including launching a new St Christopher's shops account, which significantly encouraged people back into our shops after lockdown. Since last year, we've seen a 10% rise in visitors to our website, our highest number of visitors per year yet.





The launch of St Christopher's CARE welcomed 600 people over three days



Increase public and professional confidence and knowledge about end of life to transform end of life care globally

## Welcoming people to St Christopher's CARE

We were excited to hold the official opening for our new £6.7m Centre for Awareness and Response to End of Life (CARE) in September 2021, which enabled us to welcome and engage with new visitors both in person and virtually.

This launch was spread over three days, welcoming 600 people and embedding our vision for St Christopher's CARE to be a place for clinicians and carers, from Sydenham to Singapore, to explore living with dying and loss, whether online or in person.

On the first day, we welcomed our Patron, HRH Princess Alexandra, who unveiled a plaque and a sculpture that featured all of the benefactors' names who made this £6.7m building possible.

The second launch day allowed health and social care professionals to engage in clinical skills masterclasses

and to sample the breadth of topics our curriculum covers.

Our local south east London community was the focus of the third day. More than 250 people took the opportunity to come and connect, and to explore death and dying, via a series of interactive stalls and events.

Since its opening we have hosted training sessions and courses to upskill staff, educate community partners and support people globally to become champions and experts in palliative and end of life care.

## A return to conferences

After nearly two years of almost exclusively online learning events, it was especially rewarding to welcome 150 people in person to our conferences held in October and November 2021. **Frailty and End of Life: It's Time to Act** in October was the first time we'd hosted a major conference on this increasingly important issue. It attracted health and social care professionals, home carers, people with lived experience of frailty, and community leaders committed to changing the experience of people living and dying with frailty. Speakers from the British Geriatrics Society, Age UK and Centre for Ageing Better, underlined the inequalities in the current system and what needs to change for people living and dying with frailty.



Our **Facing Death Creatively** conference was the fifth year we've brought together arts and music therapists alongside palliative and bereavement practitioners to share their successes and challenges in using creative arts to help people deal with death and dying. Former Children's Laureate, Michael Rosen, shared his experience of how occupational therapy and poetry helped him recover from a life-threatening experience with COVID-19.

Among many positive pieces of feedback, one particularly stood out: "This was the best CPD session I have attended in a long time".

## Sharing our story

Since early 2021, thanks to the National Lottery Heritage Fund, we've been recording interviews, gathering artefacts and materials to build **the story of our hospice**, from its creation in 1967 right through to the present day. We will be showcasing this work in a major oral history exhibition later in 2022, portraying the real

life experiences of patients and families and illustrating the hospice's role in advancing care.

Extending access to our work remains a priority. Funded by Women in Fellowship, we've developed an app that gives users the ability to take a journey through **our history and a tour of our site**. One app user from the other side of the globe said: "When I was opening [the app], I truly felt like I was in St Christopher's. I opened it slowly and quietly so as not to disturb the patients. I now feel like I know St Christopher's without travelling there and really know what palliative care is."

## Finding new ways to discuss death and grief

With generous support from Arts Council England, we've been working on the **Telling Stories** project, which will culminate in an exhibition at St Christopher's CARE. Works created for this project will eventually join the permanent collection at the Museum of London.

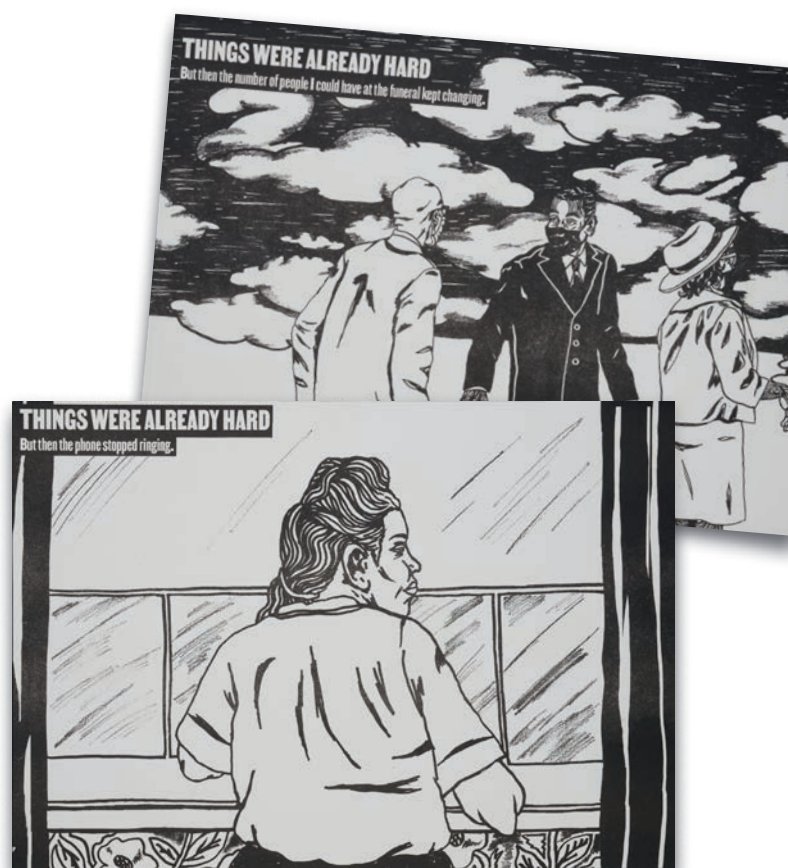


Former Children's Laureate, Michael Rosen, captivated the audience at our Facing Death Creatively Conference




The pandemic substantially affected people's experience of grief and bereavement. We asked 10 people to share their experiences and produce a collective story for this project. Artist Olivia Twist created six illustrations (two shown right) based on the themes, which, with testimony and photographic portraits, will be displayed in St Christopher's CARE. We hope these two exhibitions will bring visitors comfort and help them understand they are not alone in their challenging experiences of grief.

In partnership with Croydon CCG, we embarked on the **Croydon Death Literacy** project working with groups who don't usually access our services directly or who are generally under-served by the hospice community in areas of deprivation. Our multi-disciplinary team hosted training sessions, created safe spaces for conversations, and arranged hospice visits to get people more comfortable with the idea of loss through reflection and collaboration. We will use the project (which received tremendous support from the local community) as a template to roll out to all of the five boroughs we serve.



Our friendly Community Action Team works to support and empower those in the communities we serve





St Christopher's launched three new networks for nurses this year

## Launching three new networks for nurses

In recognition of the hugely significant role nurses play in end of life care, we launched three new networks for nurses at different stages of their careers.

Following our successful launch of the first new model of palliative care in 30 years, the **Lantern Model** has been developed into a programme for all nurses working in end of life care. The one-year membership programme will start in April 2022, and this weaves together inspiration, learning and networking for nurses interested in making a real difference.

**Palliative Discovery** is a new online platform created by and for clinical nurse specialists (CNSs). It addresses the educational, wellbeing and career development needs of this critical workforce. The aim is to make Palliative Discovery a vehicle for remodelling the role of the palliative care CNS, raising the profile of CNSs and boosting resilience.

Just as important as supporting experienced members of the workforce is nurturing those nurses starting their careers. Our **Community of Practice for Newly Qualified Nurses** provides opportunities for shared learning, continuous development, and pastoral support. Nurses up to three years post qualification can join this community for free, thanks to the generosity of the family and friends of one of our patients, retired nurse Siân Evans.

## Recognition for the Palliative Care Fellowship

We were pleased to be told that The Palliative Care Fellowship which is run by St Christopher's in partnership with the Institute of Palliative Medicine in Kerala, won the Leadership Award from the European Association for Palliative Care and the European Palliative Care Academy.

The award recognised the success of bringing palliative care leaders from low and middle-income countries to learn together and develop care at a grassroots level in their locality. March 2022 saw the fourth running of The Fellowship.

The ongoing success of the Fellowship was also recognised as an exemplar project in the *Report of the Lancet Commission on the Value of Death: bringing death back into life*, published in January 2022. Co-author, Dr Libby Sallnow, Honorary Senior Lecturer at St Christopher's, highlighted the accessibility and impact of this global programme.



Christian supporting  
one of his patients  
in Cameroon



## Christian's story

Palliative care is a new concept in Cameroon and Christian, who had been a nurse in the first hospital palliative care unit in the Cameroon capital Yaoundé, left his job with a bigger goal in mind two years ago. Christian's ambitious plan is to spread a palliative care culture across the country, both through education and in practice in hospitals and out in the community.

Education forms a big part of Christian's model, running workshops for hospital professionals as well as regular training sessions at three nurse training schools. "My aim is to raise awareness, to tell them what palliative care is and how essential it is for people with life-threatening conditions. I want my team to become like the St Christopher's of Cameroon."

When Christian started planning his freelance palliative care model, he felt he needed 'some guidance' on the journey and joined an online one day conference for Pioneering Nurses run by St Christopher's. Christian adds: "I couldn't believe it. It was exactly what I was looking for. There were 100 nurses from all over the world sharing their experience. It was amazing."

Subsequently, Christian joined the St Christopher's Palliative Care Fellowship, a course designed to

address practical issues in organising palliative care services, particularly in low- and middle-income countries, with a problem-solving approach.

Christian says: "It is absolutely wonderful. I had no idea it would be so exciting and so practical and interactive. I now have many tools to develop and to help me to realise my dream. The amazing thing is that while all the nurses on the Fellowship are experiencing a different reality in their country, we all share the same fundamental problems, like the taboo around speaking about death and dying. It is wonderful to see so many people trying to improve access to palliative care."

"The Fellowship is so good because everything we are learning is adaptive. In all of the group sessions we are looking at how we can make things work in the reality we face in our countries. It is not generic education, rather it is about adapting the resources to suit your own situation. I will be trying my best to take as much of the knowledge as possible and transferring that into my competency."

"I now feel like, in St Christopher's, I have a mentor to help me realise my dream of developing the palliative care history in my own country," he adds.

*Christian finds our support invaluable*

# How we've achieved our results



## Community Partnering with those around us

### Continuing to raise funds, despite challenges

Some of our face-to-face fundraising events had to be cancelled, as we worked to COVID-19 public health guidelines, or because of concerns from our supporters about mixing in public.

We were therefore grateful that members of our community were able to raise much-needed funds via alternative means, for example, by online events, or by regular giving via our lottery. We continue to deliver care when people need it most, thanks to the dedication of our community fundraisers.

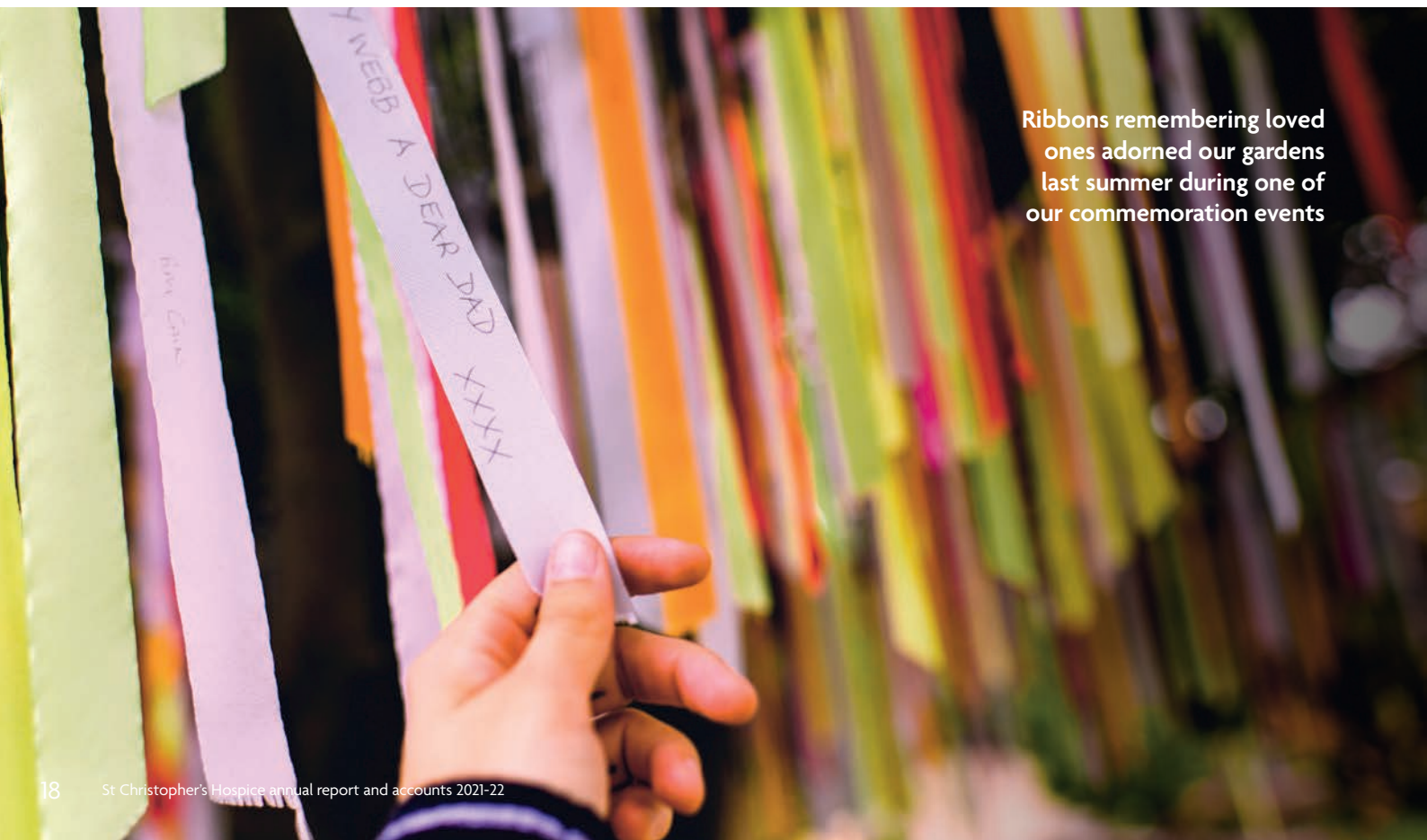
Our online commemoration events also received an outpouring of support. A total of 839 people viewed **Remembering with Ribbons** in the summer and **Remembering with St Christopher's** in December online, raising £85k between them.

### Community-based support

Across the hospice, we offer formal support across a variety of areas to help patients, carers, friends, and families navigate everything from pain management to grief. One of our ambitions in the coming years is to upskill those in our communities to offer more informal peer to peer and community-based support.

One of the projects brought to life last year was our carers development work. Led by our Community Action Team, we involved 40 carers in co-creating a programme of activities, support groups and peer-based mentoring to help carers feel heard.

We're now developing plans to offer educational courses for carers and to re-launch our Coach for Carers initiative.



Ribbons remembering loved ones adorned our gardens last summer during one of our commemoration events





**1,758 people  
had formal  
bereavement  
support**



**2,039  
carers  
received  
support**



*Jackie has connected with others*

## Jackie's story

When Jackie Bryan's husband, Barry, died 13 months ago she was referred to St Christopher's for bereavement support. Since then Jackie has had telephone counselling and regularly attends our Bereavement Help Points and Healthy Walks to connect with others going also living with grief.

"I got very, very low as we were also having to isolate [due to the pandemic]. I was out walking one day and went into Age UK who gave me the information about St Christopher's. I had telephone counselling for an hour a week and I didn't stop talking the whole time. They seem to have this way of getting you to talk about your husband and your life together. I think she knew almost as much about Barry as I did by the end as I just used to tell her absolutely everything about him.

"I also go on the Healthy Walks every week. Everyone is really nice and friendly and it gives you time to talk about anything and just tell each other about ourselves. One of the people I've met – his circumstances are exactly the same as mine. He lost his wife about the same time I lost Barry and we're both going through exactly the same sort of thing.

"It's made a big difference to meet people in similar circumstances to me. Before I had that feeling that I'm the only person it's happened to. Now I know that people are also going through the same thing as me and they know how you feel and what you're going through. They've put me at ease."



Exploring how to best support carers is an ongoing focus for St Christopher's





Staff wellbeing is a high priority at St Christopher's

## **Inclusivity** Encouraging everyone to feel and be involved

### Health and wellbeing

This year we launched our Health and Wellbeing Strategy to promote and provide a diverse range of accessible support, training and information to support our colleagues. The strategy is based on Six Petals of Wellness, recognising that a person's whole self comes to work:

- **Emotional and mental wellbeing** To thrive, not just strive
- **Physical health** Commit to being fit
- **Connections and community** Together, we are stronger
- **Financial wellbeing** Work to live
- **Purpose and growth** Our vision for your future
- **Healthy work-life balance** Work hard to play hard.

We partnered with Greenwich & Bexley Community Hospice to run our first ever Health and Wellbeing Month, and funded by a grant from Mental Health and Wellbeing Support to South East London Hospitals, we ran online and face-to-face sessions on a variety

of wellbeing topics. It was well received, with 373 attendees taking part. We also created calm, safe places for staff who need some time alone.

One colleague who attended several sessions said: "It was nice to be given the opportunity to focus on our health and wellbeing and to see the organisation understand the importance [of this] and [genuinely] care for their staff."

Since March 2020, we've introduced a flexible working framework, encouraging managers to assess individual needs against the team and organisation's needs to create a supportive and inclusive work schedule.

### Taking equality seriously

With a predominantly female workforce, we understand the importance of reviewing how women are paid for their work compared to male colleagues.

We're proud that our gender pay gap has decreased again, with latest reported figures showing women paid 1.4% more than men on average (compared to the prior the year when they were paid 7.1% lower than men), and we continue our work in this area.

To reduce discrimination and bias in the recruitment process, we have an anonymous system for all job applications.





We were pleased to be able to open our shops with measures in place to keep people safe

## **Sustainability** **Remaining resilient and ensuring our future**

### **Bringing people back on site**

This year saw the return of many face-to-face outpatient appointments, as well as the return of face-to-face support from our patient and family support volunteers.

Roles that welcome patients into our Anniversary Centre, or ones that support ward staff with small requests and companionship so that they can focus on patient care, are pivotal to the daily running of the hospice. We redeveloped some of these roles when we couldn't have as many people in the hospice, ensuring they were tailored to meet current and future patient needs.

Following the winter 2020 lockdown, we celebrated our 'big spring back' on 12 April 2021, when our 24 shops returned to full trading. The sales from this opening week broke previous records and we were delighted that income from our shops was more than £4.4 million this year.

Thank you to our dedicated supporters who donated goods and continued to shop with us.



**Over 500,000 customers visited our shops**



**Our shops sold 1.2m items to the public**



**We achieved £4.4m in shop sales**



**The cost to run  
our services  
last year was  
£22.6m**



**The amount  
we have to  
fundraise every  
year is £15m**

### **Welcoming a special guest to our Goldsmith's dinner**

St Christopher's was delighted to welcome back almost 200 private client lawyers to the annual legal dinner held at The Goldsmiths' Company in the Great Hall in the City of London last November, following the enforced cancellation of the dinner in 2020 due to COVID-19. This year, the Goldsmiths' dinner was even more special than normal. Not only was it a particular pleasure to catch up with the many loyal attendees who have become friends of the hospice over the years and to make the acquaintance of new up and coming lawyers and partners but also we were honoured to hold the event in the presence of HRH Princess Alexandra.

As always we were very grateful to our sponsors (thanked in this review) and our generous donors who together raised £70,000 on the evening in support of the work of St Christopher's.


### **Keeping people engaged and inspired**

Given some of the external events we had to contend with, sustaining and motivating a workforce has brought additional challenges. With the requirement for COVID-19 vaccinations for patient-facing health and

social care professionals (since dropped), and a turbulent recruitment market, we've had to work harder to maintain a resilient workforce.

We've continued to invest in our workforce's personal and professional development, including peer-to-peer and expert-led training. Over the last year, we've offered workshops and training to staff and volunteers, including:

- **Sensitive conversations** Giving volunteers more confidence when approaching delicate end of life conversations with patients and their families
- **Empowering managers** Providing managers with the tools to inspire and lead a team
- **Consultant Development Programme Investing in Leadership** Equipping managers with the skills they need to be capable leaders of the future
- **Quality training days and ongoing learning panels** Giving staff a voice in our continued improvement planning and ensuring compliance
- **Volunteer Voices** Involving volunteers when planning new projects and activities to ensure we provide a high-quality experience to all our volunteers.



**HRH Princess Alexandra  
pictured with former Joint  
Chief Executive, Shaun  
O'Leary and an attendee  
at our Goldsmith's dinner**





**23,285 people  
donated  
money to us**

Including community  
groups and organisations



**7,103 people raised  
£514,002 through our  
hospice lottery**

### Trying new things

With many restrictions on in person events still in place, we moved some of our fundraising efforts online. From 9-19 September 2021, we launched an online mystery auction where hundreds of original, postcard-sized pieces of art went up for auction on eBay. Only when lots of postcards were sold was the identity of each artist revealed, which added a real buzz to the auction. Several world-renowned artists and celebrities took part in creating a mini masterpiece, as well as local school children, patrons of St Christopher's and many more contributors. Those who bid on a piece of art could have been the next owner of an original piece by actor Joanna Lumley, world-renowned artist Humphrey Ocean, or even comedian and St Christopher's ambassador Tom Allen! Along with the eBay auction site, the postcards could be seen in person at an exhibition at St Christopher's CARE. 242 postcards were auctioned, raising over £20k, with £2,200 being the highest price paid for a single piece.

The effects of COVID-19 on shopper behaviour also gave us a good excuse to think a little differently about our charity shop offer. On 30 October 2021, we unveiled our first KiDS Store in East Dulwich, filled with pre-loved

clothes, toys, and books for children. Aside from making sure that these children's goods find another home, and support the environment, our Dulwich shop has increased its takings by 20% since the transformation.

### Our financial results

We received an unusually large amount of income during the year (£10.0m) from people who had left money to us in their Wills (legacies income).

We are enormously appreciative of people who choose to remember us in our Wills. Legacies income is one of our most significant income streams, and we rely on this to be able to carry out the work that we do. High legacies income is the main reason that our financial results show a net income of £6.9m for the year (before movements in pension and investment funds).

We have ringfenced this money to expand our charitable impact and to support our long-term sustainability. We are particularly concerned by external factors such as high inflation and pressures on the wider health system, as well as uncertainty around future income streams. Please see the financial review section, starting on page 31, for more detail on our finances.

Comedian Tom Allen was one of the many famous faces to donate a piece of artwork to our Mystery Masterpieces auction



The view across the bright and welcoming atrium at St Christopher's CARE





# Structure, governance and management

**St Christopher's Hospice was incorporated as a company limited by guarantee on 21 January 1961 and is governed by its Articles of Association. St Christopher's Hospice is registered with the Charity Commission in England and Wales.**

St Christopher's Hospice has a wholly owned subsidiary, St Christopher's (Trading) Ltd, company number 02604519. The registered office of St Christopher's Hospice and its subsidiary is 51-59 Lawrie Park Road, Sydenham, London SE26 6DZ.

## How we are governed

The Board, consisting of the Trustees named at the back of this report, has ultimate responsibility for the proper and effective management of St Christopher's Hospice. The Board is responsible for all major strategic decisions, for monitoring the organisation's performance, and to ensure that it complies with its Articles of Association and applicable laws and regulations.

Neil Goulden is the Chair of Trustees. Neil Goulden joined us as Chair of Trustees on 1 April 2021 following our previous chair, Morgan Jones, who retired on 31 March 2021. The Vice Chair is Eleanor Brown. Jane Walters was Vice Chair up to her retirement on 21 July 2022.

The Board delegates day-to-day management and decision making to the Executive Team, which was led by the Joint Chief Executives (JCEs) up to 31 December 2021, and thereafter the Chief Executive. The Executive Team is required to act in furtherance of the Charity's strategy. The Board holds the Chief Executive and Executive Team to account for its leadership of the organisation.

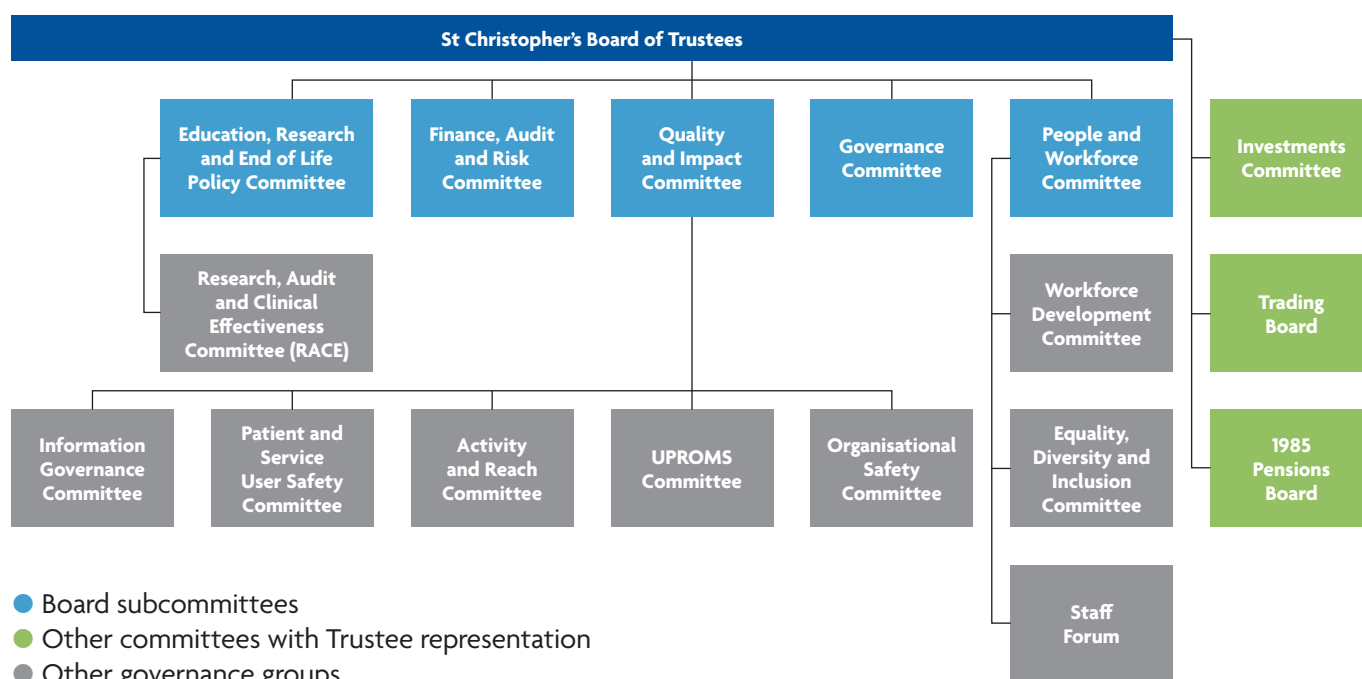
In September 2021 the Board of Trustees reviewed our governance structure in order to:

- improve the overall effectiveness of the Board
- provide greater assurance to the Board
- improve opportunities for Trustee engagement on a broader range of the Charity's activities.

The new structure is below.

The Board has Trustee representation on the following five Board sub-committees: Governance, People & Workforce, Quality & Impact, Finance, Audit & Risk and Education, Research & End of Life Policy.

Trustee representation is also in place on the following Boards and committees: Investment Committee, St Christopher's Hospice Trading Board and 1985 Pension Scheme Board.



Committee terms of reference define responsibilities and delegated responsibilities and are reviewed annually. The Board may delegate any of its powers to one of its committees. The committees report to the Board after each meeting.

## Trustees' duty to promote the success of the Charity – Section 172 statement

The Trustees are the directors of St Christopher's Hospice and have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- the likely consequences of decisions in the long term
- the interests of employees
- the need to foster the Charity's relationships with third-party stakeholders which, in the case of St Christopher's Hospice, includes dying people and those close to them, the local community, the NHS and our supporters
- the impact of the Charity's operations on the community and the environment
- the desirability of the Charity maintaining a reputation for high standards of business conduct.

The Charity's strategy takes into account the likely consequence of any decision in the long term. The Trustees have previously approved a plan for strategic ambitions for 2020-23. An update on progress against this plan is set out on pages 8-23.

The Board meets at least quarterly throughout the year where it assesses progress against the strategy, identifies areas for focus for the following year and receives updates on the Charity's performance and plans. Its committees also review plans with regard to the particular activities overseen by the committee concerned. The Board typically also has an annual away day for strategic planning.

The Board obtains assurance that attention is given to the factors set out in section 172 when promoting the success of the Charity, by monitoring that the Executive

Team and the wider organisation are delivering the agreed strategy, and are complying with specific policies.

Engagement with the Charity's main stakeholder groups are as set out on pages 8-23. The Executive Team regularly reports to the Board on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The Trustees also follow a formal process to regularly manage and review risks that are faced by the Charity, set out on page 29.

The Charity ensures that it maintains a reputation for high standards of business conduct by having in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include: fundraising (our fundraising practices are discussed below); gifts, hospitality and anti-bribery; conflicts of interest; safeguarding, bullying and harassment; and whistleblowing. All these policies are reviewed periodically. We also have dedicated leads for safeguarding and whistleblowing within the Executive Team and the Board of Trustees.

## Recruitment and appointment of new Trustees

The Board is made up of individuals who have a diverse, varied and balanced cross section of life, skills and experience. When embarking on the recruitment process, the Trustee vacancy is advertised on the St Christopher's website, in various publications and on social media. Prospective candidates are invited to apply outlining their relevance for the role. After the closing date, applicants are shortlisted against the person specification and potential candidates are invited to interview. The interviews are usually carried out by the Chair, Vice Chair and a subset of other Trustees. Successful candidates are then formally appointed by a resolution of the Board.

Trustees are appointed by resolution of the Board for a term of up to three years. Upon expiry, they shall be eligible for re-appointment for a further term or terms of up to three years. All Trustees sign a code of conduct on appointment. The Trustees, Chair and Vice Chair



carry out their responsibilities in line with a documented description of their role.

New Trustees undertake an induction process designed to equip them with the information and understanding they need to become effective and valuable members of the Board as quickly as possible. The induction process involves the following:

- An induction pack containing key information about St Christopher's; the governance structure; the roles and responsibilities of Trustees; and the organisational work of the Board of Trustees and its committees
- A Trustee mentor for at least the first year
- An induction programme which enables new Trustees to gain a good understanding of the operations of the organisation
- An informal review meeting with the Chair of the Board at the end of a Trustee's first year.

All Trustees give their time voluntarily and receive no benefit from the Charity. Out-of-pocket expenses incurred by the Trustees in the course of carrying out the role can be reimbursed in accordance with the organisation's expenses policy. No expenses were claimed from the Charity this financial year. All Trustees were required to complete and sign an annual declaration of interests and any relevant gifts received.

## Public benefit

The Board is aware of the Charity Commission's guidance in relation to public benefit. The report indicates how our activities have delivered public benefit.

## Fundraising disclosure

St Christopher's Hospice has voluntarily subscribed to the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice set by the Fundraising Regulator.

We encourage the fundraising service providers we engage with to also sign up to the code. Our fundraising effort is led by Compton Fundraising Consultants who are members of the Association of Fundraising Consultants (AFC) promoting best practice and mission to set the very highest standards of fundraising. As a

member of AFC, Compton Fundraising Consultants have signed the AFC code of practice together with the Fundraising Regulator's code of Practice. Compton Fundraising Consultants work very closely with the in-house Fundraising Team on a day-to-day basis and set and agree the annual fundraising targets with the St Christopher's Executive Team. Performance against targets are monitored and formally presented monthly to the Chief Executive and the Director of Finance & Corporate Services.

In addition, the Fundraising Team engages professional third-party suppliers to help us raise funds particularly where we do not have the expertise in-house. We have safeguards in place when working with suppliers so that we protect our supporters and the reputation of our charity, including Lottery Fundraising Services and Engage and Connect, the companies which support our lottery. We ensure all these agents observe the highest standards in terms of fundraising practice and monitor their performance through the use of mystery shopping and random checks with donors.

St Christopher's Hospice is a member of the Hospice Income Generation Network and many of our fundraisers are members of the Chartered Institute of Fundraising.

Our website outlines our complaints policy for the public. We received five fundraising complaints in 2021-22 (2020-21: three fundraising complaints). Our policy is to respond to all complaints within 10 days. Serious complaints are escalated to our Executive Team and Trustees to consider lessons learnt. We report to the Fundraising Regulator and Gambling Commission on the totality of our complaints.

We have policies and procedures in place to safeguard the vulnerable and we ensure our fundraisers and third-party suppliers adhere to these policies. We are also signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us. We received no requests through this service last year

## Pay policy for senior staff

The pay of the Chief Executive is set by the Governance Committee with any changes authorised by the Chair

of the Board of Trustees. The pay for the remainder of the Executive Team is agreed by the Governance Committee in consultation with the Chief Executive. The pay for other senior staff is agreed by the Chief Executive in consultation with the Director of People & Organisational Development.

## Disabled people

St Christopher's Hospice is a 'Disability Confident' Employer. This means that we undertake full and fair consideration of all applications for employment including those made by disabled persons. We offer a guaranteed interview to those applicants who qualify under the 'Disability Confident' scheme and we are also committed to supporting both disabled people back into the workplace as well as supporting those people who become disabled whilst employed by the organisation.

We operate partnerships with a number of external organisations, including the Wolfson Neurorehabilitation Centre, which provides further support and advice to disabled people working with us.

## Equality and diversity

St Christopher's Hospice has been signed up to the 'Mindful Employer Charter' since August 2016 and demonstrates a strong commitment to supporting individuals with mental health illnesses and to actively seek to alleviate causes of workplace stress, where possible. During the past year, 12 members of staff became internal Mental Health First Aiders to strengthen the support available to the workforce, as and when it was needed.

The organisation has continued to carefully monitor and report on its workforce ethnicity rates, which has remained at around 21% throughout 2021-22, despite implementing a number of new initiatives during 2020-2021 that were designed to increase representation from Black, Asian and Minority Ethnic (BAME) groups. Further work to improve the organisation's diversity levels will continue, through the introduction of a new and dedicated Equality, Diversity & Inclusion Strategy, currently being developed as part of an overarching People &

Organisational Development Strategy, expected to be launched in 2022-2023.

## Gender pay gap

The gender pay gap information shows any difference in the average earnings between all men and all women employed across the organisation on 5 April each year. This information is reported annually on the national Gender Pay Gap website. The April 2021 data identified that of our 469 staff (excluding bank workers) 82% were women and 18% were men.

Compared to previous years, we were, for the first time, able to report that on 5 April 2021, men were no longer earning higher salaries than women in the organisation. We reported that the gender pay gap had reduced from +7.1% to -1.4%, which highlighted that, on that date, women were, on average, earning slightly higher pay than men.

We believe that this is likely to be attributable to the closure of our Personal Care Service which took place in September 2020 and which resulted in the loss of a number of lower-paid job roles, which were predominantly occupied by women. We also saw an increase in the number of women working in higher-paid roles across the organisation as well as an increase in the number of men employed in lower-paid roles, all of which contributed to the overall rebalancing of our gender pay gap.

## Employee information

St Christopher's is committed to providing information to employees on matters of concern to them and consulting with employees and/or their representatives, on a regular basis (e.g. via our Staff Forum) and in relation to any proposed changes to their terms and conditions of service or ways of working, so that their views can be heard and considered ahead of making any decisions that may affect them.

## Streamlined energy and carbon reporting (SECR)

In our second year of SECR, our UK greenhouse gas (GHG) emissions and energy use for the year were as set out below.



### UK GHG emissions and energy use data for the period 1 April to 31 March

	2021-22	2020-21
<b>Energy consumption used to calculate emissions (kWh)</b>	<b>2,918,826</b>	<b>2,676,264</b>
Energy consumption breakdown (kWh):		
• Gas		
• Electricity		
• Transport fuel		
Direct GHG emissions: gas consumption	270.56	267.56
Indirect energy emissions: purchased electricity	229.71	293.47
Other indirect emissions: employee mileage while undertaking activities for St Christopher's Hospice	100.93	69.40
<b>Total gross emissions in metric tonnes CO<sub>2</sub>e</b>	<b>601.20</b>	<b>630.43</b>
<b>Intensity ratio metric tonnes CO<sub>2</sub>e per staff FTE</b>	<b>1.73</b>	<b>1.68</b>

### Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

### Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes per staff FTE.

### Measures taken to improve energy efficiency

Total energy use increased during 2021-22 as we had more staff working on site and our shops were open throughout the year from 12 April (compared to the prior year when we had a greater proportion of staff working from home, and our shops were closed for seven months due to the pandemic).

Our hospice building has solar panels on its roof. In addition, our new building, St Christophers CARE has been designed and built using the latest methods in energy efficiency. For example, this has resulted in St Christopher's CARE having:

- less than 50% the boiler capacity of the previous Education building, even though its footprint is more than 25% larger than of the previous Education building
- natural cooling in the majority of the new building
- LED lighting throughout the new building.

Measures in progress to improve our energy efficiency further in future include:

- Installing LED lighting throughout the rest of our premises
- Transitioning our car fleet over a period a time to electric vehicles.

## Principal risks and uncertainties

The Trustees, in conjunction with the Executive Team, follow a formal process to manage the risks faced by the hospice.

This process focuses on six potential areas of risk – strategic, financial, services, premises, workforce and information. Risks under each of these headings are assessed as to the severity of the risk to the organisation and accompanied with strategies to eliminate or mitigate the risk.

The risk management process is conducted at least annually and comprises the following:

- 1 Identification and review of key risks facing the organisation, accompanied by consideration of strategies/plans to be employed to mitigate risks by the Executive Team
- 2 Review of the updated risk register and the mitigation plans by the Finance, Audit & Risk Committee and the Board of Trustees
- 3 Review and agreement of the risk register and mitigation plans by the Finance, Audit & Risk Committee and the Board of Trustees
- 4 Receipt of reports regarding progress and success of mitigation plans by the Finance, Audit & Risk Committee and the Board of Trustees

This process has confirmed that key risks facing the organisation pertain to:

- Not being able to recruit/retain staff, with competitive salaries, at a sufficient skill level, from a challenging recruitment market
- Shortfalls in fundraising and trading income because of a 'cost of living' crisis and people prioritising what money they have elsewhere
- Non-compliance with regulatory requirements, including a data breach
- Cyber-attacks such as corruption via computer viruses and other malware, in an ever-changing cyber security environment.

Actions intended to mitigate these risks include:

- Listening to and addressing staff feedback and an external review of salaries to confirm competitiveness
- Ongoing reviews of our trading and fundraising strategies
- Several cross-organisational groups report into our Quality & Governance Committee. These groups cover areas such as information governance and health and safety
- Putting remaining measures in place to achieve the IT Security accreditation, Cyber Essentials Plus.

## COVID-19

The Trustees have considered the ongoing impact of COVID-19 on St Christopher's Hospice and its subsidiary, St Christopher's (Trading) Ltd.

COVID-19 has brought additional pressures on the wider health system and is expected to continue to do so. As a provider of health services, we will continue to support the wider health system and to provide capacity for it, where it is within our charitable remit.

We deliver our services with best practice COVID-19 health guidelines. This is with the support of our clinical teams and managed through our internal governance processes. This includes procedures to minimise infection risk and to identify infections.

The most significant financial risk related to COVID-19 is that the shops operated by St Christopher's (Trading)

Ltd have to close for an interim period to comply with public health guidelines. To date, St Christopher's (Trading) Ltd has received COVID-19 relief funding when there have been lockdowns. If further shops closures have to take place over the next year, without receipt of further relief funding, St Christopher's Hospice has agreed to support St Christopher's (Trading) Ltd, and the Trustees consider that it has sufficient reserves to be able to do this.

## Ukraine

The Trustees have also considered the ongoing impact of the conflict in Ukraine.

There are uncertainties as to how the conflict will pan out and therefore the impact of this on St Christopher's Hospice and its subsidiary, St Christopher's (Trading) Ltd.

We consider the most likely impact of the conflict on St Christopher's to be:

- The conflict puts increased pressure on the UK economy (and cost inflation) and this increases costs and limits the money that our donors and the NHS can give to St Christopher's
- There are pressures on the supply of core goods (such as petrol, food and other consumables) which has an impact on the delivery of our services.

While this would reduce the net income that we receive, Trustees consider that it has sufficient reserves to mitigate the financial impact of this in the short term. We also have procedures in place to reduce the impact of core goods not being available at short notice.



# Financial review

**These financial statements include the results of St Christopher's Hospice and its trading subsidiary, St Christopher's (Trading) Ltd for the year ended 31 March 2022.**

The charitable activities of St Christopher's Hospice are identified under five main headings in the Statement of Financial Activities:

- Inpatient care
- Community care/outpatients
- Education and training
- Care at our centres
- Candle Child Bereavement Service.

With the exception of education and training, the services provided to a patient could include one or more of these activities during the course of their care. Therefore, the cost of individual patient care may span across one or more of the charitable activities identified.

In addition to these charitable activities, St Christopher's Hospice has a retail company. The activity of this company is shown on the Statement of Financial Activities as income/costs of trading companies.

For the year ended 31 March 2022, at an operational level, St Christopher's Hospice recorded net income, before other recognised gains and losses, of £6,935k (2021: £4,470k net income).

Overall, St Christopher's Hospice generated a net increase in funds of £7,182k (2021: a net increase in funds of £6,464k). This was after recognising other unrealised gains and losses as follows:

## 1 Unrealised gain from the investment portfolio of £352k (2021: unrealised gain of £2,162k) and a realised gain from the portfolio of £198k (2021: realised gain £132k)

Our investment portfolio managed by Cazenove Capital Management increased in value from £11,130k in March 2021 to £13,720k in March 2022. Aside from other gains to the portfolio this increase is due to the investment of £2,000k of cash into the portfolio. We have not drawn down on our investment portfolio during 2021-22, and there are no plans to draw down on it during 2022-23.

Our bank deposits increased from £3,051k in March 2021 to £5,288k in March 2022.

Taking our investment portfolio and bank deposits together, our overall investments increased from £14,181k in March 2021 to £19,008k in March 2022.

## 2 An actuarial loss from the FRS 102 valuation of the St Christopher's Hospice (1985) Pension Scheme of £303k (2021: loss £300k)

The FRS 102 actuarial loss is a result of four factors:

- An actuarial gain on the scheme liabilities of £454k (2021: loss of £1,412k) arising from a change in the demographic and financial assumptions.
- An actuarial gain on the scheme investments portfolio of £286k (2021: gain of £1,314k)
- Experience losses arising on the plan liabilities of £121k (2021: gains of £111k)
- A loss of £922k to reflect the amount of the pension surplus that is not recoverable (2021: loss of £313k).

## Income

Total income received in 2021-22 increased by 7.9% to £29,487k (2021: £27,337k). Details of how this has arisen are shown below.

## Donations and gifts

Income from donations and gifts for the year was £4,037k, slightly lower than the prior year (2021: £4,242k). It continued to be a difficult climate to fundraise, largely due to COVID-19 restrictions or their after-affect making it harder for community fundraising and to hold public events.

Despite this we were overwhelmed by the generosity of our local community who were able to fundraise in innovative ways, and to donate this incredible amount during the year.

## Legacies

Legacies income of £9,958k was exceptionally high this year, and this follows a high year prior to that (2021: £6,104k). Our 2021-22 outcome was driven by our highest ever individual legacy, of approx. £3.6m. We have ringfenced a portion of this money to expand

our charitable impact and to support our long term sustainability, particularly for future years when legacy income may not be so substantial. See note 16 to the accounts.

## NHS contracts

Income from the NHS of £10,036k is significantly less than the prior year (2021: £12,607k). This year's NHS income included £1,653k from NHS England distributed via Hospice UK as part of COVID-19 relief monies following the emergence of the Omicron variant and winter pressures. This is lower than COVID-19 relief money received the previous year (2021: £3,459k) resulting in an overall drop in NHS income.

## Income and performance of trading subsidiaries

The core activity of St Christopher's (Trading) Ltd is the operation of shops (23 shops as at March 2022), whose purpose is to raise money for the Charity to spend on charitable activities.

Our shops had to close for seven months during 2020-21 to abide by public health guidelines related to COVID-19. Positively, our shops were able to remain open for the whole of 2021-22, aside from the tail end of a lockdown up to 12 April 2021.

This resulted in revenue from St Christopher's (Trading) Ltd increasing by 63% to £4,436k (2021: £2,716k), and a net contribution to the Charity of £1,311k (2021: a loss of £84k). We are pleased to see that trade has returned to the levels seen prior to the pandemic.

St Christopher's Hospice had a second wholly owned subsidiary, St Christopher's Personal Care Services Limited (company number 08872082), at the start of the financial year. Revenue from St Christopher's Personal Care Services Limited was £525k in 2020-21. It delivered a net loss of £222k in 2020-21 and was dissolved on 1 March 2022 following a decision to cease trading during 2020-21. All activity had been completed by 31 March 2021, meaning there were no financial transactions for St Christopher's Personal Care Services Limited during 2021-22.

## Investment income

Investment income for the year of £153k was slightly higher than last year (2021: £143k). Our investment portfolio focuses on capital growth, rather than to be income generating.

## Education, fees and other income

Education, fees and other income was £867k, which was lower than last year (2021: £1,000k) as our 2020-21 figures included furlough income.

## Expenditure

Total expenditure in 2021-22 was £22,552k, slightly lower than the prior year's figure (£22,867k). The reduction in costs from not operating St Christopher's Personal Care Services Limited (£747k) has been offset by year-on-year salary increases.

The costs of raising voluntary income was £1,641k, which was 7% higher than the previous year (2021: £1,536k).

## Staff costs

During the year, the total average FTE headcount decreased to 348 (2021: 376) following the closure of St Christopher's Personal Care Services Limited. Staff costs account for 77% of the organisation's total costs (2021: 78%). Further details of staff costs and staffing levels can be found in note 7 to the accounts.

## Costs of generating funds

The cost of generating funds includes fundraising, publicity expenditure and the expenses of the trading companies.

## Reserves policy and going concern

St Christopher's Hospice holds reserves to improve both the financial security and the operational flexibility of the hospice. The Trustees believe that the level of reserves held should be sufficient to cover the risks to which the Charity is exposed, including safeguarding against volatility of key income streams.

The Trustees have taken a risk-based approach to assess the level of free reserves required by the Charity. They



have also reviewed this alongside the level needed to operate effectively. Considering both aspects, the Trustees consider that St Christopher's Hospice should aim to hold free reserves equivalent to 9-12 months of its operating expenditure, currently equivalent to £16.9m-£22.6m. The Charity considers free reserves to be the total unrestricted Group reserves, less designated funds. The designated funds held by the Charity are listed in the notes to the accounts. They include a fund to manage the variability of year on year legacy income, a fund to ringfence money for anticipated future financial challenges resulting from COVID-19, a fund to expand our charitable impact and to support our long-term sustainability and funds for capital commitments and the net book value of fixed assets. On this basis, free reserves as of 31 March 2022 were £21,543k (2021: £20,693k), equivalent to 11.5 months of operating expenditure (2021: 10.9 months of operating expenditure).

The Trustees have reviewed the financial position of the Charity and its subsidiaries, its forecast cash flows, and its liquidity position for the foreseeable future. This includes the impact of risks as described in the principal risks and uncertainties section above. The Trustees believe that the Charity has adequate resources to continue operational existence for the foreseeable future. As a result, they continue to adopt the going concern basis of accounting in preparing the Annual Report and Accounts.

## Investment policy

The Board of Trustees has approved an investment policy and strategy, which is supervised by the Investment Committee.

The primary objective of the investment policy is to provide financial security and stability for the operation of St Christopher's Hospice. The investment policy also recognises that the organisation is exposed to the risk of a sharp fall in its income due to the variability of legacy income and donations, and uncertainty of funds from the NHS. To reflect this position, the Investment Committee with Cazenove Capital Management continues to invest in a varied portfolio, in accordance with an asset allocation approved by the Investment Committee.

Investment income has increased to £153k (2021: £143k), of which £9k (2021: £9k) is interest from cash deposits, and £144k (2021: £134k) is dividend and interest income from the Cazenove Capital Management charity portfolio.

The Investment Policy states that, among other things, Trustees will not invest directly in a company if it carries out activities contrary to the Charity's purposes and, therefore, against its interests and those of its beneficiaries.

The Investment Committee encourages responsible investment. They are committed to appointing investment managers involved in applying Environment, Social and Governance (ESG) criteria across the investment process. Our existing investment manager, Cazenove Capital Management, has demonstrated that they use these criteria.

## Statement of Board's responsibilities

The Board members (directors for the purposes of Company law) who served during the year, and the period for which they were in office, are detailed on page 62.

The Board is responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Board to prepare financial statements for each financial year. Under that law, the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board must not approve the financial statements unless it is satisfied that they give a true and fair view of the state of affairs of the Charity and of the result of the Group for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent

- follow applicable accounting standards
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The Board is responsible for keeping adequate accounting records which are sufficient to show and explain the Group and Charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable it to ensure that the financial statements comply with the Companies Act 2006. It is 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.

## Statement as to disclosure of information to auditors

The Trustees have taken all necessary steps to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

As far as the Trustees are aware, there is no relevant audit information that the charity's auditors are unaware of.

**Signed on behalf of The Board of Trustees**



**Neil Goulden**

Chair of the Board of Trustees  
St Christopher's Hospice, 51-59 Lawrie Park Road,  
London SE26 6DZ  
21 July 2022



## Independent auditor's report to the Members and Trustees of St Christopher's Hospice

### Opinion

We have audited the financial statements of St Christopher's Hospice (the 'charity') for the year ended 31 March 2022, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity and the group's affairs as of 31 March 2022 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 charity according to the ethical requirements 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 charity'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 trustees' responsibilities with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the Strategic Report and Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 course of 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 includes the Strategic Report and the Directors'

Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic Report and the Directors' Report included within the Trustees' Report 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within 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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 set out on page 33, 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern

basis of accounting unless the trustees either intend to liquidate the charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation, non-compliance with implementation of government support schemes relating to COVID-19.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;



- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to accrued income, income recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there

remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

### Use of the audit report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, this report, or the opinions we have formed.



### Nicola Wakefield

Senior Statutory Auditor  
for and on behalf of Mazars LLP  
Chartered Accountants and Statutory Auditor  
6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS  
13 September 2022

## Consolidated statement of financial activities for the year ended 31 March 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	2022 £'000	2021 £'000
<b>Income from</b>					
Donations and gifts		3,484	553	4,037	4,242
Legacies		9,793	165	9,958	6,104
Charitable activities					
<i>NHS funding for patient care</i>	2	8,383	1,653	10,036	12,607
<i>Education, fees and other income</i>	3	867	—	867	1,000
Other trading activities					
<i>Income of trading companies</i>	4	4,436	—	4,436	3,241
<i>Investment income</i>		153	—	153	143
<b>Total income</b>		<u>27,116</u>	<u>2,371</u>	<u>29,487</u>	<u>27,337</u>
<b>Expenditure on</b>					
Raising voluntary income		1,641	—	1,641	1,536
Trading companies	4	3,125	—	3,125	3,547
		<u>4,766</u>	<u>—</u>	<u>4,766</u>	<u>5,083</u>
Charitable activities					
<i>Inpatient care</i>		9,375	1,189	10,564	10,886
<i>Community care/outpatients</i>		3,772	725	4,497	4,314
<i>Education and training</i>		902	461	1,363	1,258
<i>Care at our centres</i>		1,169	—	1,169	1,146
<i>Candle Child Bereavement Service</i>		150	43	193	180
		<u>15,368</u>	<u>2,418</u>	<u>17,786</u>	<u>17,784</u>
<b>Total expenditure</b>	5	<u>20,134</u>	<u>2,418</u>	<u>22,552</u>	<u>22,867</u>
<b>Net income/(expenditure) before transfers</b>	6	<u>6,982</u>	<u>(47)</u>	<u>6,935</u>	<u>4,470</u>
<b>Transfer between funds (mostly relate to capital programmes)</b>		111	(111)	—	—
<b>Net income/(expenditure) before other recognised gains and losses</b>		<u>7,093</u>	<u>(158)</u>	<u>6,935</u>	<u>4,470</u>
<b>Other recognised gains/(losses)</b>					
Actuarial (losses) on defined benefit pension scheme	19	(303)	—	(303)	(300)
Gains on investments: realised	10	198	—	198	132
Gains on investments: unrealised	10	352	—	352	2,162
<b>Net movement in funds</b>		<u>7,340</u>	<u>(158)</u>	<u>7,182</u>	<u>6,464</u>
<b>Total funds at 1 April 2021</b>	15, 16, 17	<u>34,274</u>	<u>3,113</u>	<u>37,387</u>	<u>30,923</u>
<b>Total funds at 31 March 2022</b>	15, 16, 17	<u>41,614</u>	<u>2,955</u>	<u>44,569</u>	<u>37,387</u>

All recognised gains and losses are included in the consolidated statement of financial activities. St Christopher's Hospice and St Christopher's (Trading) Ltd transactions are derived from continuing activities. An analysis of the results by company is shown in Note 4. The allocation between unrestricted and restricted funds for 2021 is shown in Note 18.



## Consolidated balance sheet as at 31 March 2022

	Notes	2022 £'000	2021 £'000
<b>Fixed assets</b>			
Tangible fixed assets	9	10,322	10,114
Intangible assets	9	179	255
Investments	10	19,008	14,181
		<u>29,509</u>	<u>24,550</u>
<b>Current assets</b>			
Debtors	11	8,555	7,396
Interest-bearing bank accounts		8,614	6,910
		<u>17,169</u>	<u>14,306</u>
<b>Creditors</b>			
Amounts falling due within one year	12	(2,109)	(1,469)
<b>Net current assets</b>		<u>15,060</u>	<u>12,837</u>
<b>Net assets excluding pension scheme asset</b>		44,569	37,387
Defined benefit pension scheme asset	19	—	—
<b>Net assets including pension scheme asset</b>		<u>44,569</u>	<u>37,387</u>
<b>Funds</b>			
Restricted	15	2,955	3,113
Unrestricted			
General		21,535	20,771
Designated	16	20,071	13,581
Non-charitable		8	(78)
Total unrestricted funds excluding pension asset		41,614	34,274
Pension scheme asset		—	—
Total unrestricted funds including pension asset		<u>41,614</u>	<u>34,274</u>
<b>Total funds</b>		<u>44,569</u>	<u>37,387</u>

The financial statements were approved by The Board of Trustees on 21 July 2022 and signed on its behalf by:



**Neil Goulden**  
Chair of Trustees



**Catherine McDonald**  
Trustee

## Balance sheet: St Christopher's Hospice entity only as at 31 March 2022

	Notes	2022 £'000	2021 £'000
<b>Fixed assets</b>			
Tangible fixed assets	9	10,070	9,903
Intangible assets	9	179	255
Investments	10	19,408	14,581
		<u>29,657</u>	<u>24,739</u>
<b>Current assets</b>			
Debtors	11	9,852	7,453
Interest-bearing bank accounts		6,945	6,637
		<u>16,797</u>	<u>14,090</u>
<b>Creditors</b>			
Amounts falling due within one year	12	(1,894)	(1,359)
<b>Net current assets</b>		<u>14,903</u>	<u>12,731</u>
<b>Net assets excluding pension scheme liability</b>		<u>44,560</u>	<u>37,470</u>
Defined benefit pension scheme liability	19	—	—
<b>Net assets including pension scheme liability</b>		<u>44,560</u>	<u>37,470</u>
<b>Funds</b>			
Restricted	15	2,955	3,113
Unrestricted			
General		21,534	20,776
Designated	16	20,071	13,581
Total unrestricted funds excluding pension liability		<u>41,605</u>	<u>34,357</u>
Pension reserve		—	—
<b>Total unrestricted funds including pension liability</b>		<u>41,605</u>	<u>34,357</u>
<b>Total funds</b>		<u>44,560</u>	<u>37,470</u>

The financial statements were approved by The Board of Trustees on 21 July 2022 and signed on its behalf by:



**Neil Goulden**  
Chair of Trustees



**Catherine McDonald**  
Trustee



## Consolidated statement of cash flows for the year ended 31 March 2022

		2022 £'000	2021 £'000
Net cash generated by operating activities	<b>Notes</b> <b>A</b>	6,915	2,594
<b>Cash flows from investing activities</b>			
Interest and dividends received		153	143
Purchase of tangible and intangible fixed assets		(889)	(2,076)
(Increase)/decrease in investments		(4,475)	3,017
Net cash (used in)/provided by investing activities		(5,211)	1,084
Change in cash and cash equivalents in the year		1,704	3,678
Cash at the beginning of the year		6,910	3,232
Cash at the end of the year		8,614	6,910
<b>Reconciliation of net movement in funds to net cash inflow from operating activities</b>	<b>Notes</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
	<b>A</b>		
Net income		7,182	6,464
Interest and dividends receivable		(153)	(143)
Depreciation and amortisation charges		746	532
Unrealised (gain) on investments		(352)	(2,162)
Loss on the disposal of fixed assets		11	16
(Increase) in debtors		(1,159)	(1,855)
Increase/(Decrease) in creditors		640	(258)
Increase/(Decrease) in defined benefit pension scheme deficit		—	—
Net cash generated by operating activities		6,915	2,594

# Notes to the financial statements for the year ended 31 March 2022

## 1 Principal accounting policies

### 1.1 Basis of accounting

The financial statements are prepared under the historical cost basis and comply with the Companies Act 2006. The financial statements have been prepared in accordance with the Statement of Recommended Practice (*Accounting and Reporting by Charities*), issued in October 2019 (FRS 102), other relevant provisions of the memorandum and articles of association, and with applicable UK accounting standards.

The figures for both years reflect the full adoption of FRS (Financial Reporting Standard) 102.

The Charity meets the definition of a public benefit entity under FRS 102.

### 1.2 Going concern

These financial statements have been prepared on a going concern basis.

The ongoing status of the COVID-19 pandemic and how it affects the Charity has a level of uncertainty.

However, after carrying out scenario analysis to plan for the impact on both our operating surplus/(deficit) and overall reserves of a range of possible COVID-19 scenarios over the short to medium term, the Trustees are confident that the Charity can meet its liabilities as they fall due.

The Trustees therefore consider that the Charity holds sufficient reserves for the going concern basis to be appropriate.

### 1.3 Basis of consolidation

The statement of financial activities and balance sheet consolidate the financial statements of the charity, its wholly owned subsidiary St Christopher's (Trading) Limited, and (up to 2020-21) its wholly owned subsidiary St Christopher's Personal Care Services Limited.

No separate Statement of Financial Activities is presented for the charity as permitted by Section 408 of the Companies Act 2006 and SORP (FRS102). The net income dealt with in the Charity's Statement of Financial Activities for the year ended 31 March 2022 was £7,096k (2021: £6,548k).

### 1.4 Fund accounting

#### *Restricted income funds*

Restricted funds are funds subject to specific restricted conditions requested by the donors. Where the restriction relates to the purchase of a capital item then the condition will be treated as having been met when the asset is purchased.

#### *Unrestricted income funds*

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Board in furtherance of the general charitable objects.

Designated funds are amounts included within Unrestricted Funds that have been set aside by the Board for particular purposes. Designated funds include:

- **Fixed assets** This reflects the net book value of unrestricted tangible and intangible fixed assets
- **Pension liability** These are designated funds held against the defined benefit pension scheme deficit. The amount shown relates to the deficit from the most recent Triennial valuation, less pension contributions made following this valuation, less the liability disclosed under FRS 102
- **St Christopher's CARE** These are designated monies to fund the construction of our new Centre for Awareness and Response to End of Life (St Christopher's CARE, formerly known as the Learning Hub)
- **Ward refurbishment** These are designated monies to fund a modest wards refurbishment at the Sydenham site
- **Strategic Ambitions Fund** This is a designated fund to focus on projects which will expand St Christopher's charitable impact and to support its long-term sustainability
- **Future Challenge Fund** This is a designated fund to allow for future years of financial challenge expected as a result of COVID-19
- **Legacies Fund** To set aside legacies income, when it has been higher than budgeted in a particular year. This money will be drawn down to support future years, when legacies income is lower than budgeted.

Details on the level of funds in each element are provided in notes 15 and 16.

## 1.5 Income

Income represents the total income receivable during the year comprising donations, legacies, NHS contracts, grants, fees, interest and other income generated during the year.

Legacies must be recognised when the following conditions are confirmed:

- There has been grant of probate
- The executors have established that there are sufficient funds to pay the legacy
- Any conditions attached to the legacy are either within the control of the Charity or have been met.

NHS contracts and fees are recognised when it can reasonably be assumed that the Charity is entitled to the income and the amount can be estimated with sufficient reliability.

Income from trading companies arises from two sources:

- Sales of goods in charity shops
- Provision of personal care services (up to 2020-21 only).

## 1.6 Expenditure

The costs of inpatient care, community care/outpatients, education and training, care at our centres, Candle Child Bereavement Service and cost of raising voluntary income comprise expenditure both directly and indirectly attributable to the activity concerned. Indirectly attributable costs such as physiotherapy and social work have been allocated to activities using an appropriate cost allocation basis.

Support costs have been allocated to activities on the basis of staff time spent. Governance costs, which are charitable, relate to the stewardship of the Charity's assets, organisational administration and compliance with constitutional and statutory requirements.

## 1.7 Taxation

St Christopher's Hospice is a registered charity. Income and chargeable gains, which are applied for charitable purposes, are exempt from liability to direct taxation. Income tax recoverable in respect of donations under Gift Aid, investment income and legacies is included with the income to which it relates.

## 1.8 Capitalisation and depreciation

Tangible fixed assets are capitalised with a £1k de minimis limit where relevant.

If items are individually less than £1k, but are part of a project greater than £10k (e.g. as part of an agreed budget) then these are also capitalised as part of this project.

Equipment is not capitalised if it is less than £1k per individual item, and purchased on a rolling basis.

Assets under construction are not depreciated. Depreciation and amortisation are calculated to write off the cost of tangible fixed assets on a straight-line basis over the expected useful lives of the assets concerned at the following rates:

Leasehold buildings:	over the term of the lease
Freehold buildings:	2% straight-line basis
Freehold refurbishments and fixtures and fittings:	10% straight-line basis
Equipment and motor vehicles:	10% to 33⅓% straight-line basis
Motor vehicles:	33⅓% straight-line basis
Intangible assets:	33⅓% straight-line basis
Shops dilapidations:	straight line over the length of the shop lease

## 1.9 Pension schemes

St Christopher's Hospice contributes to the St Christopher's Hospice (1985) Pension Scheme, a defined benefit scheme. The pension scheme is administered by Trustees and is separate from the hospice. See note 19 for further details.

St Christopher's Hospice also contributes to a defined contribution scheme. Contributions in respect of the year are charged to the Statement of Financial Activities in the year to which they relate.



St Christopher's Hospice has an arrangement with the NHS that permits members of the NHS final salary pension scheme to maintain their membership when they are subsequently employed by the hospice. The NHS currently provides a subsidy on the contributions payable by the hospice. This subsidy, along with the contribution from St Christopher's Hospice, are recognised in the Statement of Financial Activities in the year to which they relate.

### 1.10 Operating leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

### 1.11 Estimation uncertainty and key judgements

Key judgements and areas of uncertainty are considered to be the defined pension liability and accrued legacy income. Please refer to note 19 for a detailed review of the relevant assumptions in relation to the defined benefit pension liability.

Accrued legacy income is calculated on the basis of the valuation of the net estate of each testator, based on management's best estimate. The source of estimation uncertainty is that the valuation of the estates at a point in time is inherently uncertain and can change significantly over a short period of time.

The carrying amount of legacies accrued (note 11) as at 31 March 2022 was £6,276k (2021: £4,554k).

### 1.12 Investments

Listed investments are included in the balance sheet at market value. Realised gains and losses on deposits in the year and unrealised gains and losses on investments at the balance sheet date are included in the consolidated statement of financial activities. The movement in the valuation of investments during the year is set out in Note 10.

## 2 National Health Service

	2022 £'000	2021 £'000
NHS contracts	8,383	9,148
NHSE funding (restricted see note 15)	1,653	3,459
	<u>10,036</u>	<u>12,607</u>

## 3 Education, fees and other income

	2022 £'000	2021 £'000
Education	173	115
Fees and other income	694	885
	<u>867</u>	<u>1,000</u>

## 4 Group undertakings

Summary of results of group undertakings:

2022	St Christopher's Hospice £'000	St Christopher's (Trading) Ltd £'000	St Christopher's Personal Care Services Ltd £'000	Group total £'000
Income	25,051	4,436	—	29,487
Expenditure	(19,427)	(3,125)	—	(22,552)
Profit for the year	5,624	1,311	—	6,935
Other recognised gains	247	—	—	247
Distributions	1,225	(1,225)	—	—
Net income for the year	7,096	86	—	7,182

The net assets of St Christopher's (Trading) Ltd were £408k at 31 March 2022. St Christopher's Personal Care Services Ltd was dissolved during the year.

2021	St Christopher's Hospice	St Christopher's (Trading) Ltd	St Christopher's Personal Care Services Ltd	Group total
	£'000	£'000	£'000	£'000
Income	24,096	2,716	525	27,337
Expenditure	(19,320)	(2,800)	(747)	(22,867)
Surplus/Profit/(Loss) for the year	4,776	(84)	(222)	4,470
Other recognised gains	1,772	—	222	1,994
Distributions	—	—	—	—
Net income/result for the year	6,548	(84)	—	6,464

The net assets of St Christopher's (Trading) Ltd were £322k at 31 March 2021. The net assets of St Christopher's Personal Care Services Ltd were £0 at 31 March 2021. Activities for St Christopher's Personal Care Services Ltd constituted discontinuing operations.

St Christopher's Hospice has one wholly owned subsidiary, and one subsidiary which was dissolved during the year:

Company	Activity	Company number
St Christopher's (Trading) Ltd	Operation of charity shops for the hospice	02604519
St Christopher's Personal Care Services Ltd	Provision of personal care services – ceased trading during 2020-21, dissolved during 2021-22	08872082

The directors of St Christopher's Personal Care Services Limited decided the company should cease trading during 2020-21. As such the 2020-21 financial statements for St Christopher's Personal Care Services Limited were prepared on a basis other than that of a going concern.

#### Related party transactions

During the year the company entered into transactions with related parties. Transactions entered into and balances outstanding are as follows:

	2022 St Christopher's (Trading) Ltd	2022 St Christopher's Personal Care Services Ltd	2021 St Christopher's (Trading) Ltd	2021 St Christopher's Personal Care Services Ltd
	£'000	£'000	£'000	£'000
<b>Re-charged to related parties</b>				
Management charge	72	—	72	—
Salaries	1,663	—	1,572	679
Leasehold depreciation	35	—	40	—
Other costs	43	—	56	43
Group debt adjustments	—	—	—	(222)
Total	1,813	—	1,740	500
Balance owed at 31 March	1,566	—	451	—

## 5 Expenditure

	Direct costs £'000	Support costs £'000	Total 2022 £'000	Total 2021 £'000
<b>Costs of raising funds</b>				
Fundraising and publicity	1,502	139	1,641	1,536
Trading activities	3,125	—	3,125	3,547
	<u>4,627</u>	<u>139</u>	<u>4,766</u>	<u>5,083</u>
<b>Charitable activities</b>				
Inpatient care	9,701	863	10,564	10,886
Community care/outpatients	4,411	86	4,497	4,314
Education and training	1,252	111	1,363	1,258
Care at our centres	1,131	38	1,169	1,146
Candle Child Bereavement Service	185	8	193	180
Total cost of charitable activities	<u>16,680</u>	<u>1,106</u>	<u>17,786</u>	<u>17,784</u>
Total expenditure	<u>21,307</u>	<u>1,245</u>	<u>22,552</u>	<u>22,867</u>

Included in the costs above are governance costs of £77k (2021: £41k).

### Analysis of support costs

	2022 £'000	2021 £'000
Facilities management	256	228
IT management	380	433
Finance	275	271
Personnel	334	355
	<u>1,245</u>	<u>1,287</u>

Support costs have been allocated to activities on the basis of staff time spent.

## 6 Net income

	2022 £'000	2021 £'000
<b>Net income is stated after charging/(crediting)</b>		
Auditors' remuneration: audit fee	36	30
Auditors' remuneration: tax and tagging compliance services	5	12
Auditors' remuneration: pension	6	5
Operating lease rentals: land and buildings	802	782
Depreciation and amortisation	746	532
Interest receivable	<u>(153)</u>	<u>(143)</u>

## 7 Staff costs

	2022 £'000	2021 £'000
Salaries and wages	13,297	13,154
Social security costs	1,125	1,152
Pension costs (see note 19 below)	<u>1,195</u>	<u>1,235</u>
Staff costs of the Charity	15,617	15,541
Staff costs of trading activities (includes pension costs of £67k in 2022 (2021: £90k))	<u>1,735</u>	<u>2,319</u>
	<u>17,352</u>	<u>17,860</u>

Payments were made under a voluntary severance scheme of £36k (2021: £196k).



The average number of employees during the year (excluding bank) was:

	Head count 2022	Head count 2021	FTEs 2022	FTEs 2021
Hospice (includes support staff)	282	273	226	241
Community care/outpatients	51	76	43	45
Education and training	13	12	10	10
Care at our centres	23	6	16	5
Personal Care Services	—	26	—	20
Charity shops	75	63	53	55
	<u>444</u>	<u>456</u>	<u>348</u>	<u>376</u>

The number of employees whose earnings fell within the band:

	2022	2021
£60,000 to £69,999	6	10
£70,000 to £79,999	6	5
£80,000 to £89,999	2	2
£90,000 to £99,999	2	—
£100,000 to £109,999	1	1
£110,000 to £119,999	—	1
£120,000 to £129,999	1	1
£150,000 to £159,999	—	1

Pension contributions of £142k (2021: £178k) were paid in respect of these employees.

In addition to the Board of Trustees themselves, the Board of Trustees consider the key management personnel to be the Executive Team of 5.85 FTEs (2021: 6.20 FTEs) and the total benefit paid to the Executive Team in their role as key management personnel was £572k (2021: £710k).

## 8 Board of Trustees

### Remuneration and reimbursed expenses

No remuneration was paid to members of the Board during either year. No expenses were reimbursed to Trustees (2021: £nil). No costs were incurred in respect of recruiting Trustees (2021: £15,000).

St Christopher's Hospice paid £3,969 (2021: £2,100) for indemnity insurance for the Trustees of the St Christopher's Hospice (1985) Pension Scheme.

St Christopher's Hospice also paid £3,360 (2021: £5,769) for Trustee Liability Insurance for its Trustees.

### Donations from Trustees

The Trustees have donated a total of £17k (2021: £81k) during the year. Of this, £10k was restricted to St Christopher's CARE and £4k for community nursing.

## 9.1 Tangible fixed assets

	Freehold land and buildings £'000	Freehold refurb- ishment £'000	Leasehold land and buildings £'000	Equipment and motor vehicles £'000	Total £'000
<b>Group</b>					
<b>Cost</b>					
At 1 April 2021	12,395	3,786	434	961	17,576
Additions	495	110	—	226	831
Disposal	—	—	—	(10)	(10)
<b>At 31 March 2022</b>	<b>12,890</b>	<b>3,896</b>	<b>434</b>	<b>1,177</b>	<b>18,397</b>
<b>Depreciation</b>					
At 1 April 2021	3,197	3,634	296	335	7,462
Amount provided	251	111	36	223	621
Disposal	—	—	—	(8)	(8)
<b>At 31 March 2022</b>	<b>3,448</b>	<b>3,745</b>	<b>332</b>	<b>550</b>	<b>8,075</b>
<b>Net book values</b>					
At 31 March 2022	9,442	151	102	627	10,322
At 31 March 2021	9,198	152	138	626	10,114
<b>Charity</b>					
<b>Cost</b>					
At 1 April 2021	12,076	3,786	434	927	17,223
Additions	497	—	—	210	707
<b>At 31 March 2022</b>	<b>12,573</b>	<b>3,786</b>	<b>434</b>	<b>1,137</b>	<b>17,930</b>
<b>Depreciation</b>					
At 1 April 2021	3,087	3,635	295	303	7,320
Amount provided	245	41	35	219	540
<b>At 31 March 2022</b>	<b>3,332</b>	<b>3,676</b>	<b>330</b>	<b>522</b>	<b>7,860</b>
<b>Net book values</b>					
At 31 March 2022	9,241	110	104	615	10,070
At 31 March 2021	8,989	151	139	624	9,903

Caritas House, the freehold property in Orpington, was revalued by Jones Lang Lasalle in April 2014. Under the transitional arrangements of FRS 102, the valuation at the date of transition is considered to be the deemed cost of this property.

## 9.2 Intangible fixed assets

	Software £'000
<b>Group and Charity cost</b>	
At 1 April 2021	832
Additions	56
Disposals	(231)
At 31 March 2022	657
<b>Amortisation</b>	
At 1 April 2021	577
Amount provided	125
Disposals	(224)
At 31 March 2022	478
<b>Net book values</b>	
At 31 March 2022	179
At 1 April 2021	255

The net book value at 31 March 2022 represents fixed assets used for:

	Freehold land and buildings £'000	Leasehold land and buildings £'000	Equipment and motor vehicles £'000	Software £'000	Total £'000
<b>Charitable purposes</b>					
Inpatient care	5,485	—	403	117	6,005
Community care/outpatients	1,401	—	90	26	1,517
Education and training	1,814	—	39	11	1,864
Care at our centres	612	—	24	7	643
	9,312	—	556	161	10,029
Charity shops	280	104	70	18	472
	9,592	104	626	179	10,501



## 10 Investments

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
At 1 April 2021	14,181	15,034	14,581	15,434
Additions	4,168	3,334	4,168	3,334
Disposals	(1,969)	(3,479)	(1,969)	(3,479)
Increase in market value: realised	198	132	198	132
Increase in market value: unrealised	352	2,162	352	2,162
	16,930	17,183	17,330	17,583
Movement in cash balance	2,078	(3,002)	2,078	(3,002)
At 31 March 2022	19,008	14,181	19,408	14,581
Analysed as follows:				
<b>Funds managed by Cazenove Capital Management</b>				
UK equities	1,858	1,626	1,858	1,626
International equities	7,458	6,599	7,458	6,599
Bonds	963	763	963	763
Property	1,127	898	1,127	898
Multi asset	514	461	514	461
Alternatives: other and commodities	1,705	537	1,705	537
Cash	95	246	95	246
	13,720	11,130	13,720	11,130
<b>Other investments</b>				
Bank deposits	5,288	3,051	5,288	3,051
Investment in subsidiary undertakings (below)	—	—	400	400
	5,288	3,051	5,688	3,451
Total investments	19,008	14,181	19,408	14,581

The historical cost of the investments managed by Cazenove Capital Management is £11,391k (2021: £8,957k).

The Charity owns all of the 400,000 £1 ordinary shares in St Christopher's (Trading) Ltd.

## 11 Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade debtors	74	1,053	64	1,053
Legacies receivable	6,276	4,554	6,276	4,554
Sundry debtors, prepayments and accrued income	2,205	1,789	1,946	1,395
Amount due from St Christopher's (Trading) Ltd	—	—	1,566	451
	8,555	7,396	9,852	7,453

## 12 Creditors: amounts falling due within one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade creditors	358	227	345	223
Payroll taxes and social security	478	492	477	492
Other creditors and accruals	609	634	408	528
Income received in advance	664	116	664	116
	<u>2,109</u>	<u>1,469</u>	<u>1,894</u>	<u>1,359</u>

## 13 Lease commitments

The Group leases a number of properties and motor vehicles under operating leases.

	Land and buildings 2022 £'000	Land and buildings restated 2021 £'000	Motor vehicles and office equipment 2022 £'000	Motor vehicles and office equipment 2021 £'000
<b>Operating leases payments to be made</b>				
Within one year	688	688	59	57
In two to five years	1,268	1,666	16	53
Over five years	2	29	—	—
	<u>1,958</u>	<u>2,383</u>	<u>75</u>	<u>110</u>

Lease commitments are based on whichever is earlier out of the lease end date and the lease break point date. Lease commitments as at 31 March 2021 have been restated so that they are shown on the same basis.

## 14 Financial commitments

As at 31 March 2022, the following approved commitments were authorised by the Board of Trustees:

- Up to £750k in respect of ward refurbishments. This will be funded through restricted and designated funds.

## 15 Restricted funds

	Balance 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2022 £'000
Candle Child Bereavement Service	—	43	43	—	—
Carers	77	—	27	13	63
Caritas House Building Fund	1,119	—	25	—	1,094
Choose Home	28	50	37	—	41
Coach4care	29	14	—	—	43
Community Action	52	43	58	—	37
Community of Nursing	—	22	2	7	27
COVID-19 Community	11	—	1	—	10
Dementia-focused training and education	58	—	4	—	54
Education (Bursaries)	32	15	—	—	47
Lavender Room ongoing upkeep	—	—	—	30	30
St Christopher's CARE: Capital Fund	—	129	9	(120)	—
NHSE Funding	—	1,653	1,653	—	—
Nightingale Fellowship hardship bursaries	94	—	—	—	94
Palliative Works: digital platform for CNSs	22	73	68	—	27
Patient equipment/premises extension	—	165	4	—	161
Research: Stern legacy	280	—	20	—	260
Support for St Christopher's CARE	1,144	—	260	—	884
Ward refurbishment project	31	1	—	(30)	2
Women in Fellowship Fund: various projects	30	20	—	(13)	37
Other funds	106	143	207	2	44
<b>Total restricted funds</b>	<b>3,113</b>	<b>2,371</b>	<b>2,418</b>	<b>(111)</b>	<b>2,955</b>

### Caritas House Building Fund

This fund was originally established to cover the cost of building Harris HospisCare premises and offices. It now reflects the net book value of Caritas House.

### Coach4Care

Supporting carers through end of life and bereavement experiences.

### Community Action

Supporting older, frail and socially isolated people within the local community.

### Community of Nursing

Shared learning and support for newly qualified nurses.

### St Christopher's CARE: Capital Fund

This fund represents monies received to build St Christopher's CARE. Transfers within this fund relate to capital expenditure on St Christopher's CARE during the year.

### NHSE funding

NHSE awarded funding for St Christopher's Hospice to provide support to people with complex needs during the COVID-19 pandemic. This being bed capacity and community support from December 2021 to March 2022.

### Research: Stern legacy

St Christopher's Hospice was the beneficiary of a restricted legacy for use in research into myeloma and end of life palliative care. Accordingly, the funds have been used to establish a research project into myeloma at the Cicely Saunders International research institution and are being used to fund other research projects in end of life care.

### Support for St Christopher's CARE

This fund is restricted to supporting expenditure for St Christopher's CARE in its first years of operating.



## 16 Designated funds

	Balance at 1 April 2021 £'000	New designations and transfers £'000	Balance at 31 March 2022 £'000
Fixed assets	9,249	158	9,407
Pension liability	95	(95)	–
Strategic Ambitions	–	6,292	6,292
St Christopher's CARE	370	(370)	–
Wards refurbishment	469	281	750
Future Challenge Fund	894	(272)	622
Legacies Fund	2,504	496	3,000
	<u>13,581</u>	<u>6,490</u>	<u>20,071</u>

**Fixed assets:** this reflects the net book value of unrestricted tangible and intangible fixed assets.

**Pension liability:** these are designated funds held against the defined benefit pension scheme deficit. The amount shown relates to the deficit from the most recent triennial valuation, less pension contributions made following this valuation, less the liability disclosed under FRS 102.

**St Christopher's CARE:** these are designated monies to fund the construction of St Christopher's CARE.

**Wards refurbishment:** these are designated monies to fund a modest wards refurbishment at the Sydenham site.

**Future Challenge Fund:** this is a designated fund to allow for future years of financial challenge expected as a result of COVID-19.

**Legacies Fund:** to set aside legacies income when it has been higher than budgeted in a particular year. This money will then be released to general funds in future years if legacies income is lower than budgeted.

**Strategic Ambitions:** this is a designated fund to focus on projects which will expand St Christopher's charitable impact and to support its long-term sustainability.

## 17 Analysis of group net assets between funds

	Fixed assets £'000	Current assets £'000	Creditors £'000	Pension scheme assets £'000	Total £'000
Restricted funds	1,094	1,861	–	–	2,955
Unrestricted funds					
Designated	9,407	10,664	–	–	20,071
General	19,008	4,644	(2,109)	–	21,543
	<u>29,509</u>	<u>17,169</u>	<u>(2,109)</u>	<u>–</u>	<u>44,569</u>

## 18 Consolidated statement of financial activities for the year ended 31 March 2021

	Unrestricted funds Discontinuing Operations £'000	Unrestricted funds Continuing Operations £'000	Unrestricted funds Total £'000	Restricted funds Total £'000	2021 Total £'000	2020 Total £'000
<b>Income from</b>						
Donations and gifts	—	3,753	3,753	489	4,242	4,355
Legacies	—	6,089	6,089	15	6,104	3,743
Charitable activities						
<i>NHS funding for patient care</i>	—	9,148	9,148	3,459	12,607	7,923
<i>Education, fees and other income</i>	—	1,000	1,000	—	1,000	859
Other trading activities						
<i>Income of trading companies</i>	525	2,716	3,241	—	3,241	5,631
<i>Investment income</i>	—	143	143	—	143	339
<b>Total income</b>	<b>525</b>	<b>22,849</b>	<b>23,374</b>	<b>3,963</b>	<b>27,337</b>	<b>22,850</b>
<b>Expenditure on</b>						
Raising voluntary income	—	1,536	1,536	—	1,536	1,561
Trading companies	747	2,800	3,547	—	3,547	4,527
	<b>747</b>	<b>4,336</b>	<b>5,083</b>	<b>—</b>	<b>5,083</b>	<b>6,088</b>
Charitable activities						
<i>Inpatient care</i>	—	9,084	9,084	1,802	10,886	10,415
<i>Community care/outpatients</i>	—	2,361	2,361	1,953	4,314	3,853
<i>Education and training</i>	—	1,023	1,023	235	1,258	1,244
<i>Care at our centres</i>	—	1,136	1,136	10	1,146	1,106
<i>Candle Child Bereavement Service</i>	—	125	125	55	180	181
	<b>—</b>	<b>13,729</b>	<b>13,729</b>	<b>4,055</b>	<b>17,784</b>	<b>16,799</b>
<b>Total expenditure</b>	<b>747</b>	<b>18,065</b>	<b>18,812</b>	<b>4,055</b>	<b>22,867</b>	<b>22,887</b>
<b>Net (expenditure)/income before transfers</b>	<b>(222)</b>	<b>4,784</b>	<b>4,562</b>	<b>(92)</b>	<b>4,470</b>	<b>(37)</b>
<b>Transfer between funds (relate to capital programme)</b>	<b>—</b>	<b>69</b>	<b>69</b>	<b>(69)</b>	<b>—</b>	<b>—</b>
<b>Net (expenditure)/income before other recognised gains and losses</b>	<b>(222)</b>	<b>4,853</b>	<b>4,631</b>	<b>(161)</b>	<b>4,470</b>	<b>(37)</b>
<b>Other recognised gains/losses</b>						
Actuarial (losses) on defined benefit pension scheme	—	(300)	(300)	—	(300)	(92)
Gains/(Losses) on Discontinued Operations	222	(222)	—	—	—	—
Gains on investments: realised	—	132	132	—	132	335
Gains/(Losses) on investments: unrealised	—	2,162	2,162	—	2,162	(1,286)
Net movement in funds	—	6,625	6,625	(161)	6,464	(1,080)
Total funds at 1 April 2020	—	27,649	27,649	3,274	30,923	32,003
Total funds at 31 March 2021	<b>—</b>	<b>34,274</b>	<b>34,274</b>	<b>3,113</b>	<b>37,387</b>	<b>30,923</b>

## 19 Pension schemes

### a St Christopher's Hospice (1985) scheme

The hospice operates a pension scheme, the St Christopher's Hospice (1985) Pension Scheme, which provides benefits based on final pensionable salary. The assets of the scheme are held separately from those of the hospice. The scheme was closed to new members in April 2002 and closed to future accruals from March 2010.

Contributions are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees' working lives. The pension charge for the year was £303k (2021: £300k).

#### **Triennial valuation**

The contribution rates are determined by a qualified actuary on the basis of triennial valuation. The results of the last triennial valuation at 31 March 2019 showed that the value of the scheme's assets was £10,413k (2016: £8,600k) and that this represented 94% (2016: 87%) funding level, with a deficit of £695k (2016: £1,297k). The actuary confirmed that the minimum funding requirement regulations had been met.

This most recent actuarial valuation showed a deficit of £695k. This was subsequently updated to 31 March 2021 and showed a surplus of £579k. This will be updated for the valuation as at 31 March 2022 during 2022-23. The hospice has agreed with the Trustees that it will aim to eliminate the deficit over a period of five years and two months from 1 July 2017 by the payment of annual contributions of £300,000. In addition and in accordance with the actuarial valuation, the hospice has agreed with the Trustees that it will meet the expenses of the scheme and levies payable to the Pension Protection Fund.

#### **FRS (Financial Reporting Standard) 102: Disclosure Report**

FRS 102 is fully effective for accounting periods beginning on or after 1 January 2015. The statement of financial activities, the balance sheet and the disclosures in the notes to these financial statements meet the requirements of FRS 102. The major assumptions used by the actuary are shown below.

#### *Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability)*

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000	Period ended 31 March 2020 £'000
Fair value of plan assets	12,279	11,736	10,190
Present value of defined benefit obligation	(10,434)	(10,832)	(9,616)
Unrecognised surplus	(1,845)	(904)	(574)
Defined benefit asset/(liability) to be recognised	—	—	—

#### *Reconciliation of opening and closing balances of the defined benefit obligation*

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000
Net defined benefit obligation at start of period	10,832	9,616
Interest expense	224	227
Actuarial (gains)/losses	(333)	1,301
Benefits paid	(289)	(312)
Defined benefit obligation at end of period	10,434	10,832



## Reconciliation of opening and closing balances of the fair value of plan assets

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000
Fair value of plan assets at start of period	11,736	10,190
Interest income	246	244
Actuarial gains	286	1,314
Contributions by the Charity	300	300
Benefits paid	(289)	(312)
Fair value of plan assets at end of period	<u>12,279</u>	<u>11,736</u>

The actual return on the plan assets over the period ended 31 March 2022 was £532k.

## Defined benefit costs recognised in net (expenditure)/income

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000
Net interest cost	(3)	—

## Defined benefit costs recognised in other gains and losses

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000
Return on plan assets (excluding amounts included in net interest cost): gain	286	1,314
Experience gains and losses arising on the plan liabilities: (loss)/gain	(121)	111
Effects of changes in the demographic and financial assumptions underlying the present value of the plan liabilities: gain/(loss)	454	(1,412)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost): (loss)	(922)	(313)
Total amount recognised in other gains and losses	<u>(303)</u>	<u>(300)</u>

## Assets

	Period ended 31 March 2022 £'000	Period ended 31 March 2021 £'000	Period ended 31 March 2020 £'000
Diversified growth assets	9,061	3,688	3,219
Debt instruments	—	2,360	2,015
Index-linked gilts	—	—	664
Liability-driven investments	3,035	2,845	3,013
Equity instruments	—	2,722	1,128
Cash and cash equivalents	183	121	151
Total assets	<u>12,279</u>	<u>11,736</u>	<u>10,190</u>

None of the fair values of the assets shown above include any direct investments in the hospice's own financial instruments or any property occupied by, or other assets used by, the hospice.

## Assumptions

	Period ended 31 March 2022 % pa	Period ended 31 March 2021 % pa	Period ended 31 March 2020 % pa
Discount rate	2.75	2.10	2.40
Inflation (RPI)	4.00	3.50	2.90
Allowance for revaluation of deferred pensions of RPI or 5% p.a. if less	4.00	3.50	2.90
Allowance for pension in payment increases of RPI or 5% p.a. if less	4.00	3.50	2.90
Allowance for commutation of pension for cash at retirement	75%	75%	75%

The mortality assumptions adopted at 31 March 2022 imply the following life expectancies at age 65 years:

Male retiring in 2022:	22.1
Female retiring in 2022:	23.9
Male retiring in 2042:	23.4
Female retiring in 2042:	25.4

The best estimate of contributions to be paid by the hospice to the scheme for the period commencing 1 April 2022 is £125k.

### **b St Christopher's defined contribution scheme**

The St Christopher's defined contribution scheme was set up in September 2001. In April 2010 the St Christopher's Personal Pension (2010) defined contribution scheme was established and members of the existing defined contribution scheme transferred to this new scheme with effect from January 2011. The contribution of the hospice was on average 21% for former members of the St Christopher's (1985) scheme and 5% for all other members, which represented a total charge for the year of £431k (2021: £432k) to the St Christopher's GPP (2010) defined contribution scheme.

### **c NHS Pension Scheme**

Details of the scheme are provided in note 1.9. The contribution of the hospice was 14.38%, which was offset by a 29% subsidy on the contribution. This represented a net charge for the year of £492k (2021: £529k).

# What we are going to do next

**As a team, we have made significant progress over the last year. The coming year brings fresh challenges and further ambitions. We're excited about these new projects and look forward to our new Chief Executive, Helen Simmons, working with us during the next stage of St Christopher's Hospice.**

Our plans for next year, and the third year of our three year strategy (2022-23), will include six areas of focus. Outlined below are our plans for what we will do in the second year of our three-year strategy for 2020-23.

## Responding afresh to meet population needs

Informed by the needs of our local population and the most recent census data, we will review and adapt our services as necessary to make sure we provide a high standard of care, and that our care can be accessed by everyone in our local community.

This includes both our clinical response (patients we care for on our wards or in people's homes) as well as our response via community action, bereavement support or through other partnerships.

We will invest in innovation and IT to address inequalities and gaps in provision.

## Maintaining quality and leadership

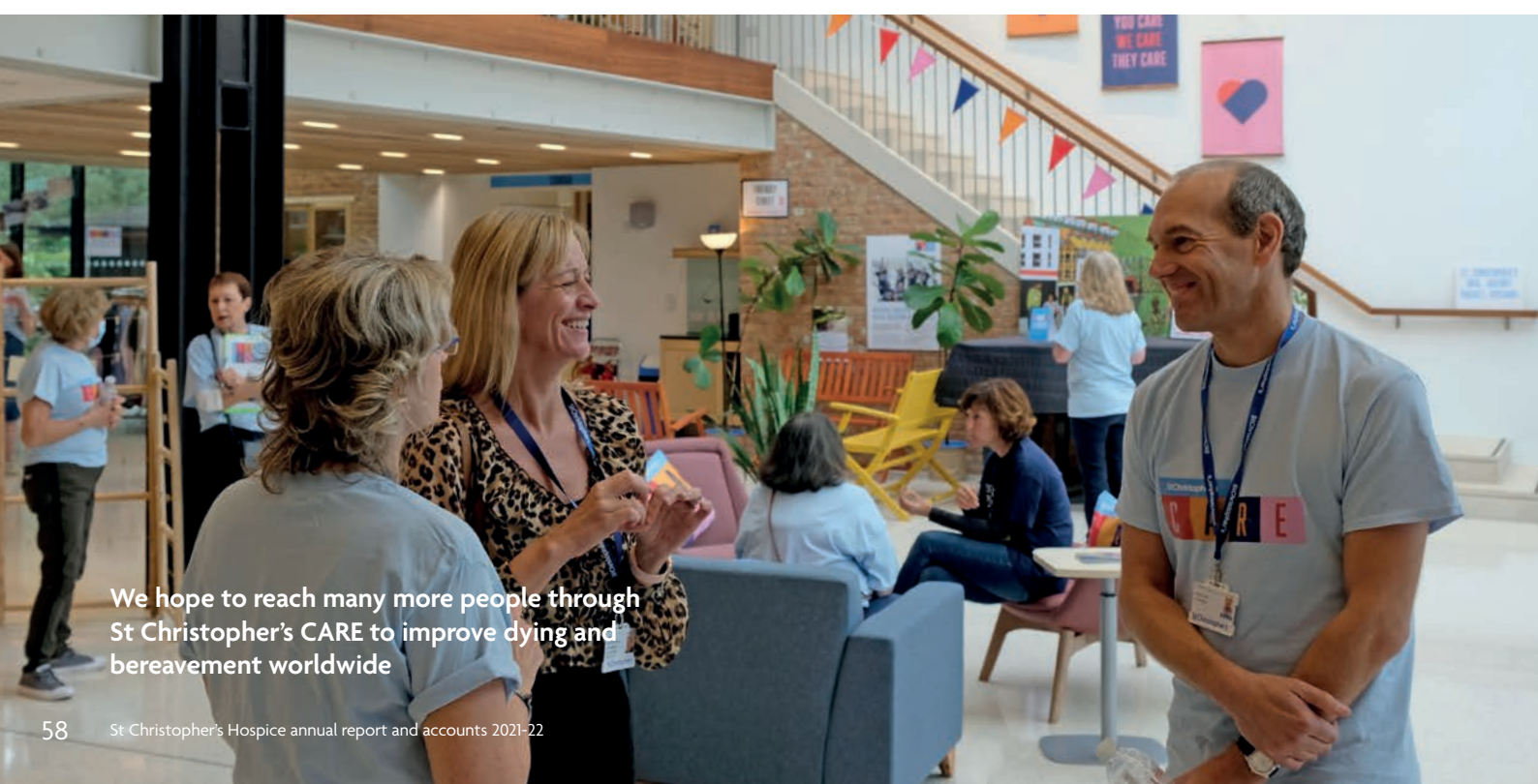
Continuous improvement is at the heart of everything we do at St Christopher's. We want to share knowledge and learning so that we continue to provide the high-quality care and support we are known for and maintain our CQC rating of 'Outstanding'.

This includes ensuring we have the right governance structures in place, and that we invest in our managers and their training so that they feel empowered to carry out their roles.

## More people learning with St Christopher's CARE

We want as many people as possible to take advantage of the benefits at St Christopher's CARE, and to learn about dying and bereavement, whether in a professional or non-professional capacity.

We will do this by providing a variety of education and research programmes, webinars, training, workshops,



**We hope to reach many more people through St Christopher's CARE to improve dying and bereavement worldwide**



conferences, exhibitions and events at St Christopher's CARE and online for a local, national and international audience.

## Maintaining a happy and sustainable workforce

The current job market is exceptionally challenging, and cost inflation is high.

We will do all we can to retain and look after our excellent staff and volunteers, and to be an employer of choice so we continue to attract new staff. This includes listening to staff feedback, and implementing our health and wellbeing strategy.

We will also focus on the training needs of our staff to maintain our high standards of care and to enable staff to continue their own personal development.

## Communicating and improving access to our services

We will be talking with our community to check whether people are aware of all our services, how

they can access them, and how this can best be communicated to our local population.

This will ensure that we truly are a hospice that is here for and accessible for everyone in our community so that we provide a high standard of end of life care to as many people as possible.

## Enhancing our premises

We work hard to maintain our high-quality standards as a leader in palliative and end of life care, and it is essential St Christopher's premises continue to be a welcoming home away from home if we are to continue to do this well.

That's why we will make plans for the long term upkeep of our site and necessary renovations to our wards to make everyone's stay at St Christopher's as pleasant as possible.

We will make sure our spaces support patients with changing and different needs. For example, people living with dementia and other forms of neurodiversity which represents an increasing number of the people we are supporting.



Our Bereavement Help Points continue to be a huge source of comfort for people

# A huge thank you to all our supporters

**We are hugely grateful to the individuals, corporate sponsors, trusts and all those who have so kindly chosen to remember St Christopher's in their Wills. Thanks to you, we provided care and support to over 8,000 people last year. Thank you for making this possible.**

5 Stone Buildings	GAM (UK) Ltd
Agape Family Trust	Glazer Delmar Solicitors
Amphlett Lissimore	Grips Wheels and Tyres
Anthony Gold Solicitors LLP	Harapan Trust
Baltic Exchange	Hither Green Crematorium
B-Amazing C.I.C	Hospice UK
Barton Trust	Hospice UK St James's Place Foundation
Batchelors Solicitors	IdentityE2E
BBC Children in Need	Irwin Mitchell
BDB Pitmans LLP	Jacob Charitable Trust
Beazley Management Ltd	James Hambro & Partners
Beckenham Crematorium Ltd	Jet's Charitable Trust
Bigfoot CC	John Laing Charitable Trust
BlackRock (UK) Charitable Trust	John Lamb Hill Oldridge
Boodle Hatfield LLP	Jumping Jacks
Capital Generation Partners	Link Asset Services
Catford & Bellingham Short Mat Bowling Cb	Lloyds TSB Foundation For England & Wales
Charles Russell Speechlys	London Catalyst
Chatterton Arms	Lund Trust
Collyer Bristow LLP	Manak Solicitors LLP
Coney Hall Village WI	Martin's Management Services Ltd
Croham Road Baptist Church	Masonic Charitable Foundation
Crystal Palace Short Mat Bowls Club	Masonic Province of London
Cudham Village Club	Masonic Province Of West Kent
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Farrer & Co LLP	Panagua Bikes
Fb Coales No 4 (Family)Trust	Payne Hicks Beach LLP
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 Rotary Club of Ravensbourne  
 Rotary Club of Sidcup  
 Rotary Club Of West Wickham  
 Rothschild & Co  
 Sainsbury's - Locksbottom  
 Sainsbury's - Upper Norwood  
 Shirley Woolmer Chapter No. 2530  
 Shortlands Golf Club  
 Shortlands Tavern  
 Sinclair Gibson LLP  
 Skillcrown Homes Ltd  
 Skipton Building Society Charitable Foundation  
 Smith & Williamson  
 Sotheby's  
 SSP Foundation  
 STEP – Society of Trust & Estate Practitioners  
 Stonehage Fleming Family and Partners  
 Taylor Wessing  
 Tesco Charity Trust  
 The Alan Greenaway Foundation  
 The Albert Hunt Trust  
 The Anthony and Elizabeth Mellows Charitable Settlement  
 The Arthur and Audrey Silkin Charitable Trust  
 The B & P Glasser Charitable Trust  
 The Beaverbrooks Charitable Trust  
 The Bothwell Charitable Trust  
 The Bricklayers Arms  
 The Burdett Trust for Nursing  
 The Cazenove Charitable Trust  
 The Charity of Sir Richard Whittington  
 The City Bridge Trust  
 The Douglas-Morris Charitable Trust  
 The Dulwich Almshouse Charity

The Elizabeth & Prince Zaiger Trust  
 The Eversley Charitable Trust  
 The February Foundation  
 The Florabella Trust  
 The G D Herbert Charitable Trust  
 The Gail Wilson Charitable Trust  
 The Goldsmiths' Company  
 The Guild of Freemen of the City of London's Charity  
 The Hayes (Kent) Trust  
 The Health Foundation  
 The Horner Family Charitable Fund  
 The Hospital Saturday Fund  
 The Institute of Our Lady of Mercy  
 The Jack Petchey Foundation  
 The John Horseman Trust  
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 The Robert Holman Memorial Trust  
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 The Thomas J. Horne Memorial Trust  
 The Timothy Franey Charitable Foundation  
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 Warlingham Rugby Club  
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 Wilsons Solicitors LLP  
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 Women in Fellowship



# Who's who at St Christopher's

## Executive Team



**Helen Simmons**  
Chief Executive<sup>1</sup>



**Shaun O'Leary**  
Joint Chief Executive<sup>3</sup>



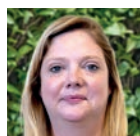
**Mandy Piper-Killick**  
Director of People &  
Organisational Development



**Jan Noble**  
Director of Quality  
& Innovation



**Heather Richardson**  
Joint Chief Executive  
Chief Executive<sup>2</sup>



**Amy Proffitt<sup>4</sup>**  
Head of Medicine  
& Clinical Care



**Amanda Mayo**  
Care Director



**John Vickers** Director of  
Finance & Corporate Services

<sup>1</sup> Appointed 30 May 2022 <sup>2</sup> JCE up to 31 December 2021, then CE from 1 January 2022 to 29 May 2022 <sup>3</sup> Resigned 31 December 2021 <sup>4</sup> Resigned 26 November 2021

## Trustees



**Neil Goulden**  
Chair<sup>1</sup>



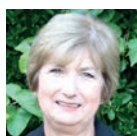
**Eleanor Brown**  
Trustee/Vice Chair<sup>4</sup>



**Tony Hunter**  
Trustee



**Catherine McDonald**  
Trustee



**Jane Walters**  
Vice Chair<sup>2</sup>



**Terrence Collis**  
Trustee<sup>2</sup>



**Ian Judson**  
Trustee



**Nita Rogers**  
Trustee



**Gill Baker**  
Trustee<sup>3</sup>



**Nick Diamond**  
Trustee



**Daniel Kelly**  
Trustee



**Lila Thompson**  
Trustee



**Vivian Bazalgette**  
Trustee



**Joanna Donaldson**  
Trustee<sup>2</sup>



**John King**  
Trustee



**Dee Townsend**  
Trustee

<sup>1</sup> Appointed 1 April 2021 <sup>2</sup> Retired 21 July 2022 <sup>3</sup> Retired 31 July 2021 <sup>4</sup> Vice Chair from 21 July 2022

## Patron

HRH Princess Alexandra

## President

Lord Ian McColl

## Vice Presidents

Dr Gillian Ford CB  
Sheila Hancock OBE  
Dame Pauline Harris DBE DL  
Colin Russell  
John Rhodes  
Rodney Bennion OBE  
Dr Sam Klagsbrun  
Barbara Richardson  
Ruth Saunders  
Dr Catherine Dent  
Dr Tyrrell Evans

## Company Secretary

Shaun O'Leary (resigned 31 December 2021)  
John Vickers (appointed 1 January 2022)

## Registered office

51-59 Lawrie Park Road,  
Sydenham, London SE26 6DZ

## Bankers

HSBC Bank plc, 165 Fleet Street,  
London EC4A 2DY

## Independent auditor

Mazars LLP, 2nd Floor,  
6 Sutton Plaza, Sutton Court Road,  
Sutton, Surrey SM1 4FS

## Registration numbers

Registered charity number 210667  
Registered company number 00681880  
VAT registration number 523613961

**StChristopher's**  
More than just a hospice

If you would like this information in a different format, such as audio tape, braille or large print, or in another language, please speak to the Communications Team on **020 8768 4500** or email **[communications@stchristophers.org.uk](mailto:communications@stchristophers.org.uk)**.

## **StChristopher's** More than just a hospice

### **Sydenham site**

51-59 Lawrie Park Road, Sydenham, London SE26 6DZ

### **Orpington site**

Caritas House, Tregony Road, Orpington BR6 9XA

Telephone **020 8768 4500**

Email **[info@stchristophers.org.uk](mailto:info@stchristophers.org.uk)**

**[www.stchristophers.org.uk](http://www.stchristophers.org.uk)**

   **[stchrishospice](#)**

Registered charity 210667 registered with the Fundraising Regulator

Registered company number 00681880

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