Southern Hospice Group

England & Wales · Charity number 256789

Details

Other names	ST BARNABAS NURSING HOME LIMITED, ST. BARNABAS HOSPICES (SUSSEX) LTD, ST. BARNABAS' HOSPICE (WORTHING), ST. BARNABAS' HOSPICE (WORTHING) LIMITED
Status	Registered
Legal form	Charitable company
Company number	00930107
Registered	1968-10-03
Register	View on the Charity Commission register

Contact

Address	Southern Hospice Group St. Barnabas House 2 Titnore Lane Goring-By-Sea Worthing BN12 6NZ
Phone	01903706300
Email	corporate.governance@southernhospicegroup.org.uk
Website	www.southernhospicegroup.org.uk

Activities

Objects: THE RELIEF OF PEOPLE SUFFERING FROM CANCER AND OTHER TERMINAL CONDITIONS IN PARTICULAR BUT WITHOUT LIMITATION BY:(A) CARING FOR AND SUPPORTING INDIVIDUALS LIVING WITH A TERMINAL OR LIFE LIMITING CONDITION; (B) SUPPORTING INDIVIDUALS AND THEIR FAMILIES FACING OR EXPERIENCING BEREAVEMENT THROUGH THE PROVISION OF WELL BEING SERVICES, COUNSELLING AND SUPPORT; AND (C) ADVANCING RESEARCH AND EDUCATION INTO PALLIATIVE AND END OF LIFE CARE.

Activities: Providing end of life care for adults in our local community, in their home or at our adult hospice - St Barnabas House and caring for life limited children throughout Sussex at our children's hospice - Chestnut Tree House.

Downloaded from opencharities.uk/ew/256789

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- East Sussex
- Hampshire
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£30,337,000	£34,079,000	£48,487,000	538
2024-03-31	£33,031,000	£25,817,000	£51,766,000	534
2023-03-31	£20,523,000	£22,564,000	£43,281,000	356
2022-03-31	£18,796,000	£19,797,000	£47,748,000	507
2021-03-31	£19,995,000	£18,481,000	£47,123,000	346

Downloaded from opencharities.uk/ew/256789

Trustees

Name	Role	Appointed
Anthony Clark		2016-11-30
Daniel Rennie-Hale		2023-11-29
Emma Symes		2025-05-27
HHJ David Rennie		2021-09-28
Ian Sellwood		2021-09-28
Isha Symonds		2025-05-27
JILL CARNIE		2018-08-24
Karen Elizabeth Blatchford		2024-02-01
RUTH TAYLOR		2017-02-28
Richard Painter		2025-05-27
Rosalind Joan Britton		2021-09-28
Steven Robert Johnson		2024-03-01
Tony Moss		2018-01-23
WILLIAM BARRY EGAN		2024-02-01

Downloaded from opencharities.uk/ew/256789

Southern Hospice Group

England & Wales - Charity number 256789

Accounts

Annual Report and Accounts

2024 - 2025



St Barnabas House | Chestnut Tree House | Martlets | Southern Hospice Group

Formerly St Barnabas Hospices (Sussex) Ltd

Contents

	Page
Legal and Administrative Information	3-4
An Introduction from our Chief Executive	5
Trustees' Report incorporating the Strategic Report	6-23
Statement of Trustees' Responsibilities	24
Independent Auditors' Report	25-28
Consolidated Statement of Financial Activities	29
Consolidated Balance Sheet	30-31
Charity Balance Sheet	32-33
Consolidated Cash Flow Statement	34
Notes to the Accounts	35

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Legal and Administrative Information

Senior Leadership Team

Amanda Fadero, CEO* (resigned Apr 2025)
John Headley, Chief Financial Officer** (resigned Jul 2025)
Lisa Barrott, Chief of Nursing & Care
Becki Jupp, Deputy CEO/Chief Commercial Officer
Clare Thompson, People Director
Katie Cotton, Director of Philanthropy & Communications
Kathleen Houghton, Service Director, St Barnabas
Rachel Paisley, Director of Public Fundraising & Retail (resigned Sep 2025)
Michael Barford, Director of Transformation (resigned Nov 2024)
Gill Brooks, Service Director, Martlets (resigned Feb 2025)
Mandy Piper-Killick, People Director (resigned Feb 2025
Simone Ali, Medical Director Martlets
* Replaced by Stuart Palma (from Apr 2025)
**Replaced by Cathy Heard (from Sep 2025)

The Trustees

Mike Rymer, Chair* (resigned Jul 2025)
William (Barry) Egan, Deputy Chair
Rosalind Britton, Treasurer (resigned as Treasurer Oct 2024)
Karen Blatchford
Jill Carnie
Anthony Clark
Rebecca Crook (resigned Oct 2024)
Steven Johnson, Treasurer (from Oct 2024)
Tony Moss
Stuart Palma (resigned Jan 2025)
David Rennie
Daniel Rennie-Hale
Ian Sellwood
Ruth Taylor
Richard Painter
Emma Symes
Isha Simonds
*Replaced by Ruth Taylor and Jill Carnie as Co-Chairs (from Jul 25)

Registered address

St Barnabas House, Titnore Lane, Worthing, West Sussex BN12 6NZ

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Principal bankers

NatWest Bank PLC
5 Broadwater Street
East Worthing
West Sussex
BN14 9AB

Solicitors

DMH Stallard LLP
Griffin House
135 High Street
Crawley
West Sussex
RH10 1DQ

Girlings
35-41 Stourside Place
Station Road
Ashford
Kent
TN23 1PP

Investment advisors

W1M Wealth Management Ltd
16 Babmaes St
London
SW1Y 6AH

Auditors

Kreston Reeves Audit LLP
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

An Introduction from our Chief Executive

For Southern Hospice Group, this has been a year of new beginnings as we begin the work to cement our new, sector-leading identity following the merger of Martlets with St Barnabas House and Chestnut Tree House.

These past few months have also represented great change for me, as I joined the organisation as Chief Executive, after holding roles at NHS England and NHS Sussex Integrated Care Board (ICB). That experience gave me valuable insight into the health and care sector, and an understanding of the vital role that hospice care plays within that system. What I have seen for myself across all three of our sites since joining, only strengthens my commitment to our newly formed Southern Hospice Group – now the largest local hospice charity in the UK - and its future.

Deeply empathetic and caring people are the backbone of our organisation. I've seen firsthand how teams consistently go above and sometimes far beyond, to ensure individuals and families are receiving the care they want and deserve, where and when they need it. This unwavering focus on placing children, adults, and their families at the heart of all we do is a fundamental principle that I know we all share. Our new collective identity will help us bring compassionate hospice care to even more people within our communities and allow us to influence and advocate for those communities at national levels.

As we look back over the past financial year, I would like to take this opportunity to thank our colleagues, supporters and volunteers for the extraordinary dedication they have shown. We know the sector faces unprecedented challenges, with at least a fifth of UK hospices forced to cut services in 2024 [Hospice UK] and 70% reporting deficit budgets. The difficult financial environment, sector-wide staff shortages and increased demand for our services can make it feel that we are being squeezed from all sides.

But despite these external pressures, the time I have spent getting to know our organisation and our people makes me feel very optimistic about the future. Our primary belief remains that those facing life-limiting conditions deserve the highest standards of care and support, and we will be there for them. This principle will be our unwavering guide as we shape the future of the Group and crucially, its ongoing sustainability.

Stuart Palma
Chief Executive, Southern Hospice Group

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Trustees' Report incorporating the Strategic Report

The Trustees present the Annual Report together with the audited financial statements for the year 1 April 2024 to 31 March 2025.

The Trustees confirm that the Annual Report and financial statements of the charitable company comply with current statutory requirements, requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the charitable company qualifies as large under section 382, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

The Trustees have complied with their duty under Section 17 of the 2011 Charities Act and have referred to the Charity Commission guidance on public benefit. The main activities undertaken to further the charity's purposes for the public benefit are detailed in this Annual Report.

This overview of our work under 'Strategic Objectives 2024-25', along with our 'Financial Review' on page 14 and 'Risks and Challenges' on page 13, constitutes the Strategic Report.

Strategic objectives 2024-25

Following the announcement of the merger at the end of 2023-24, a refreshed set of strategic objectives were developed. Below is a summary of our progress towards them.

We will provide excellent care through continuous improvement and collaboration.
Across our adult hospices, we saw more than 3,500 people and their families throughout the year.

Chestnut Tree House received a donation from Lifelites of accessible technology to improve the services we provide to our children, young people and families. This included an Eyegaze to support our children and young people with their communication needs; a PODS Sensory Tent; and a Soundbeam, a piece of technology that allows children and young people with limited control, mobility or dexterity to play music. We also received a new VR headset to enable children and young people with complex needs to explore new environments and discover new worlds. As part of the Stars bereavement suite at Chestnut Tree House, the Stars Garden was refurbished with funding from BUPA, providing a private outdoor space for bereaved families. A new cinema and media room was also installed at Chestnut Tree House, with the equipment and installation funded by Together for Cinema. Work also started on the kitchen garden, due to be completed in 25/26.

Quality improvement, education and research continue to underpin our ability to provide excellent care. Over the past year, St Barnabas took part in the Hospice UK Extending Frailty Care programme and piloted a frailty pathway as part of the Living Well service. This culminated in a poster presentation and workshop at the Hospice UK conference in November 2024. Colleagues from

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Martlets also presented a poster at the Hospice UK conference, showcasing their work on using the Human Factors tool in the investigation of medication incidents.

We have established Clinical Nurse Specialist Development posts as a joint enterprise between the clinical and education teams at St Barnabas House. This has incorporated the development and revision of the role and associated support, direct clinical support in practice from the Education Team and one-to-one supervision. The Development Framework was presented as a poster at the 13th World Research Congress of the European Association of Palliative Care in Barcelona May 2024. The nurses who commenced this pathway have now successfully attained permanent Clinical Nurse Specialist roles. Development posts have been continued and include nurses and allied health professionals.

The Clinical Educator has worked with clinical managers to augment the competency and proficiency of staff across the inpatient unit and community services. We have developed an increasingly flexible approach to meet identified needs for individuals and teams. This necessitates a varied approach integrating clinical and classroom teaching alongside coaching and 'expert' supervision.

We continue to provide student placements. In 2024/25 we supported 65 students.

The Education Team experienced a significant restructure towards the end of 2024. We are developing new ways of working for 2025 onwards to fully support the clinical teams across Southern Hospice Group in delivering excellent palliative and end of life care for the community we serve.

We will support those that need us.
In 2024/25, Southern Hospice Group initiated the Clinical Integration Programme to support the delivery of merger priorities focused on developing consistent clinical services which are equitable, productive, and financially sustainable. A programme of work has been established and is underway, consisting of three defined work programmes pertaining to services and workforce; data, business intelligence and IT systems; and partnerships and clinical strategy. The scale and ambition of this work reflect our commitment to building a consistent, equitable, and sustainable model of clinical care across Southern Hospice Group. With continued focus and resource in 2025/26, this programme has the potential to significantly improve clinical service delivery, workforce support, and system collaboration - ultimately enhancing outcomes for the patients and families we serve.

Chestnut Tree House hosted a series of new youth groups at Rowans Hospice in Waterlooville to enable young people on our caseload in the West of our catchment area to participate in our activities.

Chestnut Tree House hosted date nights throughout the year for parents and carers whilst we cared for their children and siblings.

We will build a financially sustainable organisation.
Following the merger, cost savings have been realised from the restructure of support functions (Fundraising & Communications; Finance; People Services; Quality, Education & Research; Estates & Facilities).

Towards the end of 2024/25, the adult hospices piloted the introduction of low-intensity nurse-led beds which are funded by the NHS Continuing Healthcare (CHC) Fast-Track End of Life pathway. The

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

additional beds were opened at the Martlets and St Barnabas In-Patient Units (IPUs) to support the delivery of improved outcomes for patients and their families, and the wider health and social care system in Sussex by enabling patients to die in their preferred place and by improving discharge pathways from hospital. Crucially, this has provided a financially sustainable way for the adult hospices to open more beds and support more people who need our services.

We will create a culture that enables staff and volunteers to thrive.
We aim to create a supportive, safe, and open workplace. We know that change takes time, and following the merger, we prioritised the review of our structures and roles to ensure clarity and efficiency within our teams. Alongside this we established our employee forum to ensure as we work through this change our workforce is kept informed.

We delivered significant pieces of work including systems integration for efficiency and consistency across the organisation, and a pay and benefits review that supports the merging of our workforce. Aligning our policies and benefits is the first step in supporting the Group as we create a workplace culture that reflects the best of both merged organisations.

Our new Volunteer Portal was integrated across both organisations, ensuring the information that volunteers and managers need for their roles is more accessible. Our volunteers are an important part of the organisation, and this platform is a key part of our commitment to help volunteers become confident, effective and successful in their roles.

Review of the year

Our merger

The merger between St Barnabas Hospices and Martlets is now almost completed, with just a couple of legal processes remaining at the end of the year. As part of the merger process the newly formed group of St Barnabas House, Chestnut Tree House and Martlets has changed its name to Southern Hospice Group.

Ownership of The Martlets Hospice Limited has been completed with just the transfer of the lease outstanding at the end of the year but subsequently completed. This transfer will enable us to strike off The Martlets Hospice Limited from Companies House and merge our two organisations under one registered charity number with the Charity Commission.

With the change of name to Southern Hospice Group, we also changed the name of our trading entity to Southern Hospice Trading Limited allowing us to transfer Martlets Trading Co Ltd, which is formed of Martlets retail stores and was a subsidiary of The Martlets Hospice Limited, into this new wholly owned subsidiary.

Martlets Care Limited, which is a domiciliary care business, operating in Brighton and Hove, has been transferred to Southern Hospice Group as a wholly owned trading subsidiary, and the name has also been changed to Southern Hospice Group Home Care Ltd.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

The remaining legal processes are transfer of one retail lease from Martlets Hospice to Southern Hospice Group and the transfer of Martlets Hospice lease to Southern Hospice Group, both have been completed post year-end.

All employees from Martlets have been legally moved (TUPE) across to Southern Hospice Group, and all group employees are now on Southern Hospice Group contracts.

As part of the merger, we are aligning systems to enable day to day processes to be completed efficiently. The finance system has already been merged, with all accounting being completed on one cloud-based system, and the merger of our fundraising databases are in progress. Our telephone and IT systems are in progress, and all employees have been moved to Southern Hospice Group email addresses.

St Barnabas House

2024-25 saw an extension of services provided to patients and their families – with an increase in IPU beds and new bereavement support groups that allow grieving friends and families to connect and support each other. The focus on bereavement continued in November with bereaved father and Strong Men charity founded Efrem Brynin joining us to provide a talk entitled “Breaking the Silence: Men’s Grief and Mental Health.”.

In December, our Light Up a Life event took place at Worthing Assembly Hall, providing an opportunity for local people to gather to remember loved and ones and celebrate the joy they brought to our lives.

When our Vice President – Olympic gold medallist Sally Gunnell – was invited to guest-edit BBC Radio Sussex, she invited Deputy CEO Becki Jupp along to discuss hospice funding – a valuable opportunity to increase awareness in our communities.

Martlets

2024 saw the unveiling of the newly refurbished hospice building in an official opening event attended by the Lord-Lieutenant of East Sussex, Andrew Blackman. The hospice incorporates two inpatient wards with 14 en-suite rooms, a family room and a cafe. Landscaped gardens and sensory spaces formed part of the work, as well as a memory garden for patients and families to use.

The refurbishment theme continued with the upgrades to our London Road shop, which was given a contemporary feel to entice shoppers. The opening event achieved coverage on BBC Radio Sussex and South East, as well as The Argus, with Norman Cook and Mayor of Brighton & Hove, Mohammed Asaduzzaman joining to cut the ribbon.

Chestnut Tree House

The hospice underwent several improvements during the year, to upgrade the facilities and services offered to children, young people and their families. Works included refurbishment of bedrooms and bathrooms in our newly decorated “Gruffalo Wing”, raising ceilings and installing new hoisting systems, and a new soft playroom and sanctuary space.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

A partnership with other local care providers has allowed for the creation of a new specialist paediatric palliative care service – COAST – that allows children and families to access specialist support when they are facing the end of life, crucial support previously unavailable to children in Sussex.

The children and young people at the House continued to enjoy a range of activities delivered by the team and our partners, including a magical winter wonderland put on by Hobbycraft and Together for Short Lives for their Christmas advertising campaign, and a once-in-a-lifetime DJ session from celebrity support Norman Cook, better known as Fatboy Slim.

Clinical quality

Our primary focus is always based upon the provision of consistently high-quality, safe and effective care for those who need us. During 2024/25 this has remained the case. Quality assurance has continued to be central to our delivery of a merger that allows us to build a more sustainable organisation and to improve access to care for our communities.

Good levels of incident and near miss reporting of safety related events is a good safety measurement, indicative of confidence in a just culture. In recognition of this, during the year, we prioritised the alignment of our legacy incident reporting systems and developed an integrated patient safety incident response framework. We will continue to prioritise the implementation of these in 2025/26.

There was a total of 986 incidents reported across the organisation during 2024/25. 669 of these were reported by adult services, 185 incidents reported by children's services and 132 incidents reported by non-clinical services. There were no reported Never Events during the year. Similar to national trends, medicines-related incidents is our highest reported category. Our Medicines Management Group provides oversight of medicines optimisation, including the proportionate response to any emerging themes.

We have aligned our clinical complaints policy to ensure systems are standardised across the organisation. The number of formal clinical complaints we received remained low (13). The themes from these primarily related to unmet expectations and miscommunication. Our response to this includes a review of our service information resources and revision of our referral processes. We continued to receive high numbers of recorded compliments (373).

Our infection control standards have remained high. During the reporting year there were no cases of MRSA, E. coli, Pseudomonas or Klebsiella bacteraemia. There were no acquired cases of Clostridium difficile infection (CDI) and there was no evidence of employee-to-patient or patient-to-employee related transmission of Covid-19.

Our improvement priorities for 2025/26 are captured on our Quality Improvement Plan. They relate to quality improvement areas driven by a) Best Practice standards, including national guidance and audit outcomes; b) Lessons identified through learning from incidents, complaints and patient experience themes; c) performance data analysis.

During 2024/25 we developed a Clinical Integration Programme to help us promote consistency and equity of service across the local communities we serve and to optimise our operating models to

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

support us to do more with the resources we have. Delivery of our clinical integration programme is central to our 2025/26 quality objectives.

Our annual quality account 2024/25 provides further details of our quality achievements and improvement plans.

Fundraising

The fundraising context continues to be a challenging one: continued inflation places pressure on our communities, who continue to be our greatest source of income by a significant margin. Public Fundraising once again encountered challenges with lower-than-expected Face-to-Face recruitment, an area of fundraising that is heavily relied upon for Lottery and Regular Giving donations across the charity sector. Cash donations continued to follow the sector trend of fewer people donating, but those that did donate, gave more generously with average gifts tracking marginally higher than previous financial years. Hospice led events were strategically significantly reduced in this financial year. With the focus on fewer events the team was able to increase year-on-year participants and, as a result income for the St Barnabas flagship event Night to Remember raised almost £69,000, supported by the introduction of a new, accessible two-mile route. Meanwhile Chestnut Tree House's art trail, *The Big Hoot,* engaged families from across Sussex and further afield to celebrate the hospice's 21st birthday and raise more than £150,000 for children's hospice care. Those within our community, fundraising on our behalf, had a strong year reaching income targets for the adult hospices. However, fewer fundraising activities within East Sussex for Chestnut Tree House resulted in less income than hoped.

Our major donors, trusts/foundations and corporates have seen a successful financial year despite the challenging fundraising context. With investment in the development of some of our closest relationships our donors continued to give and, in some cases, increase their support as we navigated our way through the merger. Trusts and foundations saw a particularly successful year despite the ever-increasing challenges within the grant making world, where revisions of programmes and pauses on application submissions have made the success rates of this fundraising stream one of the most challenging the sector has ever seen. A seven-figure gift from an existing trust relationship enabled us to record over a 100% increase on this income stream compared to the previous year.

Both Martlets and Chestnut Tree House held their annual gala balls, raising £157,000 and £163,000 respectively.

It was a healthy year for legacies, seeing a 212.8 uplift compared to the previous year. The hospices took part in their first ever tri-hospice legacy marketing campaign: Hospice UK's "This is Hospice Care". The national campaign, supported by many hospices across the country, aimed to raise awareness of hospice services and educate people about the importance of Gifts in Wills.

In 2024/5, the St Barnabas Hospices (Sussex) Ltd Lottery generated £1,793,779 from entry sales, with 17% spent on prizes and expenses and 83%, £1,489,190 spent directly on the work of St Barnabas Hospices.

Following the merger, our Retail operation now consists of 34 shops and two retail distribution centres for the group, geographically positioned as far west as Havant and as far east as Eastbourne. The retail charity sector continues to face significant challenges with consumer behaviour trends

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

moving ever more towards selling items via online sales platforms before resorting to donating unsellable, poor-quality items, and the collapse of the RAG trade. As an organisation, we have not been immune to these challenges and as a result Retail income failed to meet budget in this financial year.

The majority of the Group's fundraising is managed in house, although we do work with professional fundraising agencies in some cases where it is more cost-effective to do so. Due diligence is conducted with any new supplier, and training and mystery shopping are in place to ensure that third-party practices are in line with our own values, particularly in relation to ethical practices when working with potentially vulnerable people. This year saw our continued membership with the Fundraising Regulator, and we abide by the direct marketing and fundraising codes of practice. We received 21 complaints about fundraising during this period.

Support Services

Following the merger of the two hospice organisations, we have taken a comprehensive review and restructure of support functions to streamline operations. Departments such as Finance, IT and Fundraising & Communications have been integrated across the hospices to improve efficiency, align objectives and provide a consistency of delivery.

The Group also reviewed systems and processes to consolidate activity, assessing existing systems across both organisations and integrating or procuring joined-up platforms and tools that harmonise activity, improve visibility and accountability and avoid duplication. Payroll, accounting, e-learning and risk reporting systems, along with associated processes, have now been consolidated and are in operation across all Group staff, increasing efficiency, reducing costs and aligning colleague activity.

Looking Forward

In 2025/26, Southern Hospice Group (SHG) will focus on delivering the second year of its merger business case following the successful merger of Chestnut Tree House, Martlets, and St Barnabas House in 2024/25.

Our strategic and corporate objectives for the 2025/26 are designed to support our priorities of delivering safe and effective services across our catchment areas whilst moving toward long-term financial sustainability.

Strategic Objectives:



stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Corporate Objectives:



Our Business Plan for 2025/26 focuses on growing and diversifying income; productivity and efficiency; and service transformation. This will be delivered using our corporate objectives as a framework.

Support and develop our people:

We will:

- Create a supportive culture which keeps people safe to do their jobs.
- Provide a strong focus on organisational design and development that enables us to have the right people, with the right skills, in the right roles.
- Ensure that the organisation is a great place to work to attract and retain talented individuals.

Grow pathways and opportunities with partners:

We will:

- Embed new income streams.
- Seek further contractual opportunities with partners.

Deliver services that are effective, efficient and caring through Clinical Integration:

We will:

- Successfully deliver our clinical integration programme of work and align our clinical services where it makes sense to do so.
- Speak with one voice.
- Make our resources go further by delivering efficiencies and change that will provide safe and effective care for all who need us.

Establish our new organisation:

We will:

- Consolidate our business as usual as a merged organisation.
- Ensure that the benefits of the merger are fully realised.
- Ensure that functional teams are consolidated to leverage combined expertise and synergies.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Develop a plan for financial sustainability:

We will:

- Secure new income streams from commercial opportunities.
- Work with the Sussex Hospice Alliance and NHS Partnership to maximise our income.
- Strengthen our financial resilience and sustainability through increased efficiencies.

Key Risks and Mitigations

Risk management plays a central role in our governance processes and requires the involvement of all levels of the organisation. Our strategic risks are largely within the realms of finance, workforce and demand and capacity pressures. The Board and Senior Leadership Team have reviewed our strategic and corporate risks on a regular basis, adjusting mitigation and controls as needed.

Risk	Mitigation
Finance: Continued operating deficits run down reserves which will eventually lead to solvency issues. Meanwhile our investment portfolio remains subject to current market volatility	Normal financial disciplines Monthly management of accounts Annual Organisational Cost Improvement Plan (CIP) 25/26 Review of future service delivery options Approved Business Plan 2025/26 Merger of all appropriate support functions Clinical Integration 25/26 Updated Purchasing & Procurement Policy Contracts review
Recruitment & retention: If we cannot recruit and retain the necessary workforce and volunteers, we will not be able to deliver excellent care and charity mission.	Digital campaigns Implementation of i-recruit Group pay and benefits review Employee forum launched Vacancy Approval Panel Launched
Staff engagement and morale: If there are low levels of staff engagement, this could create a poor culture, sub optimal outcomes and poor retention.	New programme of All Staff Webinars Volunteer thank you events Long service rewards People plan Pay and benefits review Group intranet launched Staff survey planned Q3 25/26
Challenging Fundraising landscape: Ongoing difficulties surrounding fundraising, including but not limited to, the cost-of-living crisis, static government contributions, and team stability, meaning that income potential is limited	Retail restructure and strategy planned for Q4 25/26Fundraising specific roles, including Legacy Administrations and stewardship. Hospice UK Legacy Programme 25/26 Planned review of Fundraising Q4 25/26
Clinical excellence: If we are unable to demonstrate delivery of clinical excellence in PEoLC, there is a risk to our	Clinical integration including review of service offer in response to local community needs

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

reputation as specialist providers within the system, and as leaders in best practice	Contribution to health and care system service planning and commissioning intentions Staff training and professional support including supervision and Schwartz rounds Dedicated time for continued professional development, appraisals and revalidation Robust statutory and mandatory training compliance
Capacity: If there is insufficient investment to accommodate the increased demand for Specialist Palliative and End-of-Life Services then there is a risk to quality care, service delivery and reputation	Understanding of population needs Clinical business continuity plans Open culture of reporting Prompt recruitment and low vacancy rates Effective internal and external stakeholder management i.e. commissioners
Compliance If the organisation cannot demonstrate compliance against regulatory frameworks there is a risk to safety, care delivery and reputation	Quality governance structures standardised across Group Self-assessment against requirements and external reviews Ongoing liaison and communication with regulators Clear leadership structures, including board and committees
Working Environment: If there is a lack of focus upon safe caring and inclusive working environment then there if a risk to workforce health, safety and well being	Health and safety working group with cross site representation from services Statutory and mandatory training programme with compliance monitoring Employee assist programme including mental health first aiders Work in confidence platform Health and well-being initiatives Employee Forum
Our estate: Lack of resilience and failure to make best use of states and assets may mean we cannot deliver objectives or respond to unanticipated events	Robust allocation of Hospice UK Capital Grant 25/26 Regular maintenance programme Estates Committee
Cyber security: Vulnerability to malware or cyber-attack could lead to loss of data, reputational and financial losses	IT infrastructure reviewed and weak points addressed Firewall in place Software updates Subscription via Trident to virus and malware alerts

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

	Mandatory regular cyber security training Cyber insurance in place Information governance group Multifactor authentication National cyber security centre notification service enabling early warning of cyber security threats
Investment: Risk of losses in investment portfolio leading to reduced financial stability for the business	Finance governance committee meet twice annually with investment managers who provide quarterly report.

Environmental Report

There is much we can still do to reduce our organisation's environmental impact and increase our sustainability. The first task is mapping and understanding our impact, which we undertake in line with the Greenhouse Gas Protocol (GHG); the second is reducing our carbon footprint through ongoing transformations.

Greenhouse Gas (GHG) Emissions

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, Southern Hospice Group continues to be engaged in a process aimed at reducing energy and greenhouse gas emissions. Our emissions have increased in this financial year, which is due to the formation of a new organisation (Southern Hospice Group), which brought together the St Barnabas and Martlets hospices and associated shops.

The Group maintains scopes one (1), two (2) and three (3) emissions, which include electricity and natural gas. Southern Hospice Group also maintain transport emissions inclusive of hospice owned/operated vehicles and employee owned/operated vehicles (whereby mileage is claimed as a business expense).

Southern Hospice Group has a longstanding commitment to tackling climate change. Calculated carbon footprint for the current financial year is 606.38 tCO2e, whilst energy consumption was 2,756,307 kWh (2,756 MWh).

Methodology

Southern Hospice Group has reported all emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. Reporting of calculated emissions is in line with the GHG Protocol Corporate Accounting and Reporting Standard and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2024.

The reporting period is the financial year 2024/2025, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

2024/25 Emissions

Scope	Energy Source	Tonnes CO2 equivalent (CO2e)
Scope 1	Gas, diesel, company vehicles	309.93
Scope 2	Electricity	250.11
Scope 3	T&D, personal vehicles	46.34
Total		**606.38**
All	Intensity metric	1.25

The intensity metric is based on a total FTE figure of 484.58 (headcount 599). Emissions have increased by 12.33% since the previous reporting period which is due to the acquisition of Martlets and subsequent shops as noted above.

Efficiency Measures Taken

- Inclusion of solar panels at St Barnabas House
- New boilers installed at Chestnut Tree House
- Purchase of renewable electricity supply contracts from March 2025

Objectives for 2025/2026

- Install low energy lighting across the portfolio where needed
- Installation of solar panels at Chestnut Tree House
- Upgrade of Rose Cottage 'cold room'

Southern Hospice Group will report on progress within the next set of financial accounts.

Financial Review

This reporting year (ending 31 March 2025) has been challenging as we continue the journey of merging our two organisations into one new Southern Hospice Group. There is continuing pressure in the hospice sector as costs increase, and income generation becomes ever more difficult as our generous donors also face financial pressures.

The merger, and creation of Southern Hospice Group, has involved merging of systems, cultures and teams, working towards group efficiencies and greater productivity. This comes with an element of financial strain, but we continue to work towards the benefits that we know this can bring.

Below, please find highlights of Southern Hospice Group's financial results for the financial year 2024/25, with stated 2023/24 comparatives including a full 12 months of Martlets Hospice results as a consequence of the use of merger accounting, see note 16 of the annual accounts for more details.

Reported income in the year was £30.3m which compares to £33.3m in 2024/25. Reported net deficit was £3.3m (2023/24 £3.1m), this is made up as follows:

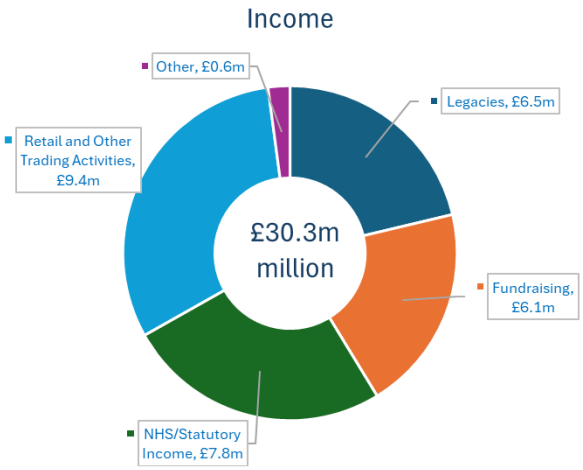
	£m
Southern Hospice Group operating deficit	(3.7)
Gains on investments	0.5
Total deficit	**(3.3)**

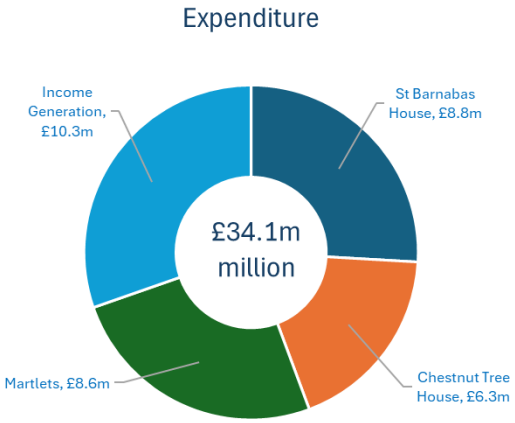
stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Income from legacies was £6.5m, up on the £5.7m from the previous year. Fundraising accounted for £6.1m of income, compared to £10.0m in 2024/25, with a drop in the income in Martlets post merger as we work on consolidating our marketing strategy across the group. Retail income including the associated gift aid was £5.6m (2023/24 - £4.0m), a tribute to the hard work of all the colleagues and volunteers who run our charity shops. Income from Domiciliary Care was £0.8m in the year, remaining flat against 23/24.

Grants from the NHS accounted for £4.8m (2023/24 - £4.8m), with contractual income of £1.7m (2023/24 - £1.3m). Together this statutory funding represents 23% of the costs of running our hospices. Investment income of £0.4m was down on £0.7m in the prior year. Education income remained at £0.2m. Investment market conditions over the year were not as buoyant as the prior year with a gain of £0.4m on investments recorded (2023/24 - £1.2m).





Investments: Policy and Performance

The trustees intend that the charity's invested assets are secured and enhanced, where possible, by investing in an equities, fixed income, alternatives, and cash portfolio. Each year, the trustees decide on the portfolio's appropriate rate of return.

The charity does not make investments in any stocks considered unethical in the context of the charity's objectives.

On appointment of W1M Wealth Management Ltd (formally Waverton Investment Management) at the end of the previous year, the trustees briefed a rate of return expectation of CPI +4%, with W1M managing the asset allocation to achieve this.

The investment income received for the year was £0.4m and an investment gain of £0.4m was recorded over the year.

Reserves Policy

Reserves are held by the charity to ensure it remains sustainable and continues to meet the needs of its community, in the event of adverse circumstances. It is intended to strengthen the charity's

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

resilience and capacity to manage unforeseen financial difficulties and ensure that delivery of the charitable purpose is not interrupted.

The Trustees review the reserves policy each year and this year have agreed to continue to apply the risk-based formula for target free reserves introduced three years ago.

The calculation results in a target free reserves range of £12.9m to £17.2m. Free reserves are defined as those reserves that are not restricted, designated, or held as fixed assets.

The table below shows the calculation for the amount of free reserves on 31 March 2025. At £22.5m our free reserves are above the targeted range; however the group expects post-merger deficits to reduce this value in the coming years.

Total reserves at 31 March 2025	48.5
Less:	
Restricted reserves	0.2
Designated reserves	25.8
Free reserves at 31 March 2025	22.5

Going Concern

The Trustees believe that the going concern basis is appropriate for the preparation of accounts, as explained in note 1.2 to the financial statements.

Disclosure of Information to the Auditors

Each of the trustees has confirmed that there is no information of which they are aware that is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have undertaken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Engagement with Suppliers, Customers and Others

During the period, the Charity continued to engage with suppliers. We work with local suppliers where we can, agreeing balanced and fair contractual terms and paying supplier invoices promptly. As a hospice organisation, we have a range of stakeholders such as patients, families, volunteers, and retail customers.

Engagement with stakeholders is further set out in the s172(1) Statement.

Governance

Southern Hospice Group is a company limited by Guarantee (company number 00930107) and registered with Companies House, and is a charity registered in England and Wales (256789). It is regulated by the Charity Commission.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Our governing Board of Trustees is committed to maintaining a high standard of corporate governance. Its members, all of whom are non-executive, bring a broad range of relevant experience and skills to Trustee discussions.

Trustees are appointed by the Board, subject to approval by the Association at the AGM. They serve a maximum of nine years (three terms of three years). They have full access to the e-learning induction programme for staff, with some modules being mandatory for all Trustees.

Trustee indemnity insurance was paid by the charity and was in place for all appointed Trustees throughout the period and at the time of approval of the report.

The names of the current Trustees are shown on page 3. All served throughout the year with the exception of the following who resigned during the year:
Rebecca Crook, resigned October 2024
Stuart Palma, resigned January 2025

There are seven committees of the Board as at Year End 2025:

- The Quality & Performance Committee
- Finance Committee
- Audit Committee
- People Committee
- Estates and Facilities Committee
- Income Generation & Communications Committee
- Remuneration Committee

Committees may include specialists who are not members of the Board, but who volunteer to use their expertise to assist the committees. There are clear distinctions between the roles of the Trustees and the leadership team, to whom day-to-day management is delegated. Matters such as policy and strategic plans are prepared by the leadership team, for consideration and approval by the Trustees.

Southern Hospice Group owns five subsidiary companies:

- Southern Hospice Trading Limited (name changed February 2025), formerly St Barnabas Hospices (Sussex) Trading Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to Southern Hospice Group.
- The Martlets Hospice Limited is currently a subsidiary charity but is in the process of being formally merged into Southern Hospice Group under one registered charity number with the Charity Commission.
- The Martlets Trading Co Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to Southern Hospice Group.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

- Southern Hospice Group Home Care Ltd (name changed July 2025), formerly Martlets Care Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, privately arranged domiciliary care agency services. All the profits from the trading company are donated to Southern Hospice Group.
- St Barnabas Hospice (Worthing) Projects Limited, whose principal activity was to design, manage and build the new adult hospice. This company was dissolved on 3 June 2025.

Remuneration

Following the pay review in 2022-23, Southern Hospice Group continues to pay a Real Living Wage and has increased pay of its Real Living Wage employees to reflect this and ensure colleagues are paid fairly. Following the merger we also undertook a pay and benefits review to ensure pay parity and consistency in contracts.

As an organisation we undertake full and fair consideration of all applications for employment where candidates' aptitudes and abilities are consistent with adequately meeting the requirements of the role. This is in line with our equality, diversity and inclusion policy. Training and development needs for all individuals are identified through our probation and appraisal processes, which also support with the identification of career development and promotion opportunities. Our in-house Education team provides support and training, which is available to all employees, including those with disabilities. This is further supported by our health and wellbeing policy to ensure we are caring for all of our employees, should illness or disability impact them at any time.

We have a remuneration committee of Trustees. The policy (approved in 2022) is based around benchmarking externally with flexibility as required, particularly for roles that are difficult to benchmark. The salaries of all individuals who report to the CEO, and that of the CEO themselves, are individually approved by the remuneration committee, as is the overall policy.

Gender Pay Gap reporting

Southern Hospice Group complies with the Equality Act and does not discriminate on the grounds of gender.

As a hospice charity our workforce profile is reflective of the wider care sector, and the majority of our workforce is female. In April 2023 we introduced a new pay and grading structure to simplify our approach to pay and ensure equality of pay across the organisation for the same job regardless of gender. To improve the level of pay for lower paid roles we also became a Real Living Wage Employer. We operate a bonus pay system for eligible colleagues which is triggered by certain annual financial targets.

Given the number of males compared to females employed within the work areas eligible for a bonus, small fluctuations in headcount can have a significant impact on the mean and median gender pay gap.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

At the hospices, women earn 96p for every £1 that men earn when comparing median hourly pay. Their median hour pay is 4.3% lower than men's. When comparing mean (average) hourly pay, women's mean hourly pay is 2.9% lower than men's.

Looking at the % of women who occupy jobs across the organisation, women occupy 90% of the highest paid jobs and 91% of the lowest paid jobs.

Upper hourly pay quarter (highest paid)	women 90%	men 10%
Upper middle hourly pay quarter	women 89%	men 11%
Lower middle hourly pay quarter	women 86%	men 14%
Lower hourly pay quarter (lowest paid)	women 91%	men 9%

Across the hospices, women earn £2.45 for every £1 that men earn comparing median bonus pay. Their median bonus pay is 145.14% higher than men's. When comparing mean (average) bonus pay, women's mean bonus pay is 295.95% higher. 2.1% of men receive a bonus, and 9.3% of women. Our bonus scheme is run across our retail operation only.

Section 172 (1) Statement

This statement is intended by the Board of Trustees to set out how they have approached and met their responsibilities under s172(1)(a) to (f) of the Companies Act 2006, in the period ending 31 March 2025.

Stakeholders of the Charity include employees, patients, families, volunteers, suppliers, customers, and the community in which it operates.

The Trustees, both individually and collectively, consider that they have acted in good faith to promote the success of the Charity for the benefit of its stakeholders (having regard to the matters set out in s172 of the Act) in the decisions taken during the period. In particular:

- To ensure the Board takes account of the likely consequences of their decisions in the long term, they receive regular and timely information on all the key areas of the business including financial performance, operational matters, health & safety, environmental reports, risks and opportunities. The Charity's performance and progress are also reviewed regularly at Board and senior leadership meetings.
- The Charity's employees are fundamental to the success of the Charity and, as such, the Board continually enhances its methods of engagement. The senior leadership team routinely provides employees with information on matters of concern, including performance and the financial position, using a variety of formats, such as face-to-face meetings. Staff are consulted on matters which are likely to affect their interests, both in groups and, where appropriate, on an individual basis. Interest groups, such as staff surveys are carried out regularly, and the results carefully analysed and acted upon.

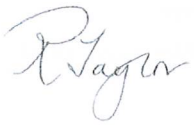
stbh.org.uk chestnut.org.uk martlets.org.uk

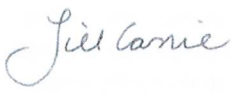
President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

- Patient care is at the heart of the Charity, and it is essential to provide sustainable healthcare true to the Charity's values: caring, courageous and connected. This was the key perspective by which the Board assessed the business case for the merger with Martlets. The Trustees' intentions are to behave responsibly toward all stakeholders and treat them fairly and equally, whilst pursuing the long-term success of the Charity. The Trustees have overall responsibility for determining the Charity's vision, mission, values and strategy and for ensuring high standards of governance.

The primary aim of the Trustees is to promote the Charity's mission to provide comfort, dignity and choice for adults, young people and children with life-limiting illness through specialist and supportive care, ensuring the sustainable success of the Charity, and contributing to the wider society.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as Company Directors. Approved and authorised for issue by the Trustees on, and signed on their behalf, by:





Jill Carnie and Ruth Taylor
Co-Chairs



Steve Johnson
Treasurer

Date: 01 October 2025

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles of the Charities SORP (FRS 102).
- make judgements and accounting estimates that are reasonable and prudent:
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

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

stbh.org.uk chestnut.org.uk martlets.org.uk

President: Lord Henry, Earl of Arundel.
Southern Hospice Group is a charity registered in England (Registered Charity Number 256789) and is incorporated as a company limited by guarantee (registered in England Number 930107).

Independent auditors' report to the Members of Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd)

Opinion

We have audited the financial statements of Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd) (the 'parent charitable company') and its subsidiaries (the 'group') for the Year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Independent auditors' report to the Members of Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd) (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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 for the financial Year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

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

Responsibilities of trustees

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

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

Independent auditors' report to the Members of Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd) (continued)

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and sector as a whole, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission (CQC) regulations, restrictions imposed by charity law on the use of restricted funds, health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Charities SORP (FRS 102) 2019 and consider other factors such as tax legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as legacy income recognition.

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Reviewing correspondence with relevant tax and regulatory authorities including the most recent CQC reports; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgments made by management in its significant accounting estimates; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

Independent auditors' report to the Members of Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd) (continued)

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves Audit LLP

Lucy Hammond BSc FCA (Senior statutory auditor)
for and on behalf of
Kreston Reeves Audit LLP
Chartered Accountants
Statutory Auditor
Chichester

21 October 2025

Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd)
(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2025

	Note	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Income from:					
Donations and legacies	3	**354**	**12,530**	**12,884**	16,045
Charitable activities		**7,025**	**730**	**7,755**	6,789
Other trading activities		**-**	**9,054**	**9,054**	9,755
Investments	6	**-**	**487**	**487**	729
Other income		**-**	**157**	**157**	41
Total income		**7,379**	**22,958**	**30,337**	33,359
Expenditure on:					
Raising funds	5	**-**	**10,338**	**10,338**	10,747
Charitable activities		**6,802**	**16,939**	**23,741**	27,017
Total expenditure		**6,802**	**27,277**	**34,079**	37,764
Net income/(expenditure) before net gains on investments		**577**	**(4,319)**	**(3,742)**	(4,405)
Net gains on investments		**-**	**463**	**463**	1,256
Net income/(expenditure)		**577**	**(3,856)**	**(3,279)**	(3,149)
Transfers between funds	17	**(628)**	**628**	**-**	-
Net movement in funds		**(51)**	**(3,228)**	**(3,279)**	(3,149)
Reconciliation of funds:					
Total funds brought forward		**223**	**51,543**	**51,766**	54,915
Net movement in funds		**(51)**	**(3,228)**	**(3,279)**	(3,149)
Total funds carried forward		**172**	**48,315**	**48,487**	51,766

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

The notes on pages 35 to 64 form part of these financial statements.

Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd)
(A company limited by guarantee)
Registered number: 0930107

Consolidated balance sheet as at 31 March 2025

	Note		2025 £000		2024 £000
Fixed assets					
Tangible assets	11		**24,421**		25,541
Investments	12		**15,073**		17,341
			39,494		42,882
Current assets					
Stocks		**25**		46	
Debtors	13	**4,342**		2,430	
Cash at bank and in hand		**6,003**		8,409	
		10,370		10,885	
Current liabilities					
Creditors: amounts falling due within one year	14	**(1,324)**		(1,932)	
Net current assets			**9,046**		8,953
Total assets less current liabilities			**48,540**		51,835
Creditors: amounts falling due after more than one year	15		**(53)**		(69)
Net assets			**48,487**		51,766
Total net assets			**48,487**		51,766
Charity funds					
Restricted funds	17		**172**		223
Unrestricted funds	17		**48,315**		51,543
Total funds			**48,487**		51,766

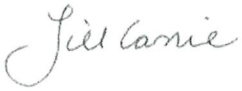
Consolidated balance sheet (continued)
as at 31 March 2025

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

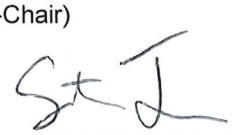
The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
Ruth Taylor
(Co-Chair)



.....
Jill Carnie
(Co-Chair)



.....
Steven Johnson
(Treasurer)

Date: 1 October 2025

The notes on pages 35 to 64 form part of these financial statements.

Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd)
(A company limited by guarantee)
Registered number: 0930107

Charity balance sheet
as at 31 March 2025

	Note		2025 £000		2024 £000
Fixed assets					
Tangible assets	11		**24,421**		25,541
Investments	12		**15,109**		17,377
			39,530		42,918
Current assets					
Stocks		**5**		46	
Debtors	13	**4,433**		3,356	
Cash at bank and in hand		**5,950**		8,343	
		10,388		11,745	
Current liabilities					
Creditors: amounts falling due within one year	14	**(1,321)**		(2,799)	
Net current assets			**9,067**		8,946
Total assets less current liabilities			**48,597**		51,864
Creditors: amounts falling due after more than one year	15		**(53)**		(69)
Net assets			**48,544**		51,795
Total net assets			**48,544**		51,795
Charity funds					
Restricted funds	17		**184**		223
Unrestricted funds	17		**48,360**		51,572
Total funds			**48,544**		51,795

Charity balance sheet (continued)
as at 31 March 2025

The Charity's net movement in funds for the year was £(3,251k) (2024 - £(3,199k)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
Ruth Taylor
(Co-Chair)



.....
Jill Carnie
(Co-Chair)



.....
Steven Johnson
(Treasurer)

Date: 1 October 2025

The notes on pages 35 to 64 form part of these financial statements.

Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd)
(A company limited by guarantee)

Consolidated statement of cash flows for the year ended 31 March 2025

	2025 £000	2024 £000
Cash flows from operating activities		
Net cash used in operating activities	**(5,464)**	2,104
Cash flows from investing activities		
Dividends, interests and rents from investments	**(487)**	(729)
Purchase of tangible fixed assets	**(606)**	(7,715)
Proceeds from sale of investments	**16,029**	6,395
Purchase of investments	**(11,878)**	(2,268)
Net cash provided by/(used in) investing activities	**3,058**	**(4,317)**
Change in cash and cash equivalents in the Year	**(2,406)**	**(2,213)**
Cash and cash equivalents at the beginning of the Year	**8,409**	10,622
Cash and cash equivalents at the end of the Year	**6,003**	8,409

The notes on pages 35 to 64 form part of these financial statements

Notes to the financial statements
for the year ended 31 March 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

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

Southern Hospice Group (formerly St Barnabas Hospices (Sussex) Ltd) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

On 1 February 2024, the Martlets Group joined the Southern Hospice Group. During the year ended 31 March 2025, the assets and liabilities of The Martlets Hospice Limited and Martlets Trading Limited were hived up into the Parent Charity. In accordance with FRS 102 and the Charities SORP, this group reconstruction has been accounted for using merger accounting resulting in the SOFA and balance sheet for the prior year being restated to include the relevant Martlets entities.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The Financial statements are prepared in sterling and rounded to the nearest £1,000.

1.2 Going concern

The financial statements for the Group and parent charity are prepared on a going concern basis as the Trustees' believe that no material uncertainties exist. After reviewing the group's and parent charity's forecasts and projections, the Trustees have a reasonable expectation that the group and parent charity have adequate resources to continue in operational existence for the foreseeable future.

1. Accounting policies (continued)

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Donated goods and services have not been recognised in these financial statements as it is not practicable to do so as the cost outweighs the benefit.

1. Accounting policies (continued)

1.4 Expenditure

Expenditure is recognised on an accruals basis. Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity comprising the salary and overhead costs of the central function is apportioned on an estimate of the staff time attributable to each activity.

Fundraising costs comprise costs incurred in encouraging people and organisations to contribute financially to the charity's work. Costs of charitable activities are those costs incurred in relation to the objectives of the charity.

Governance costs are associated with meeting the constitutional and statutory arrangements of the charity, including external audit and the cost of preparing statutory accounts, the cost of trustees' meetings and other costs involved with the charity's strategic management.

1.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Gift Aid

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Charity under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as income in the Consolidated statement of financial activities.

1.7 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

1. Accounting policies (continued)

1.8 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- straight line over 30 years
Leasehold property: shops	- straight line over period of the lease
Leasehold property: Chestnut House and Martlets	- straight line over 30 years
Leasehold improvements	- straight line over 20 years
Motor vehicles	- 25% per annum straight line
Fixtures and fittings	- 25%, 10% or 2% per annum straight line
Computer equipment	- 25% per annum straight line
Freehold land	- not depreciated

Assets costing less than £5,000, are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

1.9 Investments

Listed investments are stated at market value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities and investment income is credited to income on an accruals basis. Investment management costs are charged as expenditure out of the relevant income funds.

Investments in subsidiaries are valued at cost less provision for impairment.

1.10 Stocks

Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.11 Debtors and creditors receivable / payable within one year

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

1.12 Cash at bank and in hand

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

1.13 Liabilities and provisions

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

1. Accounting policies (continued)

1.14 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

1.15 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.16 Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in equal amounts over the period of the lease.

1.17 Pensions

The parent charity operated a defined benefit scheme on behalf of employees – the NHS Pension Scheme. This scheme is a multi employer scheme where assets and liabilities of the scheme, applicable to each employer, are not separately identified. Therefore, the pension charge recorded in these financial statements is the amount of contributions payable on a defined contribution basis in the accounting year, plus any deficit funding agreed during the year to be paid in future years, in accordance with Financial Reporting Standard 102.

In addition, two defined contribution schemes are operated by the parent charity. Contributions payable are charged in the period to which they relate. Further information on the pension schemes can be found in note 22.

1.18 Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor or when funds are raised for a particular restricted purpose. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the financial statements
for the year ended 31 March 2025

2. Critical accounting estimates and areas of judgment

In applying the above accounting policies, the Trustees are required to make estimates and judgments.

Critical accounting estimates and assumptions:

The Trustees makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The key sources of estimation uncertainty relate to the recognition of income from legacies, where the actual amount received may differ from that initially recognised, and tangible fixed assets, which are stated at their deemed cost less provision for depreciation. The charity at acquisition determines the reliable estimates for the useful life of the asset and its residual value. These estimates are based upon factors such as the expected use of the acquired asset and market conditions. At subsequent reporting dates the trustees consider whether there are any factors that indicate that there would be a need to reconsider the estimates used.

Critical areas of judgment:

The key judgments applied in these financial statements are in determining the allocation of funds as restricted or designated.

Notes to the financial statements
for the year ended 31 March 2025

3. Income from donations and legacies

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Donations	354	5,708	**6,062**
Legacies	-	6,457	**6,457**
Retail gift aid donations	-	365	**365**
	354	12,530	**12,884**

The Group has an estimated £4,395k (2024: £4,290k) in contingent assets in respect of potential legacy income. This relates to outstanding legacies at the year end which did not meet the recognition criteria, but which are expected to be recognised in the next financial year.

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
Donations	682	9,319	10,001
Legacies	-	5,721	5,721
Retail gift aid donations	-	323	323
	682	15,363	16,045

4. Income from charitable activities

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
NHS grants	4,794	-	**4,794**
Contractual income	1,567	134	**1,701**
Other grants	664	436	**1,100**
Education income	-	160	**160**
	7,025	730	**7,755**

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
NHS grants	4,789	-	4,789
Contractual income	1,119	165	1,284
Other grants	-	479	479
Education income	56	181	237
	5,964	825	6,789

The parent charity received a restricted grant from the Coastal West Sussex Clinical Commissioning Group (CCG) of £1,469k (2024: £1,460k) for St Barnabas House. The parent charity received a restricted grant from the Department of Health of £695k (2024: £680k) for Chestnut Tree House. The parent charity received £2,630k (2024: £2,649k) for Martlets from NHS Brighton and Hove Clinical Commissioning Group (CCG) and NHS High Weald Lewes Havens Clinical Commissioning Group.

Statutory contract income of £1,701k (2024: £1,284k) was received for the provision of care at St Barnabas House and Chestnut Tree House from local county councils and Coastal West Sussex CCG.

In the year ending 31 March 2025 other grant income includes funding from Hospice UK for a capital grant of £621k (2024: £Nil).

5. Income and expenditure from raising funds

	Retail 2025 £000	**Fundraising 2025 £000**	**Care 2025 £000**	**Total 2025 £000**
Legacies (note 3)	-	6,457	-	**6,457**
Donations and retail gift aid donations (note 3)	364	6,063	-	**6,427**
Income from trading activities	5,210	3,015	829	**9,054**
Income from raising funds	**5,574**	**15,535**	**829**	**21,938**
	-	-	-	**-**
Salary costs (note 7)	(2,588)	(1,813)	(672)	**(5,073)**
Other costs excluding retail depreciation	(1,772)	(1,495)	(76)	**(3,343)**
Expenditure on raising funds	**(4,360)**	**(3,308)**	**(748)**	**(8,416)**
Surplus before support costs and depreciation	1,213	12,227	80	**13,520**
Support costs (note 7)	(850)	(1,014)	(57)	**(1,921)**
Total Contributions from raising funds	**363**	**11,213**	**23**	**11,599**

Support salaries are included in support costs.

In the year ended 31 March 2025, of the total income from trading activities, £nil (2024: £nil) was to restricted funds.

Comparative information

	Retail 2024 £000	Fundraising 2024 £000	Total 2024 £000
Legacies (note 3)	-	5,721	**5,721**
Donations and retail gift aid donations (note 3)	242	10,081	**10,323**
Income from trading activities	3,796	5,959	**9,755**
Income from raising funds	**4,038**	**21,761**	**25,799**
Salary costs (note 7)	(1,779)	(1,726)	**(3,505)**
Other costs excluding retail depreciation	(1,043)	(1,650)	**(2,693)**
Expenditure on raising funds	**(2,822)**	**(3,376)**	**(6,198)**
Surplus before support costs and depreciation	1,157	8,118	**9,275**
Support costs (note 7)	(640)	(650)	**(1,290)**
Total Contributions from raising funds	**517**	**7,468**	**7,985**

6. Investment income

	Unrestricted funds 2025 £000	Total funds 2025 £000
Income from listed investments	438	**438**
Interest receivable	49	**49**
	487	**487**

	Unrestricted funds 2024 £000	Total funds 2024 £000
Income from listed investments	656	656
Interest receivable	73	73
	729	729

Notes to the financial statements
for the year ended 31 March 2025

7. Total expenditure

	Staff costs excluding support salaries 2025 £000	Other costs 2025 £000	Support costs including support salaries 2025 £000	Total funds 2025 £000
Charitable activities				
St Barnabas House	5,773	811	2,244	**8,828**
Chestnut Tree House	3,524	1,089	1,668	**6,281**
Martlets Hospice	5,279	1,437	1,914	**8,630**
Total charitable activities	14,576	3,338	5,826	**23,740**
Raising funds	5,074	3,344	1,921	**10,339**
Total expenditure	19,650	6,682	7,747	**34,079**

	Raising funds £000	Charitable activities £000	Total 2025 £000
Support cost allocation			
Support staff costs	1,118	3,392	**4,510**
Premises, technology and other costs	803	2,434	**3,237**
	1,921	**5,826**	**7,747**

Comparative information	Staff costs excluding support salaries 2024 £000	Other costs 2024 £000	Support costs including support salaries 2024 £000	Total funds 2024 £000
Charitable activities				
St Barnabas House	6,479	1,517	2,110	**10,106**
Chestnut Tree House	3,503	1,069	1,357	**5,929**
Martlets Hospice	5,045	1,174	4,763	**10,982**
Total charitable activities	15,027	3,760	8,230	**27,017**
Raising funds	5,610	3,438	1,699	**10,747**
Total expenditure	20,637	7,198	9,929	**37,764**

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2024 £000
Support staff costs	755	3,810	**4,565**
Premises, technology and other costs	944	4,420	**5,364**
-	**1,699**	**8,230**	**9,929**

In the year ended 31 March 2025, £6,759k of the total expenditure on charitable activities was from restricted funds (2024: £4,053k).

Governance costs of the parent total £69k (2024: £53k) relating to the parent charity auditor's remuneration (note 8), trustees' insurance and expenses (note 10) are included within 'Premises, technology and other costs'.

8. Auditors' remuneration

	2025	2024
	£000	£000
Fees payable to the Group's auditor and its associates for audit related work	**68**	45
Fees payable to the Group's auditor and its associates for non-audit related work	**1**	8
Fees payable to the Subsidiaries' auditor and its associates for audit related work	**13**	21

9. Staff costs

	Group 2025	Group 2024	**Charity 2025**	Charity 2024
	£000	£000	**£000**	£000
Wages and salaries	**20,272**	19,840	**20,064**	19,739
Social security costs	**1,943**	1,873	**1,929**	1,864
Contribution to defined contribution pension schemes	**1,596**	1,489	**1,588**	1,484
	23,811	23,202	**23,581**	23,087

During the year ended 31 March 2025, the charity paid £90K (2024: £16K) of redundancy payments to 6 (2024: 5) employees. There were no unpaid amounts at the balance sheet date.

During the year ended 31 March 2025, the charity paid £79K (2024: £Nil) of ex-gratia payments to 11 (2024: Nil) employees. There were no unpaid amounts at the balance sheet date.

The average number of persons employed (full time equivalent) by the Charity during the Year was as follows:

	Group 2025	Group 2024	**Charity 2025**	Charity 2024
	No.	No.	**No.**	No.
St Barnabas House	**137**	143	**137**	143
Chestnut Tree House	**102**	104	**102**	104
Education, Quality & Research	**10**	15	**10**	15
Income generation	**168**	153	**126**	111
Governance	**1**	1	**1**	1
Martlets	**120**	200	**120**	200
	538	616	**496**	574

The average total headcount of the group was 738 (2024 - 810).

9. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	Group 2024 No.
In the band £60,001 - £70,000	**6**	9
In the band £70,001 - £80,000	**3**	4
In the band £80,001 - £90,000	**4**	5
In the band £90,001 - £100,000	**1**	2
In the band £100,001 - £110,000	**1**	-
In the band £110,001 - £120,000	**2**	1
In the band £120,001 - £130,000	**1**	1
In the band £140,001 - £150,000	**-**	1
In the band £160,001 - £170,000	**-**	1
In the band £170,001 - £180,000	**-**	1
In the band £200,001 - £210,000	**1**	-

The aggregate pension contributions made by the charity on behalf of higher paid staff was £159,807 (2024 - £118,977). The number of higher paid staff accruing benefits in defined contribution and defined benefit pension schemes was 8 and 10 respectively (2024: 10 and 9).

The total amount of employee remuneration and benefits received by key management personnel was £935K (2024: £1,092K).

10. Trustees' remuneration and expenses

During the Year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the Year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

Trustees' indemnity insurance of £2.5k (2024: £5k) is paid by the parent charity.

Notes to the financial statements
for the year ended 31 March 2025

11. Tangible fixed assets

Group

	Freehold property £000	Long-term leasehold property £000	Short-term leasehold property £000	Motor vehicles £000	Fixtures and fittings £000	Computer equipment £000	Other fixed assets £000	Total £000
Cost or valuation								
At 1 April 2024	**13,132**	**17,031**	**1,335**	**350**	**8,233**	**264**	**495**	**40,840**
Additions	**388**	**-**	**-**	**63**	**155**	**-**	**-**	**606**
Disposals	**-**	**-**	**-**	**(74)**	**(29)**	**-**	**-**	**(103)**
At 31 March 2025	**13,520**	**17,031**	**1,335**	**339**	**8,359**	**264**	**495**	**41,343**
Depreciation								
At 1 April 2024	**4,504**	**4,679**	**136**	**350**	**5,270**	**169**	**190**	**15,298**
Charge for the Year	**161**	**576**	**69**	**4**	**859**	**39**	**19**	**1,727**
On disposals	**-**	**-**	**-**	**(74)**	**(29)**	**-**	**-**	**(103)**
At 31 March 2025	**4,665**	**5,255**	**205**	**280**	**6,100**	**208**	**209**	**16,922**
Net book value								
At 31 March 2025	**8,855**	**11,776**	**1,130**	**59**	**2,259**	**56**	**286**	**24,421**
At 31 March 2024	8,628	12,352	1,199	-	2,963	94	305	25,541

Notes to the financial statements
for the year ended 31 March 2025

11. Tangible fixed assets (continued)

Charity

	Freehold property £000	Long-term leasehold property £000	Short-term leasehold property £000	Motor vehicles £000	Fixtures and fittings £000	Computer equipment £000	Other fixed assets £000	Total £000
Cost or valuation								
At 1 April 2024	**13,132**	**17,031**	**1,335**	**350**	**8,233**	**264**	**495**	**40,840**
Additions	**388**	**-**	**-**	**63**	**155**	**-**	**-**	**606**
Disposals	**-**	**-**	**-**	**(74)**	**(29)**	**-**	**-**	**(103)**
At 31 March 2025	**13,520**	**17,031**	**1,335**	**339**	**8,359**	**264**	**495**	**41,343**
Depreciation								
At 1 April 2024	**4,504**	**4,679**	**136**	**350**	**5,270**	**169**	**190**	**15,298**
Charge for the Year	**161**	**576**	**69**	**4**	**859**	**39**	**19**	**1,727**
On disposals	**-**	**-**	**-**	**(74)**	**(29)**	**-**	**-**	**(103)**
At 31 March 2025	**4,665**	**5,255**	**205**	**280**	**6,100**	**208**	**209**	**16,922**
Net book value								
At 31 March 2025	**8,855**	**11,776**	**1,130**	**59**	**2,259**	**56**	**286**	**24,421**
At 31 March 2024	8,628	12,352	1,199	-	2,963	94	305	25,541

Notes to the financial statements
for the year ended 31 March 2025

11. Tangible fixed assets (continued)

Charity (continued)

The Freehold property in the parent charity relates to the shops, consisting of units at Rustington, Wick and Ferring, were professionally valued in March 2014 by C G Spratt and Son Limited, estate agents, surveyors and valuers, on an open market basis at £125,000, £220,000 and £150,000 respectively (total of £495,000) and are recognised as deemed cost on transition to SORP 2015 (FRS 102). These assets are being depreciated from their valuation date.

The historic cost of these shops at Rustington, Wick and Ferring is £45,000, £124,716 and £142,500 respectively.

Leasehold property, above, relates to leasehold property with less than 30 years remaining at the balance sheet date. There are no leases with more than 30 years remaining at the balance sheet date.

£621,000 of the additions in the year were funded by a restricted grant from Hospice UK, as shown in note 17.

Notes to the financial statements
for the year ended 31 March 2025

12. Fixed asset investments

Group	Listed investments £000	Other fixed asset investments £000	Total £000
Cost or valuation			
At 1 April 2024	**17,103**	**238**	**17,341**
Additions	**11,878**	**-**	**11,878**
Disposals	**(15,963)**	**(66)**	**(16,029)**
Revaluations	**1,883**	**-**	**1,883**
At 31 March 2025	**14,901**	**172**	**15,073**
Net book value			
At 31 March 2025	**14,901**	**172**	**15,073**
At 31 March 2024	17,103	238	17,341

Historic cost at 31 March 2025 was £13,757k (2024: £14,987k).

Charity	Investments in subsidiary companies £000	Listed investments £000	Other fixed asset investments £000	Total £000
Cost or valuation				
At 1 April 2024	**36**	**17,103**	**238**	**17,377**
Additions	**-**	**11,878**	**-**	**11,878**
Disposals	**-**	**(15,963)**	**(66)**	**(16,029)**
Revaluations	**-**	**1,883**	**-**	**1,883**
At 31 March 2025	**36**	**14,901**	**172**	**15,109**
Net book value				
At 31 March 2025	**36**	**14,901**	**172**	**15,109**
At 31 March 2024	36	17,103	238	17,377

13. Debtors

	Group 2025 £000	Group 2024 £000	**Charity 2025 £000**	Charity 2024 £000
Due within one year				
Amounts owed by group undertakings	**-**	-	**167**	1,005
Other debtors	**898**	1,104	**898**	1,088
Prepayments and accrued income	**3,444**	1,326	**3,368**	1,263
	4,342	2,430	**4,433**	3,356

14. Creditors: Amounts falling due within one year

	Group 2025 £000	Group 2024 £000	**Charity 2025 £000**	Charity 2024 £000
Trade creditors	**482**	448	**482**	434
Amounts owed to group undertakings	**-**	-	**-**	697
Other taxation and social security	**15**	159	**15**	146
Other creditors	**295**	80	**292**	282
Accruals and deferred income	**532**	1,245	**532**	1,240
	1,324	1,932	**1,321**	2,799

	Group 2025 £000	Group 2024 £000
Deferred income at 1 April 2024	**422**	-
Income deferred during the year on acquisition of The Martlets Hospice Limited	**-**	422
Amounts released from previous periods	**(422)**	-
	-	422

Deferred income in The Martlets Hospice Limited relates to grants received in advance of the year to which the related service was provided.

15. Creditors: Amounts falling due after more than one year

	Group 2025 £000	Group 2024 £000	**Charity 2025 £000**	Charity 2024 £000
Other creditors	**53**	69	**53**	69

16. Merger Accounting

On 1 February 2024, the Martlets Group joined the Southern Hospice Group. During the year ended 31 March 2025, the assets and liabilities of The Martlets Hospice Limited and Martlets Trading Limited were hived up into the Parent Charity. In accordance with FRS 102 and the Charities SORP, this group reconstruction has been accounted for using merger accounting resulting in the SOFA and balance sheet for the prior year being restated to include the relevant Martlets entities.

Notes to the financial statements
for the year ended 31 March 2025

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Unrestricted funds						
Designated funds						
Tangible fixed assets	**25,541**	**-**	**(1,727)**	**607**	**-**	**24,421**
CTH capital development	**150**	**-**	**-**	**(150)**	**-**	**-**
STBH capital development	**50**	**-**	**-**	**(50)**	**-**	**-**
Service Development fund	**5,170**	**-**	**-**	**(3,742)**	**-**	**1,428**
	30,911	**-**	**(1,727)**	**(3,335)**	**-**	**25,849**

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Other unrestricted funds						
General Funds	**20,632**	**22,958**	**(25,550)**	**3,963**	**463**	**22,466**
Total Unrestricted funds	**51,543**	**22,958**	**(27,277)**	**628**	**463**	**48,315**

17. Statement of funds (continued)

	Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Restricted funds						
Operating and equipment funds	**216**	**354**	**(398)**	**-**	**-**	**172**
Contracted income	**-**	**1,610**	**(1,610)**	**-**	**-**	**-**
NHS grant - St Barnabas House	**-**	**1,469**	**(1,469)**	**-**	**-**	**-**
Department of Health - Chestnut Tree House	**-**	**695**	**(695)**	**-**	**-**	**-**
NHS grant - Martlets	**-**	**2,630**	**(2,630)**	**-**	**-**	**-**
Hospice UK Capital Grant	**-**	**621**	**-**	**(621)**	**-**	**-**
Other	**7**	**-**	**-**	**(7)**	**-**	**-**
	223	**7,379**	**(6,802)**	**(628)**	**-**	**172**
Total of funds	**51,766**	**30,337**	**(34,079)**	**-**	**463**	**48,487**

17. Statement of funds (continued)

Designated funds

The tangible fixed assets funds represent charitable funds invested in operational fixed assets (at cost). The assets will be used throughout the time of activity of the Group. Expenditure from the funds represents the annual depreciation on the deemed cost of those assets. The transfers into the fund relates to adjustments arising on acquisitions and disposals.

The Chestnut Tree capital development fund was set up to cover the costs of a renovation programme centred around the children's bedrooms. This is now complete.

The St Barnabas capital development fund was set up to cover the costs of a renovation programme centred around the In-patient Unit and the Living Well area. This is now complete.

The Service Development fund was set up in 2021/22 to cover anticipated operating losses over the next three year period when the charity was consolidating activities and diversifying income streams.

Transfers out relate to monies spent or reallocated for other purposes during the year.

Restricted funds

The operating and equipment funds represent donations made for specific equipment purchases and running costs in the hospices. When specific assets are purchased a transfer is made to move the value from restricted funds to designated funds held as tangible fixed assets.

The NHS grant - St Barnabas House is provided by NHS Coastal West Sussex to cover partial operating costs of St Barnabas.

The Department of Health - Chestnut Tree House grant is provided to cover partial operating costs of Chestnut Tree House.

The NHS grant - Martlets is provided by NHS Brighton and Hove Clinical Commissioning Group and NHS High Weald Lewes Havens Clinical Commissioning Group to cover partial operating costs of Martlets.

Hospice UK Capital Grant - this represents income received from the government via Hospice UK to be spent on capital projects in the year of receipt.

Other restricted funds fully spent in the prior year related to:

- Coastal West Sussex CCG and Local County Councils provided income towards the Hospice at Home service and Funded Nights.
- HEE (Health Education England) and NHS Sussex Integrated Care Board to support costs of providing training for the palliative and end of life care workforce across Sussex.
- Capital restricted funds in relation to buildings work at Martlets Hospice.
- Carers Project - The Ernest Kleinwort Charitable Trust grant to a Martlets project to provide better support for Carers.
- Hospice at Home - restricted grants and donations .
- Heads on Charity/ NHS Charities Together - to support clinical nurse specialists caring for people at end of life in their own homes.

17. Statement of funds (continued)

- Other revenue funds (The Martlets Hospice) - These cash funds represent the income and expenditure of small restricted donations for various purposes.

Statement of funds - prior year

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2024 £000
Unrestricted funds						
Designated funds						
Tangible fixed assets	24,276	-	(1,048)	2,313	-	25,541
CTH capital development	1,000	-	-	(850)	-	150
STBH capital development	1,500	-	-	(1,450)	-	50
Service Development fund	8,680	-	-	(3,510)	-	5,170
	35,456	-	(1,048)	(3,497)	-	30,911

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2024 £000
Other unrestricted funds						
General Funds	16,810	24,731	(28,858)	6,693	1,256	20,632
Total Unrestricted funds	52,266	24,731	(29,906)	3,196	1,256	51,543

17. Statement of funds (continued)

.

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2024 £000
Restricted funds						
Operating and equipment funds	125	657	(591)	-	-	191
Contracted income	-	1,119	(1,119)	-	-	-
NHS grant - St Barnabas House	-	1,460	(1,460)	-	-	-
Department of Health - Chestnut Tree House	-	680	(680)	-	-	-
HEE Funded Activity	100	-	(100)	-	-	-
NHS Sussex Integrated Care Board	54	56	(85)	-	-	25
NHS grant - Martlets	-	2,649	(2,649)	-	-	-
Capital Funds	2,331	1,907	(1,042)	(3,196)	-	-
Carers Project	7	38	(45)	-	-	-
Hospice at Home	6	37	(43)	-	-	-
Heads On Charity/NHS Charities Together	7	-	(7)	-	-	-
Other	19	24	(36)	-	-	7
	2,649	8,627	(7,857)	(3,196)	-	223
Total of funds	54,915	33,358	(37,763)	-	1,256	51,766

Notes to the financial statements
for the year ended 31 March 2025

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Tangible fixed assets	-	24,421	**24,421**
Fixed asset investments	-	15,073	**15,073**
Current assets	172	10,198	**10,370**
Creditors due within one year	-	(1,324)	**(1,324)**
Creditors due in more than one year	-	(53)	**(53)**
Total	172	48,315	**48,487**

Analysis of net assets between funds - prior year

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	-	25,541	25,541
Fixed asset investments	-	17,341	17,341
Current assets	223	10,662	10,885
Creditors due within one year	-	(1.932)	(1,932)
Creditors due in more than one year	-	(69)	(69)
Total	223	51,543	51,766

Notes to the financial statements
for the year ended 31 March 2025

19. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £000	Group 2024 £000
Net expenditure for the year (as per Statement of Financial Activities)	**(3,279)**	(3,149)
Adjustments for:		
Depreciation charges	**1,727**	2,146
Loss of on impairment of assets	**-**	1,013
Losses on investments	**(1,883)**	(1,002)
Dividends, interests and rents from investments	**487**	729
Decrease in stocks	**21**	5
Decrease/(increase) in debtors	**(1,912)**	3,203
Decrease in creditors	**(625)**	(841)
Net cash provided by/(used in) operating activities	**(5,464)**	2,104

20. Analysis of cash and cash equivalents

	Group 2025 £000	Group 2024 £000
Cash in hand	**6,003**	8,409
Total cash and cash equivalents	**6,003**	8,409

21. Analysis of changes in net debt

	At 1 April 2024 £000	Cash flows £000	At 31 March 2025 £000
Cash at bank and in hand	**8,409**	**(2,406)**	**6,003**
	8,409	**(2,406)**	**6,003**

22. Pension commitments

Royal London Group Personal Pension Plan
This scheme is a defined contribution scheme, open to all employees under auto enrolment.

NHS Pension Scheme
The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and employees of other approved organisations. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. As such, it is not possible for the Group to identify its share of the assets and liabilities of the underlying scheme.

The Exchequer also funds the year-on-year difference between the Scheme's contribution income and the actuarially assessed growth in scheme liability, interest charges and other in year increases in liability.

During the year Group paid £1,596k in relation to the Defined contribution scheme, at the year end the group owed £212K (2024: £223K).

23. Operating lease commitments

At 31 March 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £000	Group 2024 £000	**Charity 2025 £000**	Charity 2024 £000
Not later than 1 year	**342**	392	**342**	392
Later than 1 year and not later than 5 years	**668**	963	**668**	963
Later than 5 years	**86**	133	**86**	133
	1,096	1,488	**1,096**	1,488

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2025 £000	Group 2024 £000	**Charity 2025 £000**	Charity 2024 £000
Operating lease rentals	**721**	612	**721**	536

24. Related party transactions

During the year the charity made the following related party transactions

University Hospitals Sussex - NHS Foundation Trust
During the year the charity purchased medical supplies totalling £54,646 (2024: £105,912) from University Hospitals Sussex - NHS Foundation. Mr D Rennie-Hale is a trustee of Southern Hospice Group and an employee of University Hospitals Sussex - NHS Foundation. The charity also made sales of £28,560 (2024: £50) in relation to the provision of training to the University Hospitals Sussex - NHS Foundation. At the year end an amount of £51,618 (2024: £448) was due to the University Hospitals Sussex - NHS Foundation from the charity.

NHS Sussex - ICB
During the year the charity recognised grant income of £72,720 (2024: £833,510) from NHS Sussex - ICB. The charity also recognised purchases totalling £4,774 (2024: £Nil). Mr S Palma was a trustee of Southern Hospice Group until 7 January 2025 and an employee of NHS Sussex - ICB for the full financial year. Subsequent to the year end he was appointed as Chief Executive of Southern Hospice Group. At the year end the charity was owed £349,711 (2024: £157,669) from NHS Sussex - ICB.

Leo House Children's Hospice
During the previous year, the charity received £342,035 from Leo House Children's Hospice. This was receipt of a grant for the work carried out by community nurses at Chestnut Tree House and the final payment included the full value of the remaining assets (all cash at bank) held by Leo House Children's Hospice at 15 March 2024 when that charity ceased to exist as a separate legal entity. Mr A Clark was a Trustee of Leo House (until cessation) and is a trustee of Southern Hospice Group. The grant agreement was already in place before Mr A Clark was appointed a Trustee of Southern Hospice Group.

25. Controlling party

The Trustees are the controlling party.

Notes to the financial statements
for the year ended 31 March 2025

26. Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Charity registration number	Registered office or principal place of business	Principal activity	Class of shares	Holding	Included in consolidation
Southern Hospice Trading Limited (formerly St Barnabas Hospices (Sussex) Trading Limited)	07157835		St Barnabas House, Titnore Lane, Worthing	Retail	Ordinary	100%	Yes
The Martlets Hospice Limited	02326410	802145	Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Provision of Care	Limited by guarantee	-%	Yes
The Martlets Trading Co Ltd	04557282		Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Retail	Ordinary	100%	Yes
Southern Hospice Group Home Care Ltd (formerly Martlets Care Limited)	06250709		Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Provision of Care and welfare services	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Profit/(Loss) / Surplus/ (Deficit) for the year £000	Net assets/(liabilities) £000
Southern Hospice Trading Limited (formerly St Barnabas Hospices (Sussex) Trading Limited)	**262**	**(222)**	**40**	**7**
The Martlets Trading Co Ltd	**829**	**(829)**	**-**	**(33)**
Southern Hospice Group Home Care Ltd (formerly Martlets Care Limited)	**829**	**(806)**	**23**	**8**

Southern Hospice Group

England & Wales - Charity number 256789

Accounts

St Barnabas Hospices

Annual Report and Accounts

2023-2024



St Barnabas House
Hospice Care

Chestnut Tree House
Children's Hospice Care

Contents

06 An introduction from our Chair and Chief Executive

08 Our Annual Report

09 Our impact in numbers 2023-2024

14 Making progress

18 St Barnabas Hospices and Martlets merger

20 Our mission and the year ahead

22 Quality progress

26 Our environmental report

29 Risks and challenges

32 Fundraising

33 Thank yous

35 Financial Review

40 Structure, Governance and Accountability

44 Our President and Patrons

47 Trustees' Statements

51 Auditors' report

55 Financial statements



St Barnabas Hospices (Sussex) Limited



St Barnabas Hospices (Sussex) Limited

An introduction from our Chair and Chief Executive

An introduction from our Chair and Chief Executive

Over the past year, St Barnabas Hospices has encountered many obstacles, and met them head on. These are increasingly challenging times for the sector, as we are far from immune to flagging socio-economic conditions.

Yet, by considering how best to build sustainably onto the core of our mission – providing care and support for adults, children and young people with life-limiting conditions, and their families – it has also become a key year for this organisation.

During this reporting year we announced the now-ongoing merger between St Barnabas Hospices and Martlets Hospice. As we move through this period of transition, our goal is to allow each hospice to continue to offer seamless care at the highest possible level. But while our patients and families won't yet experience change due to the merger, behind the scenes a great deal is going on: we believe that, looking back, this will be seen as a key moment in the history of our organisation, and a positive step forward for palliative and end-of-life care in Sussex and South East Hampshire. We are excited about the possibilities and opportunities that this merger brings and look forward to continuing our shared mission of providing outstanding hospice care to those that need it.

We are pleased to present our annual report and accounts for the past year. Within these pages, you will find a candid reflection of the challenges, successes, and unwavering dedication that have defined our journey over the past twelve months.

Demand for our services continues to grow against a continuing backdrop of financial insecurity, health system pressures and challenges with recruitment of clinical staff, and it is more important than ever that our organisational and financial structure reflect a need to continue our high level of care, regardless of other conditions. We are proud of the progress that we have made despite hurdles such as a national cost-of-living crisis, rising inflation, and a challenging fundraising environment. As an organisation, we are committed to prioritising long-term financial sustainability to enable us to continue to deliver our charitable mission, and have refocused our efforts on developing a robust financial strategy for the next five years.

The healthcare landscape has been reshaped in recent years by a persistent workforce shortage. The recruitment and retention of skilled professionals underpins our ability to deliver the highest quality care to those in need. As such, our refreshed



recruitment strategy and workforce plan aims to support the organisation in attracting, developing, and retaining the right people so that we can offer the best possible care for our patients, children and families.

Yet amid these challenges, there shines a beacon of hope and resilience. Our community has remained steadfast in its commitment to our mission and the individuals and families we serve. We are incredibly grateful to our dedicated staff, volunteers, and supporters who have rallied together with continuing determination.

We approach the coming year with a renewed sense of purpose and possibility, guided by the lessons of the past and fuelled by a shared commitment to providing high-quality care with compassion, dignity, and excellence. And we extend our heartfelt gratitude to all who support us, whose unwavering generosity has been the cornerstone of our success. Together, we will build a stronger foundation for compassionate end of life care in our communities.

Best wishes

Mike Rymer
(Chair)

Amanda Fadero
(CEO)

Our Annual Report

The Trustees present the Annual Report together with the audited financial statements for the year 1 April 2023 to 31 March 2024.

The Trustees confirm that the Annual Report and financial statements of the charitable company comply with current statutory requirements, requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the charitable company qualifies as large under section 382, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

The Trustees have complied with their duty under Section 17 of the 2011 Charities Act and have referred to the Charity Commission guidance on public benefit. The main activities undertaken to further the charity's purposes for the public benefit are detailed in this Annual Report.



Our impact in numbers

2023-2024

St Barnabas House



Our impact in numbers: St Barnabas House

Provided

1,772

Physiotherapy, **1,126** Occupational Therapy and **975** Complementary Therapy sessions.

Helped

1,544

patients and accepted **1,104** new patient referrals.

Admitted

188

people to our In-Patient Unit.

Provided

4,153

sessions with our social workers, hospice counsellors and volunteer counsellors, including pre- and post-bereavement support as well as advice and assistance.

Made

9,872

telephone contacts between the Community Palliative Care Team and patients, family and carers.

4,228

face-to-face patient appointments were completed for 1,132 patients by our Community Palliative Care Nurses.

18,503

hours of care delivered over **9,602** visits to patients in their homes by our Hospice at Home Team.

Since the founding of our hospice in 1973 we have cared for

47,043

patients and their families.

Chestnut Tree House



Our impact in numbers: Chestnut Tree House

Provided support for **293** children and young people.

149 children stayed at the house with **1,812** occupied-bed nights.

Provided **1,462** counselling and therapy support sessions for children, their parents/ carers and siblings.

The Nursing Team made **1,250** visits.

Hosted **2,293** attendees at our various events throughout the year.

115 people attended our bereavement events.

Accepted **64** new referrals.

Since we opened in 2003 we have cared for **1,190** children and young people.

Making progress

Our organisation is about providing care and support – now and in the future – and that is reflected in our strategic objectives. These are outlined as they stood during the 2023/24 reporting year, along with some of the key achievements made in each area over this year. This overview of our work under the strategic objectives, along with our Financial Review on page 35 and Risks and Challenges on page 29, constitutes the Strategic Report.

To provide excellence in palliative and end of life care for all we serve, through continuous improvement, utilising research and education.

St Barnabas has seen more than 1,500 patients throughout the year, for whom we delivered a range of services including clinical care, physio and complementary therapy, and bereavement and counselling support. Each of these services is important, with different patients and families having different needs.

Our Community Palliative Care Team made nearly 10,000 telephone calls, alongside more than 4,200 appointments. Our community and hospice-at-home teams are becoming increasingly important as we see the increase in patients wishing to die at home.

The in-patient unit at St Barnabas House was refurbished this year, with essential improvements that will help us to ensure our in-house services and provisions are fit for the future.

At Chestnut Tree House we looked after almost 300 children and young people culminating in more than 1,800 overnight stays. We continue to extend our outreach and activity work for children, young people and their families. This year, there has been a huge focus on welcoming our children and their families to use our inclusive and accessible facilities, with the opening of the new Play Park and Sensory Garden in August, the launch of Swim Club, and the introduction of family fun days to use the facilities at Chestnut Tree House.

One of our Chestnut Tree House nurses won the category of Best Nurse in the prestigious national 2023 WellChild Awards, which celebrate the resilience of children and young people living with serious illnesses and honour the dedication of those individuals who go the extra mile to help them.

Work on our Wind in the Willows wing was completed in March 2024. This has been a major project funded from donations secured by our fundraising team. The renovations mean that children will now have larger bedrooms with specially adapted bathrooms to increase staff's ability to provide personal care to our children and young people.

Both hospices are research active and regularly participate in national studies that help us develop, improve and provide the best quality care for our patients and their families. In March 2024, St Barnabas House finished recruiting participants to CHELsea II, a national trial funded by the National Institute of Health Research and led by the University of Surrey. The trial aims to evaluate clinically assisted hydration in the last days of life, an issue of critical importance in palliative and end of life care.

Utilising research and education to provide excellence in palliative and end of life care continues



to be at the forefront of our agenda. We presented two posters at the annual Hospice UK conference in November 2023 and took up an invitation to present a poster at the 13th World Research Congress of the European Association of Palliative Care in May 2024. We supported 12 members of staff across the organisation through apprenticeships, and we continue to be a major provider of external education and training for the health and social care workforce across Sussex. In 2023/24, 348 external delegates attended our courses.

To support all in our communities affected by life-limiting conditions to live and die with choice and dignity.

The care strategies for both hospices set out our ambition for the future of our services. The important focus for both our hospices is how to reach everyone that needs us, be that through direct or indirect care, against a backdrop of growing demand.

At St Barnabas House, we introduced a new service design based on a four-pillar model to help us extend our reach to as many people as possible. Our four service pillars are: Community Care; In-Patient Care; Living Well, which includes a new eight-week wellbeing programme to support those with lower intensity palliative care needs; and Care 2 Care, a new pillar through which we will share our expertise with our partners to improve end-of-life and palliative care in our local community.

Chestnut Tree House made it to the finals of the Nursing Times national awards in recognition of our outreach work aimed at reducing post-pandemic social isolation for families on our caseload. We have developed a transition care offer for young people and a number of collaborative workstreams are being developed with colleagues at the adult hospices across Sussex. We are also working with our colleagues in the adult hospices to take our activities and events to other parts of Sussex so that families do not have to travel to us.

To build a sustainable model of care in collaboration with our partners.

Providing the best care for our patients, young people and families can't be done in isolation. We offer our services as part of the wider health care system, and we stay in constant communication with local hospitals, GPs, commissioners and other health and social care providers.

As part of our Care 2 Care service offer, St Barnabas House regularly attends Gold Standard Framework, MND, and Liver MDT meetings. We also provide advice and guidance to care partners, expanding access to our specialist palliative care knowledge.

We continue to actively engage with Together for Short Lives – the umbrella body for children's hospices. In March, our Director of Children's Services attended Westminster to support the 'Short Lives Can't Wait' campaign.



Plus, Chestnut Tree House has facilitated multiple professional engagement events, networks and teaching throughout the year. These opportunities help us to develop relationships with health and social care professionals, with the aim being to work collaboratively.

We remain in regular communication with adult hospices across Sussex to jointly explore how we can maximise our impact on all communities across the county in the most efficient and impactful way.

To create a culture in which staff and volunteers can reach their full potential through support and investment.

We aim to create a supportive, safe, and open workplace. This year we have refreshed some of our key HR policies to support this, including our Health and Wellbeing policy and our Raising Concerns at Work policy. Alongside these policies, we have refreshed the associated training programmes to support management development – including developing a new programme to support our values – and equality, diversity and inclusion. To further enhance the support that we offer staff, we have spent time procuring new services including a new occupational health provider along with a new employee assistance programme. Both of these support initiatives will be rolled out at the beginning of 2024/25.

Earlier in the year, we launched our first Going the Extra Mile (GEM) Awards. These awards are a celebration of excellence and recognise the outstanding contributions of colleagues who have gone above and beyond in their roles and who consistently demonstrate our values of being Caring, Connected and Courageous.

Growing our workforce with the right mix of skills so that we can provide the best care for our patients and their families continues to be a priority. With this in mind, we have developed a recruitment incentive to support hard-to-recruit roles, and refreshed our recruitment strategy to support nurse recruitment in particular.

Our new Volunteer Portal was launched this year, making the information that volunteers and managers need for their roles more accessible. Our volunteers are an important part of the organisation and this platform is a key part of our commitment to help volunteers become confident, effective and successful in their roles.



“The gardens were an important space for us all. As a nature-lover, being able to spend hours in the hospice gardens was a huge thing for Mum. The colourful plants, butterflies and water fountains created such a peaceful environment.”

Lanna, Fiona’s daughter

You can read Fiona’s story here

www.stbh.org.uk/fionas-story

St Barnabas Hospices and Martlets merger

From 1 February 2024 Martlets Hospice joined the St Barnabas Hospices group.

This year's announced merger in which Hove-based Martlets joined our group is a move that, we believe, strengthens all of our strategic objectives. Whilst Martlets, like St Barnabas and Chestnut Tree House, will retain its own individual identity as an organisation, the merger combines the three hospices' strengths and expertise. It increases our impact through better care and improved access for the community. It secures financial sustainability for all three hospices and will ultimately achieve greater benefits for patients and families – as well as our employees and communities.

The new group organisation brings management under a single leadership team, combining two specialist and compassionate workforces with many highly skilled professionals.

Over the coming months we will work together, formally merging into one organisation by the end of December 2024. There is a joint commitment to respond to the pressing specialist needs of our communities: our aim is to ensure that we are there, seamlessly, for patients and their families, be that supporting them to live well or as they are facing dying and bereavement.

Together, with our joint support under the group umbrella, we aim to deliver some of the best specialist palliative and end-of-life care services in the sector.





Chestnut Tree House has given Nora and the rest of us so much to enjoy, and helped us to make some wonderful, fun memories together."

Tors and Dave, Nora's parents

You can read Nora's story here

www.chestnut.org.uk/noras-story

Our mission and the year ahead

With the merger comes an opportunity to refresh our strategic objectives for the coming period. With a new set of objectives, we can ensure that our aims and those of our colleagues are in alignment to see us through this period of change and beyond.

Our new strategic objectives are:

- To provide excellent care through continuous improvement and collaboration.
- To support those that need us.
- To build a financially sustainable organisation.
- To create a culture that enables colleagues and volunteers to thrive.

We have similarly undertaken a new alignment regarding the corporate objectives that underpin these strategic goals. Our corporate objectives for the coming period are:

Enable our people to thrive.

We have developed a people-centred approach to employee engagement and HR matters across the organisation. Our short-term goal is to develop a new set of shared values and a behavioural framework that will help to shape the future culture of our new merged organisation and enable all staff to thrive.

Grow pathways and opportunities with partners.

The wider healthcare sector is struggling to cope with demand and we understand the importance of working with our partners to try and alleviate stresses in the system where possible. Our approach to the complex modern healthcare environment is to work towards more collaboration and further partnerships.

Deliver services that are effective, responsive and caring.

The care our patients receive and the experiences that they have with us are front and centre in all our decision making. Our ambition is to enhance the level of care provided to our patients, and to provide consistency of care across the catchment areas of our hospices.

Transition all functions successfully to the new organisation.

The key focus for our corporate efforts is to manage the considerable workload involved in successfully completing the merger while continuing to offer a seamless care service. We will explore how to further strengthen and develop our current services, work differently with partners, and create opportunities to work better across the group.

Move towards delivering financial sustainability.

The integration of resources and streamlined processes as a result of the merger will improve financial efficiency, allowing us to move towards long-term financial sustainability as one organisation.



Quality progress

To provide sustainable, high-quality palliative and end-of-life care within our hospices requires effective integrated systems of quality and performance governance, alongside internal control. Here, you will find a report which shows both our progress on key quality indicators and on the quality improvements priorities we set ourselves for 2023/24.

We have also included a summary of some quality improvement plans for 2024/25.

During the year (2023/24) we reported no serious incidents or never events. The number of formal complaints we received remained low (4), while we continued to receive high numbers of recorded compliments (411).

Our infection control standards have remained high. During the reporting year there were no cases of MRSA, E. coli, Pseudomonas or Klebsiella bacteremia. There were no acquired cases of Clostridium difficile infection (CDI) and there was no evidence of employee-to-patient or patient-to-employee related transmission of Covid-19 across St Barnabas House or Chestnut Tree House.

We experienced one Covid-19 outbreak affecting Chestnut Tree House staff members. This was successfully managed in accordance with policy: there was no disruption to service provision, and close clinical management support and scrutiny continued throughout the episode.

We made good progress with our Year Two Quality Improvement Plan. This plan, launched in July 2022, is aligned to our strategic objectives and presented under the Care Quality Commission's (CQC) five domains of care: Well-led, Safe, Caring, Responsive and Effective.



Here are some of our achievements in 2023/24, organised by CQC domains of care:

Safe:

- Configured and rolled out our new quality management system (Radar);
- Reconfigured our Medicines Room on the In-Patient Unit;
- Rolled out national standards for healthcare cleanliness;
- Conducted a full review of our medical devices database;
- Established a 'learning from deaths' forum to support our mortality review process;
- Revised our Display Screen Equipment (DSE) assessment process.

Effective:

- Re-established our Information Governance group to ensure central oversight of our ongoing compliance with regulation;
- Proposed a research governance structure;
- Revised our safeguarding adults' level three training to enhance professional curiosity, start conversations and increase learning opportunities from case studies;
- Reviewed our Healthcare Records policy;
- Participated in various research studies including CHELsea II, a cluster randomised trial (CRT) of clinically-assisted hydration in patients in the last days of life;
- Introduced palliative phase of illness and Australia modified Karnofsky Performance scale (AKPS);
- Piloted Integrated Palliative Care Outcomes Scale (iPOS);
- Introduced advanced nursing roles;
- Established new mortality and morbidity meetings.

Caring:

- Developed further guidance and training resources to support the application of mental capacity assessment and deprivation of liberty processes in practice;
- Implemented easy-read guidance on our complaints policy;
- Developed a new patient and carer satisfaction survey;
- Launched our care strategies for both adults and children;
- Implemented 'Hello my name is' badges;
- Launched a six-week wellbeing programme;
- Launched an online self-referral portal.



Responsive:

- Reviewed our staff benefits plan;
- Established a new HR digital reporting system;
- Developed and implemented winter resilience plans;
- Introduced palliative phase of illness to manage caseload;
- Introduced advanced nursing roles;
- Engaged with NHS Elect integrated model of heart failure care for Sussex workshops;
- Planned launch of a professionals' advice line;
- Have undertaken a frailty pilot.

Well Led:

- Conducted a review of strategic risk and revised our risk management policy accordingly;
- Revised our corporate committee structures including alignment of terms of reference & cycles of business;
- Revised our assurance systems to reflect the new CQC single assessment framework;
- Developed and delivered a staff flu immunisation plan;
- Revised our health and wellbeing policy;
- Launched our Values in Action framework.

Looking forward to this year, our priorities for 2024/25 beyond the implementation of the merger include:

- Embedding the Patient Safety Incident Response Framework;
- Broadening the implementation of our new patient satisfaction survey;
- Onboarding new medicines management processes at St Barnabas House following recent contract changes;
- Reviewing our preadmission processes at Chestnut Tree House;
- Enhancing environmental sustainability strategies to help reduce our carbon footprint.



Our environmental report

There is much we can still do to reduce our organisation's environmental impact and increase our sustainability. The first task is mapping and understanding our impact, which we undertake in line with the Greenhouse Gas Protocol (GHG); the second is reducing our carbon footprint through ongoing transformations.

Greenhouse Gas (GHG) Emissions

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, St Barnabas Hospices (Sussex) Limited continues to be engaged in a process aimed at reducing energy and greenhouse gas emissions.

St Barnabas maintains scopes one (1), two (2) and three (3) emissions, which include electricity and natural gas. St Barnabas also maintains transport emissions inclusive of company owned and operated vehicles, and employee owned and operated vehicles ("grey" fleet whereby mileage is claimed as a company expense).

St Barnabas previously devised a strategy to reduce overall carbon footprint by:

- Encouraging employees to purchase renewable technology cars i.e., hybrid vehicles,
- Adopting behavioural change measures where possible.

St Barnabas Hospices has a longstanding commitment to tackling climate change. Calculated carbon footprint for the current fiscal year is 539.81 tCO2e, whilst energy consumption was 2,394,243.75 kWh (2,394.24 MWh).

Methodology

St Barnabas has reported all emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. Reporting of calculated emissions is in line with the GHG Protocol Corporate Accounting and Reporting Standard and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2023.

The reporting period is the financial year 2023/2024, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.



2023/2024 Emissions

Scope 1 (natural gas, gas oil and transport)	Tonnes CO2 equivalent (tCO2e) 284.96
Scope 2 (electricity)	Tonnes CO2 equivalent (tCO2e) 206.42
Scope 3 (electricity T&D and employee vehicles)	Tonnes CO2 equivalent (tCO2e) 48.43
Total	**539.81 tCO2e**
Scope 1, 2 and scope 3 carbon intensity	**1.20 (tCO2e/staff no.)**

Efficiency Measures Taken

1. All lighting across the entire portfolio upgraded to LED

Objectives for 2024/2025

1. Continual review of existing office equipment and company policies
2. Reviewing supply contracts to determine feasibility of renewable energy
3. Compliance of the Energy Savings Opportunity Scheme (ESOS) phase 3

St Barnabas Hospices will report on progress within the next set of financial accounts.



Risks and challenges

Risk management plays a central role in our governance processes and requires the involvement of all levels of the organisation. Our strategic risks are largely within the realms of finance, workforce and demand and capacity pressures. The Board and Senior Leadership Team have reviewed our strategic and corporate risks on a regular basis, adjusting mitigation and controls as needed.

Risk	Mitigation
Leadership, culture and reputation The organisation requires a high-performance Board and Leadership, a good external reputation and a happy, thriving work culture. Otherwise, poor leadership and low morale may impact delivery of strategic objectives and patient outcomes.	A Board development programme is in place including governance through Board Committees. Regular appraisals are conducted with Trustees and all staff, including the Leadership team. Regular monitoring of external media, complaints, and perception is in place. Workforce policies are under review and new Trustee and director appointments are underway.
Organisational workforce If we cannot attract and retain professional, capable staff and volunteers with the appropriate skills, this could lead to unsettled teams, low staff morale and poor well-being. The result could be poor patient outcomes, experience and non-delivery of contractual obligations.	The organisational People Plan has been published outlining our plans until the end of 2024. A full pay and benefits review has been undertaken and rolled out. Regular staff surveys and forums are in place. Education programmes and health and wellbeing support is offered to all.
Compliance with the new CQC regulatory framework If the organisation cannot demonstrate compliance with the new CQC regulatory framework our care delivery and reputation could be adversely impacted.	The Quality Performance Governance structure is working well. A Quality Improvement Plan is in place and is being regularly reviewed. An electronic risk register has been put in place alongside an incident reporting, complaints and policy database. Established controls are in place to identify and address patient safety issues.



Risk	Mitigation
Financial Sustainability The cost-of-living crisis and government cuts may curtail our funding streams. If combined with poorly constructed or implemented financial plans this could lead to continuing deficits, eventually threatening the ability to deliver strategic objectives, charitable purpose, and ultimately patient care.	A series of financial review meetings and quarterly reforecasts are in place. Income targets have been set to represent realistic performance given the economic climate. Vacancy control systems are in place.
Resilience Due to under-investment, IT and estates infrastructure may not be sufficiently resilient. This may mean that the organisation is unable to meet objectives or respond to unanticipated events.	Disaster recovery plans are in place with clinical records backed up regularly off site. A programme board has been set up to manage large capital projects and in 2023/24 oversaw all significant site renovation and improvement works. Routine maintenance plans and a planned programme of estate development are in place alongside an annual audit of assets.


Running for
St Barnabas House
Littlehampton
10k
294
www.stbh.org.uk

Fundraising

Income Generation continues to be challenging with the ongoing cost of living crisis and changes to giving behaviour following the pandemic, but there are many reasons to be optimistic.

While charitable giving in general is still down compared to pre-pandemic levels, in this reporting year, we saw an uptick in giving over the previous year's numbers in several key areas. Recurring donations saw an important increase, doubling the number of donors giving to us on a regular basis (usually monthly). We've also seen positive indications that donations through our cash appeals are gradually on the rise, with a phenomenal response to our Christmas appeals in particular.

We were thrilled with the response to our status as Charity of the Year for Barratt Homes, as the company's fundraising drive brought in a record-breaking amount – nearly £140,000! Thanks to foundation support, we were able to open the newly refurbished Wind in the Willows wing at Chestnut Tree House, and in 2023, the St Barnabas Hospices (Sussex) Ltd Lottery generated £1,872,558 from entry sales, with 17% spent on prizes and expenses and 83% - £1,561,482 - spent directly on the work of St Barnabas Hospices.

The majority of St Barnabas Hospices' fundraising is managed in house, although we do work with professional fundraising agencies in some cases where it is more cost-effective to do so. Due diligence is conducted with any new supplier, and training and mystery shopping are in place to ensure that third-party practices are in line with our own values, particularly in relation to ethical practices when working with potentially vulnerable people.

We are a member of the Fundraising Regulator and abide by the direct marketing and fundraising codes of practice. We received 27 complaints about fundraising during this period.

Special events are an important part of our profile in the community as well as our fundraising calendar. So we were thrilled to see Chestnut Tree House's Snowman Ball raise £150,000 – an increase on the previous year's total – with more than 350 guests in attendance. We also announced that in 2024 we will team up with Wild in Art to create outdoor sculpture trails in Chichester and Arundel, with Chestnut Tree House as the recipient organisation.

St Barnabas House's signature Light Up a Life event brought around 700 attendees to Worthing Assembly Hall, but mass-participation events continue to be the area with the slowest recovery following the pandemic. During 2023 we took the difficult decision to significantly reduce the number of hospice-led events we put on: in 2024 Night to Remember will be our only mass-participation event, supporting St Barnabas House.

We would like to thank:

Barratt David Wilson Homes Southern Counties
Benchmark Capital
Breathe HR
Enterprise Mobility
First Central
Govia Thameslink Railway
Gravetye Manor
Paul & Annette Jones
Lloyds Banking Group - Business & Commercial
Mowgli Street Food
Notjust Clothing
Olivers Wish Foundation
Technetix
Temco
Together For Short Lives
ICAP
Travel Places
Wilmott Dixon
The Access Foundation
Bloom Foundation
Lisbet Rausing and Peter Baldwin
The Albert Hunt Trust
Friends of Sussex Hospices
Hospice UK
Bryan & June Amos Foundation
The Chalk Cliff Trust
The Thomas J. Horne Memorial Trust
The Michael & Shirley Hunt Charitable Trust
The Kirby Laing Foundation
The February Foundation
Karol Matthews
Claudia Bush
Julia and Malcolm Donaldson
Gordon Owen CBE and Tina Owen
Roger and Maureen Kelly
Patrick Moorhead Antiques
Chris and Lynn Collins
Jane Harvey-Samuel
Linda Grubb
Karina and Elfed Jarvis
Timothy and Mary Clode
The Woodall Family



Financial Review

Results for the year are shown in the Statement of Financial Activities

This reporting year (ending 31 March 2024) has been a challenging one, and we are under no illusions about the year ahead. Hospice organisations are struggling with cost pressures at a time when NHS funding is capped and our generous donors also face financial challenges.

Our merger with Martlets creates a degree of financial strain, but in the long term we can see that benefits will accrue from the merger.

Below, please find highlights of St Barnabas' financial results for the financial year 2023/24. The consolidated accounts for 2023/24 include two months of Martlets income and expenses for the period following the merger – from 1 February to 31 March 2024.

The incorporation of Martlets is reflected by £12.4m one-off income (treated as a donation), reflecting Martlets net assets brought into the group.

Reported income in the year was £33.0m. Stripping out the one-off item, a like-with like comparison shows £20.6m income, compared to £20.7m in 2022/23.

Reported net surplus was £8.5m (2022/23 £4.5m deficit), this is made up as follows:

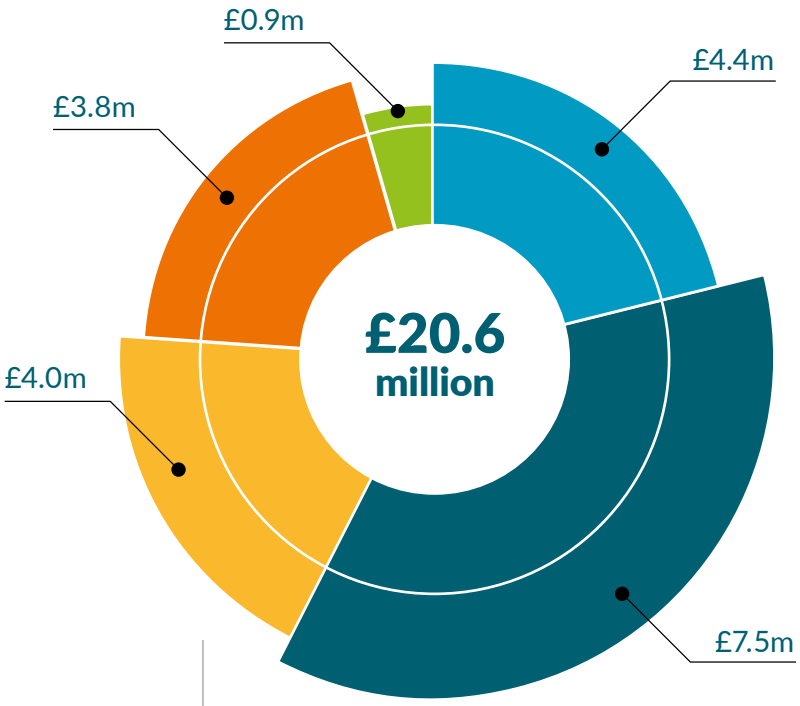
	£m
St Barnabas Hospices operating deficit	(3.9)
Martlets operating deficit (February and March 2024)	(1.3)
Gains on investments	1.3
One-off income arising from incorporating Martlets	12.4
Total surplus	**8.5**

Income from legacies was £4.4m, down from £6.0m the previous year. Fundraising accounted for £7.5m of income, compared to £6.9m in 2022/23. Retail income including the associated gift aid was £4.0m (2023 - £3.7m), a tribute to the hard work of all the colleagues and volunteers who run our charity shops.

Grants from the NHS accounted for £2.5m (2022/23- £2.0m), with contractual income of £1.3m (2022/23 - £1.1m). Together this statutory funding represents 21% of the costs of running our hospices.

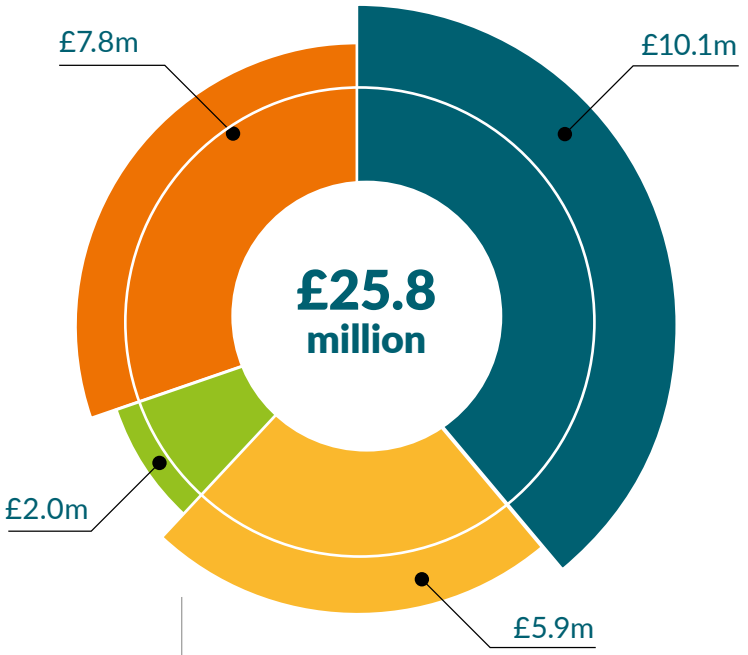
Investment income of £0.7m was down on £0.8m in the prior year. Education income remained at £0.2m. Investment market conditions recovered over the year, and a gain of £1.3m on investments was recorded (2022/23 - £2.4m loss).

Income



- **£4.4m** Legacies
- **£7.5m** Fundraising
- **£3.8m** NHS/statutory income
- **£4.0m** Retail
- **£0.9m** Other

Expenditure



- **£10.1m** St Barnabas House
- **£5.9m** Chestnut Tree House
- **£2.0m** Martlets (February and March)
- **£7.8m** Income generation costs



Reserves policy

Reserves are held by the charity to ensure it remains sustainable and continues to meet the needs of its community, in the event of adverse circumstances. It is intended to strengthen the charity's resilience and capacity to manage unforeseen financial difficulties, and ensure that delivery of the charitable purpose is not interrupted. The Trustees review the reserves policy each year and this year have agreed to continue to apply the risk-based formula for target free reserves introduced two years ago. The calculation results in a target free reserves range of £14.0m to £18.6m.

Free reserves are defined as those reserves that are not restricted, designated, held as fixed assets or in the revaluation reserve.

The table on the right shows the calculation of the amount of free reserves at 31 March 2024. At £18.3m our free reserves are at the upper end of the target band.

	£m
Total reserves at 31 March 2024	**51.8**
Less:	
● Revaluation reserve	2.5
● Restricted reserves	0.2
● Designated reserves	30.8
Free reserves at 31 March 2024	18.3

Investment policy and objectives

The trustees intend that the charity's invested assets are secured and enhanced, where possible, by investing in an equities, fixed income, property, and cash portfolio. Each year, the trustees decide on the portfolio's appropriate rate of return. Annually, the trustees review the brief given to the investment managers regarding the proportion of investments to be held in each asset class within the portfolio, the level of acceptable risk, and the level of income required. The charity does not make investments in any stocks considered unethical in the context of the charity's objectives.

Investment performance

Our investments were managed during the year by LGT Wealth Management LLP.

The investment income received was £0.7m and an investment gain of £1.3m was recorded over the year. Subsequent to the year end, a routine re-tender exercise was carried for investment management services and Waverton Investment Managers have been appointed to manage the investment portfolio.

Going concern

The Trustees believe that the going concern basis is appropriate for the preparation of accounts, as explained in note 1.2 to the financial statements.

Disclosure of information to the auditors

Each of the trustees has confirmed that there is no information of which they are aware that is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have undertaken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Engagement with suppliers, customers and others

During the period, the Charity continued to engage with suppliers. We work with local suppliers where we can, agreeing balanced and fair contractual terms and paying supplier invoices promptly. As a hospice organisation, we have a range of stakeholders such as patients, families, volunteers, and retail customers. Engagement with stakeholders is further set out in the s172(1) Statement.





Structure, Governance and Accountability

St Barnabas Hospices (Sussex) Ltd is a company limited by Guarantee (company number 00930107) and registered with Companies House, and is a charity registered in England and Wales (256789). It is regulated by the Charity Commission.

Our governing Board of Trustees is committed to maintaining a high standard of corporate governance. Its members, all of whom are non-executive, bring a broad range of relevant experience and skills to Trustee discussions.

Trustees are appointed by the Board, subject to approval by the Association at the AGM. They serve a maximum of nine years (three terms of three years).

They have full access to the e-learning induction programme for staff, with some modules being mandatory for all Trustees.

Trustee indemnity insurance was paid by the charity and was in place for all appointed Trustees throughout the period and at the time of approval of the report.

The names of the current Trustees are shown on page 45. All served throughout the year with the exception of the following who were appointed during the year: Daniel Rennie-Hale (29 November 2023), Barry Egan (1 February 2024), Karen Blatchford (1 February 2024), Rebecca Crook (1 February 2024), Steven Johnson (1 March 2024) and the following who resigned during the year: Lisa Kenna (26 September 2023), Martin Godsmark (19 December 2023) and Victoria Johnson (24 January 2024).

There are seven committees of the board:

- The Quality & Performance Committee
- Finance Committee
- Audit Committee
- People Committee
- Estates and Facilities Committee
- Income Generation & Communications Committee
- Remuneration Committee

Committees may include specialists who are not members of the Board, but who volunteer to use their expertise to assist the committees. There are clear distinctions between the roles of the Trustees and the leadership team, to whom day-to-day management is delegated. Matters such as policy and strategic plans are prepared by the leadership team, for consideration and approval by the Trustees.



St Barnabas Hospices (Sussex) Ltd owns three subsidiary companies:

- St Barnabas Hospice (Worthing) Projects Limited, whose principal activity was to design, manage and build the new adult hospice. This company is currently dormant.
- St Barnabas Hospices (Sussex) Trading Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to St Barnabas Hospices (Sussex) Limited.

The Martlets Hospice Limited is currently a subsidiary charity but is in the process of being merged into St Barnabas Hospices (Sussex) Limited. The Martlets Hospice Limited currently owns two subsidiary companies:

- The Martlets Trading Co Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to The Martlets Hospice Limited.
- Martlets Care Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, privately arranged domiciliary care agency services. All the profits from the trading company are donated to The Martlets Hospice Limited.

Remuneration

Following the pay review in 2022-23, St Barnabas Hospices continues to pay a Real Living Wage and has increased pay of its Real Living Wage employees to reflect this and ensure colleagues are paid fairly. All other colleagues received a cost-of-living pay increase in recognition of the challenging economic climate and to ensure salaries remain competitive and aid recruitment and retention.

Due to a difficult recruitment landscape for nursing and continued challenges with filling vacancies and its impact on service delivery, towards the end of the 2023/24 FY, eligible nurses were offered a £1,000 bonus for joining either hospice.

As an organisation we undertake full and fair consideration of all applications for employment where candidate's aptitudes and abilities are consistent with adequately meeting the requirements of the role. This is in line with our equality, diversity and inclusion policy.

Training and development needs for all individuals are identified through our probation and appraisal processes, which also support with the identification of career development and promotion opportunities. Our in-house Education team provides support and training, which is available to all employees, including those with disabilities. This is further supported by our health and wellbeing policy to ensure we are caring for all of our employees, should illness or disability impact them at any time.

We have a remuneration committee of Trustees.

The policy (approved in 2022) is based around benchmarking externally with flexibility as required, particularly for roles that are difficult to benchmark. The salaries of all individuals who report to the CEO, and that of the CEO herself, are individually approved by the remuneration committee, as is the overall policy.

Gender pay gap

St Barnabas Hospices complies with the Equality Act and does not discriminate on the grounds of gender.

As a Hospice our workforce profile is reflective of the wider care sector, and the majority of our workforce is female. In April 2023 we introduced a new pay and grading structure to simplify our approach to pay and ensure equality of pay across the organisation for the same job regardless of gender. To improve the level of pay for lower paid roles we also became a Real Living Wage Employer. We operate a bonus pay system for eligible colleagues which is triggered by certain annual financial targets.

Given the number of males compared to females employed within the work areas eligible for a bonus, small fluctuations in headcount can have a significant impact on the mean and median gender pay gap.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As of 5 April 2024, the organisation employed 424 people, the large majority of the workforce is female with only 11% being men.

At the hospices, women earn 97p for every £1 that men earn when comparing median hourly pay. Their median hour pay is 4.32% lower than men's. When comparing mean (average) hourly pay, women's mean hourly pay is 2.93% lower than men's.

Looking at the % of women who occupy jobs across the organisation, women occupy 90% of the highest paid jobs and 91% of the lowest paid jobs.

Upper hourly pay quarter (highest paid)	women 90%	men 10%
Upper middle hourly pay quarter	women 89%	men 11%
Lower middle hourly pay quarter	women 86%	men 14%
Lower hourly pay quarter (lowest paid)	women 91%	men 9%

Across the hospices, women earn £3.96 for every £1 that men earn comparing median bonus pay. Their median bonus pay is 145.14% higher than men's. When comparing mean (average) bonus pay, women's mean bonus pay is 295.95% higher. 2.12% of men receive a bonus, and 9.28% of women. Our bonus scheme is run across our retail operation only.



Our President and Patrons

President

Henry Fitzalan Howard, Earl of Arundel

Vice-presidents

Mrs Kathy Sambrook OBE, DL
Ms Sally Gunnell OBE, DL
Mrs Elizabeth M Naunton
Miss Margaret Stroud

Patrons

Rt Hon Nick Gibb - Joint Patron
Mr Tim Loughton - Joint Patron
Sir Peter Bottomley - Joint Patron
Mr Michael Chowen CBE DL - CTH Patron
Mr & Mrs Paul & Annette Jones - CTH Patron
Mrs Karol Matthews - CTH Patron
Mrs Margaret Bamford - STB Patron
Mr Derwyn Jones - STB Patron
Mr Nick Neale - STB Patron
Mr Ian Jaggard - STB Patron
Mrs Caroline Nicholls DL - STB Patron
Mr Steve Hobbs - STB Patron
Mr Tim Breden - CTH Patron
Mr & Mrs Tony & Linda Bloom (MBE) - CTH Patron
Mr Matt Turner - CTH Patron
Mr & Mrs Barry & Jacquie Hinves - CTH Patron
Mr Alex Wright - CTH Patron
Mrs Sarah Lawler - CTH Patron
Mr Loren Charlton - CTH Patron
Mr Roger Forsdyke - CTH Patron
Mr Lester Magoogan - CTH Patron
Mr Colin Davis - CTH Patron
Mrs & Mr Julia and Malcolm Donaldson (CBE) - CTH Patron
Mrs Julie Graham - CTH Patron
Mr Joe Stilgoe - CTH Patron
Ms Jodie Kidd - CTH Patron
Mr Chesney Hawkes - CTH Patron
Mr Kenny Tutt - CTH Patron
Miss Rebecca Torricelli - CTH Patron
Miss Amy Hart - CTH Patron
Mr Peter Andre - CTH Patron
The Snowman - CTH Patron



Group Leadership Team

Amanda Fadero, CEO

John Headley,
Chief Finance Officer

Lisa Barrott,
Chief of Nursing & Care
(from July 2024)

Becki Jupp,
Chief Operating Officer

Michael Barford*,
Director of Transformation

(*) joined from Martlets February 2024

The Trustees

Mike Rymer, Chair
Barry Egan*, Deputy Chair
Rosalind Britton, Treasurer
Karen Blatchford*
Jill Carnie
Tony Clark
Rebecca Crook*
Steven Johnson
Tony Moss
Stuart Palma
David Rennie
Dan Rennie-Hale
Ian Sellwood
Ruth Taylor

Registered address

St Barnabas House
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Chestnut Tree House

Dover Lane
Arundel
West Sussex
BN18 9PX

Martlets Hospice

Wayfield Avenue
Hove
BN3 7LW

Principal bankers

NatWest Bank PLC
5 Broadwater Street East
Worthing
West Sussex
BN14 9AB

Solicitors

DMH Stallard LLP
Griffin House
135 High Street
Crawley
West Sussex
RH10 1DQ

Girlings
35-41 Stourside Place
Station Road
Ashford
Kent
TN23 1PP

Investment advisers

Waverton Investment Management
16 Babmaes St
London
SW1Y 6AH

Auditors

Kreston Reeves LLP
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ



Trustees statement of compliance with duty to promote the success of the Charity

S172(1) Statement

This statement is intended by the Board of Trustees to set out how they have approached and met their responsibilities under s172(1)(a) to (f) of the Companies Act 2006, in the period ending 31 March 2024.

Stakeholders of the Charity include employees, patients, families, volunteers, suppliers, customers, and the community in which it operates.

The Trustees, both individually and collectively, consider that they have acted in good faith to promote the success of the Charity for the benefit of its stakeholders as a whole (having regard to the matters set out in s172 of the Act) in the decisions taken during the period. In particular:

- To ensure the Board takes account of the likely consequences of their decisions in the long term, they receive regular and timely information on all the key areas of the business including financial performance, operational matters, health & safety, environmental reports, risks and opportunities. The Charity's performance and progress are also reviewed regularly at Board and senior leadership meetings.

- The Charity's employees are fundamental to the success of the Charity and, as such, the Board continually enhances its methods of engagement. The senior leadership team routinely provides employees with information on matters of concern, including performance and the financial position, using a variety of formats, such as face to face meetings. Staff are consulted on matters which are likely to affect their interests, both in groups and, where appropriate, on an individual basis. Interest groups, such as staff surveys are carried out regularly, and the results carefully analysed and acted upon.

- Patient care is at the heart of the Charity, and it is essential to provide sustainable healthcare true to the Charity's values: caring, courageous and connected. This was the key perspective by which the Board assessed the business case for the merger with Martlets.

The Trustees' intentions are to behave responsibly toward all stakeholders and treat them fairly and equally, whilst pursuing the long-term success of the Charity. The Trustees have overall responsibility for determining the Charity's vision, mission, values and strategy and for ensuring high standards of governance.

The primary aim of the Trustees is to promote the Charity's mission to provide comfort, dignity and choice for adults, young people and children with life-limiting illness through specialist and supportive care, ensuring the sustainable success of the Charity, and contributing to the wider society.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as Company Directors. Approved and authorised for issue by the Trustees on, and signed on their behalf, by:



Mike Rymer
(Chair)

23 October 2024



Rosalind Britton
(Honorary Treasurer)

Statement of Trustees' responsibilities

for the year ended 31 March 2024



Statement of Trustees' responsibilities for the year ended 31 March 2024

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Charity will continue in business.

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

Independent auditors' report to the Members of St Barnabas Hospices (Sussex) Limited

Opinion

We have audited the financial statements of St Barnabas Hospices (Sussex) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the Year ended 31 March 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the Year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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 including the Strategic report for the financial Year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

Responsibilities of trustees

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

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

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and sector as a whole, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission (CQC) regulations, restrictions imposed by charity law on the use of restricted funds, health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Charities SORP (FRS 102) 2019 and consider other factors such as tax legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as legacy income recognition. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Reviewing correspondence with relevant tax and regulatory authorities including the most recent CQC inspection reports; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit.

We also:

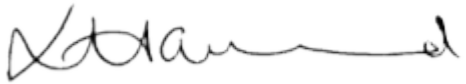
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Date: 23 October 2024



Lucy Hammond BSc FCA
Senior statutory auditor)
for and on behalf of **Kreston Reeves LLP**
Chartered Accountants
Registered Auditor

Consolidated Statement of financial activities

(including income and expenditure account)

Company Registered no. 0930107

For the year ended 31 March 2024

	Note	Restricted Funds 2024 £000	Unrestricted Funds 2024 £000	Total Funds 2024 £000	*Total Funds 2023 £000*
Income from:					
Donations and legacies	3	682	20,826	21,508	*9,838*
Charitable activities		3,315	1,167	4,482	*3,867*
Other trading activities		-	6,313	6,313	*6,118*
Investments	6	-	694	694	*830*
Other income		-	34	34	*26*
Total income		**3,997**	**29,034**	**33,031**	***20,679***
Expenditure on:					
Raising funds		-	7,824	7,824	*7,388*
Charitable activities		4,053	13,940	17,993	*15,332*
Total expenditure		**4,053**	**21,764**	**25,817**	***22,720***
Net income/(expenditure) before net (losses)/gains on investments		**(56)**	**7,270**	**7,214**	***(2,041)***
Net gains/(losses) on investments		-	1,271	1,271	*(2,426)*
Net (expenditure)/income		**(56)**	**8,541**	**8,485**	***(4,467)***
Transfers between funds	17	(802)	802	-	-
Net movement in funds		**(858)**	**9,343**	**8,485**	***(4,467)***
Reconciliation of funds:					
Total funds brought forward		1,081	42,200	43,281	*47,748*
Net movement in funds		(858)	9,343	8,485	*(4,467)*
Total funds carried forward		**223**	**51,543**	**51,766**	***43,281***

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 59 to 87 form part of these financial statements.

Consolidated balance sheet
as at 31 March 2024

Company Registered no. 0930107

	Note	£000	2024 £000	£000	2023 £000
Fixed assets					
Tangible assets	11		25,541		*13,369*
Investments	12		17,341		*20,466*
			42,882		***33,835***
Current assets					
Stocks		46		*20*	
Debtors	13	2,717		*2,014*	
Cash at bank and in hand		8,409		*8,472*	
		11,172		***10,506***	
Creditors: amounts falling due within one year	14	(2,219)		*(1,060)*	
Net current assets			8,953		*9,446*
Total assets less current liabilities			**51,835**		***43,281***
Creditors: amounts falling due after more than one year	15		(69)		-
TOTAL NET ASSETS			**51,766**		***43,281***
Charity funds					
Restricted funds	33		223		*1,081*
Unrestricted funds:					
Designated funds	17	30,799		*24,429*	
General funds	17	20,744		*17,771*	
Total unrestricted funds	17		**51,543**		***42,200***
TOTAL FUNDS			**51,766**		***43,281***

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mike Rymer
(Chair)

Rosalind Britton
(Honorary Treasurer)

23 October 2024

The notes on pages 59 to 87 form part of these financial statements

Charity balance sheet
as at 31 March 2024

	Note	£000	2024 £000	£000	2023 £000
Fixed assets					
Tangible assets	11		14,627		*13,369*
Investments	12		29,726		*20,466*
			44,353		***33,835***
Current assets					
Stocks		21		*20*	
Debtors	13	2,136		*2,014*	
Cash at bank and in hand		7,654		*8,472*	
		9,811		***10,506***	
Creditors: amounts falling due within one year	14	(1,123)		*(1,060)*	
Net current assets			8,688		*9,446*
Total assets less current liabilities			**53,041**		***43,281***
TOTAL NET ASSETS			**53,041**		***43,281***
Charity funds					
Restricted funds	17		216		*1,081*
Unrestricted funds:					
Designated funds	17	19,884		*24,429*	
General funds	17	32,941		*17,771*	
Total unrestricted funds	17		**52,825**		***42,200***
TOTAL FUNDS			**53,041**		***43,281***

The Charity's net movement in funds for the Year was £9,753k (2023 - £(4,467k)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mike Rymer
(Chair)

Rosalind Britton
(Honorary Treasurer)

23 October 2024

The notes on pages 59 to 87 form part of these financial statements

Consolidated statement of cash flows
for the year ended 31 March 2024

Company Registered no. 0930107

	Note	2024 £000	2023 £000
Cash flows from operating activities			
Net cash used in operating activities		(3,301)	*(1,884)*
Cash flows from investing activities			
Dividends, interests and rents from investments		694	*830*
Cash obtained on acquisition		722	-
Purchase of tangible fixed assets		(2,305)	*(924)*
Proceeds from sale of investments		6,395	*7,564*
Purchase of investments		(2,268)	*(1,422)*
Net cash provided by investing activities		**3,238**	***6,048***
Change in cash and cash equivalents in the year		**(63)**	***4,164***
Cash and cash equivalents at the beginning of the year		8,472	*4,308*
Cash and cash equivalents at the end of the year		**8,409**	***8,472***

Notes to the financial statements for the year ended 31 March 2024

1. Accounting policies

1.1 Basis of preparation of financial statements

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

St Barnabas Hospices (Sussex) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements. The Financial statements are prepared in sterling and rounded to the nearest £1,000.

1.2 Going concern

The financial statements for the Group and parent charity are prepared on a going concern basis as the Trustees believe that no material uncertainties exist. After reviewing the group's and parent charity's forecasts and projections, the Trustees have a reasonable expectation that the group and parent charity have adequate resources to continue in operational existence for the foreseeable future.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Donated goods and services have not been recognised in these financial statements as it is not practicable to do so as the cost outweighs the benefit.

1.4 Expenditure

Expenditure is recognised on an accruals basis. Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity comprising the salary and overhead costs of the central function is apportioned on an estimate of the staff time attributable to each activity.

Fundraising costs comprise costs incurred in encouraging people and organisations to contribute financially to the charity's work. Costs of charitable activities are those costs incurred in relation to the objectives of the charity.

Governance costs are associated with meeting the constitutional and statutory arrangements of the charity, including external audit and the cost of preparing statutory accounts, the cost of trustees' meetings and other costs involved with the charity's strategic management.

1.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

1.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.7 Gift Aid

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Charity under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as income in the Consolidated statement of financial activities.

1.8 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.9 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

1.9 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property
- straight line over 30 years

Leasehold property: shops
- straight line over period of the lease

Leasehold property:
Chestnut Tree House and Martlets
- straight line over 30 years

Leasehold improvements
- straight line over 20 years

Motor vehicles
- 25% per annum straight line

Fixtures and fittings
- 25%, 10% or 2% per annum straight line

Freehold land
- not depreciated

Assets costing less than £5,000, and all computer equipment, are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

1.10 Investments

Listed investments are stated at market value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities and investment income is credited to income on an accruals basis. Investment management costs are charged as expenditure out of the relevant income funds.

Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Stocks

Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.12 Debtors and creditors receivable/ payable within one year

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

1.13 Cash at bank and in hand

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

1.14 Liabilities and provisions

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

1.15 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

1.16 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.17 Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in equal amounts over the period of the lease.

1.18 Pensions

The parent charity and the subsidiary charity, The Martlets Hospice Limited, have both operated a defined benefit scheme on behalf of their employees – the NHS Pension Scheme. This scheme is a multi employer scheme where assets and liabilities of the scheme, applicable to each employer, are not separately identified. Therefore, the pension charge recorded in these financial statements is the amount of contributions payable on a defined contribution basis in the accounting year, plus any deficit funding agreed during the year to be paid in future years, in accordance with Financial Reporting Standard 102.

In addition, one defined contribution scheme is operated by the parent charity. Contributions payable are charged in the period to which they relate. Further information on the pension schemes can be found in note 22.

The Martlets Hospice Limited operates a defined benefit pension scheme and a defined contribution pension scheme for its staff. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.19 Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor or when funds are raised for a particular restricted purpose. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. Critical accounting estimates and areas of judgment

In applying the above accounting policies, the Trustees are required to make estimates and judgements. Critical accounting estimates and assumptions:

The Trustees makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The key sources of estimation uncertainty relate to the recognition of income from legacies, where the actual amount received may differ from that initially recognised, and tangible fixed assets, which are stated at their deemed cost less provision for depreciation. The charity at acquisition determines the reliable estimates for the useful life of the asset and its residual value. These estimates are based upon factors such as the expected use of the acquired asset and market conditions. At subsequent reporting dates the trustees consider whether there are any factors that indicate that there would be a need to reconsider the estimates used.

Critical areas of judgment:

The key judgements applied in these financial statements are in determining the allocation of funds as restricted or designated.

Notes to the financial statements
for the year ended 31 March 2024

3. Income from donations and legacies

	Restricted funds 2024 £000	Unrestricted Funds 2024 £000	Total funds 2024 £000
Donations	682	3,790	4,472
Legacies	-	4,409	4,409
Gain on acquisition (see note 16)	-	12,385	12,385
Retail gift aid donations	-	242	242
	682	**20,826**	**21,508**

	Restricted funds 2023 £000	*Unrestricted Funds 2023 £000*	*Total funds 2023 £000*
Donations	*171*	*3,480*	*3,651*
Legacies	-	*5,972*	*5,972*
Retail gift aid donations	-	*215*	*215*
	171	***9,667***	***9,838***

The Group has an estimated £4,290k (2023: £1,987k) in contingent assets in respect of potential legacy income. This relates to outstanding legacies at the year end which did not meet the recognition criteria, but which are expected to be recognised in the next financial year.

Notes to the financial statements
for the year ended 31 March 2024

4. Income from charitable activities

	Restricted funds 2024 £000	Unrestricted Funds 2024 £000	Total funds 2024 £000
NHS grants	2,140	383	2,523
Contractual income	1,119	165	1,284
Other grants	-	479	479
Education income	56	140	196
	3,315	**1,167**	***4,482***

	Restricted funds 2023 £000	*Unrestricted Funds 2023 £000*	*Total funds 2023 £000*
NHS grants	*1,995*	-	*1,995*
Contractual income	*917*	*201*	*1,118*
Other grants	*1*	*567*	*568*
Education income	*154*	*32*	*186*
	3,067	***800***	***3,867***

The parent charity received a restricted grant from the Coastal West Sussex Clinical Commissioning Group (CCG) of £1,460k (2023: £1,418k) for St Barnabas House. The parent charity received a restricted grant from the Department of Health of £680k (2023: £577k) for Chestnut Tree House. The group received £383k for Martlets from NHS Brighton and Hove Clinical Commissioning Group (CCG) and NHS High Weald Lewes Havens Clinical Commissioning Group.

Statutory contract income of £1,284k (2023: £1,118k) was received for the provision of care at St Barnabas House and Chestnut Tree House from local county councils and Coastal West Sussex CCG.

In the year ending 31 March 2024 other grant income includes funding from local CCGs relating to the continuing impacts of Covid-19 of £2k (2023: £319k).

Notes to the financial statements
for the year ended 31 March 2024

5. Income and expenditure from raising funds

	Retail 2024 £000	Fundraising 2024 £000	Total 2024 £000
Legacies (note 3)	-	4,409	4,409
Donations and retail gift aid donations (note 3)	242	4,472	4,714
Income from trading activities	3,796	2,517	6,313
Income from raising funds	**4,038**	**11,398**	**15,436**
Salary costs (note 7)	(1,779)	(1,726)	(3,505)
Other costs excluding retail depreciation	(1,043)	(1,650)	(2,693)
Expenditure on raising funds	**(2,822)**	**(3,376)**	**(6,198)**
Surplus before support costs and depreciation	1,157	8,118	9,275
Support costs (note 7)	(640)	(650)	(1,290)
Total Contributions from raising funds	**517**	**7,468**	**7,985**

Support salaries are included in support costs.

In the year ended 31 March 2024, of the total income from trading activities, £nil (2023: £nil) was to restricted funds.

Notes to the financial statements
for the year ended 31 March 2024

Comparative information

	Retail 2023 £000	*Fundraising 2023 £000*	*Total 2023 £000*
Legacies (note 3)	-	*5,972*	*5,972*
Donations and retail gift aid donations (note 3)	*215*	*3,651*	*3,866*
Income from trading activities	*3,457*	*2,661*	*6,118*
Income from raising funds	***3,672***	***12,284***	***15,956***
Salary costs (note 7)	*(1,779)*	*(1,650)*	*(3,429)*
Other costs excluding retail depreciation	*(1,220)*	*(1,733)*	*(2,953)*
Expenditure on raising funds	***(2,999)***	***(3,383)***	***(6,382)***
Surplus before support costs and depreciation	*1,046*	*8,938*	*9,984*
Support costs (note 7)	*(679)*	*(657)*	*(1,336)*
Total Contributions from raising funds	***367***	***8,281***	***8,648***

Notes to the financial statements
for the year ended 31 March 2024

6. Investment income

	Unrestricted funds 2024 £000	Total funds 2024 £000
Income from listed investments	656	656
Interest receivable	38	38
	694	**694**

	Unrestricted funds 2023 £000	*Total funds 2023 £000*
Income from listed investments	*812*	*812*
Interest receivable	*18*	*18*
	830	***830***

Notes to the financial statements
for the year ended 31 March 2024

7. Total expenditure

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2024 £000
Charitable activities				
St Barnabas House				
Inpatient services	2,454	835	770	4,059
Community team services	1,351	106	323	1,780
Hospice at home	1,351	120	435	1,906
Day hospice	187	174	123	484
Outpatients service	394	70	166	630
Family services	384	75	166	625
Education	358	137	127	622
	6,479	**1,517**	**2,110**	**10,106**
Chestnut Tree House				
In house services	3,210	973	1,209	5,392
Family services	249	87	134	470
Education	44	9	14	67
	3,503	**1,069**	**1,357**	**5,929**
Martlets				
Patient and community services	1,121	789	48	1,958
	1,121	**789**	**48**	**1,958**
Total charitable activities	**11,103**	**3,375**	**3,515**	**17,993**

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2024 £000
Raising funds				
Fundraising	1,726	1,651	843	4,220
Retail	1,779	1,379	446	3,604
	3,505	**3,030**	**1,289**	**7,824**
Total expenditure	**14,608**	**6,405**	**4,804**	**25,817**

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2024 £000
Support staff costs	640	1,891	2,531
Premises, technology and other costs	649	1,624	2,273
	1,289	**3,515**	**4,804**

Notes to the financial statements
for the year ended 31 March 2024

Comparative information

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2023 £000
Charitable activities				
St Barnabas House				
Inpatient services	2,621	1,055	628	4,304
Community team services	1,304	102	225	1,631
Hospice at home	1,322	124	330	1,776
Day hospice	193	197	91	481
Outpatients service	346	83	107	536
Family services	406	92	126	624
Education	310	79	71	460
	6,502	**1,732**	**1,578**	**9,812**
Chestnut Tree House				
In house services	3,199	1,020	889	5,108
Family services	204	75	87	366
Education	37	2	7	46
	3,440	**1,097**	**983**	**5,520**
Total charitable activities	**9,942**	**2,829**	**2,561**	**15,332**

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2023 £000
Raising funds				
Fundraising	1,650	1,733	657	4,040
Retail	1,461	1,208	679	3,348
	3,111	**2,941**	**1,336**	**7,388**
Total expenditure	**13,053**	**5,770**	**3,897**	**22,720**

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2023 £000
Support staff costs	674	1,292	1,966
Premises, technology and other costs	662	1,269	1,931
	1,336	**2,561**	**3,897**

Notes to the financial statements
for the year ended 31 March 2024

8. Auditors' remuneration

	2024 £000	2023 £000
Fees payable to the Group's auditor and its associates for audit related work	24	17
Fees payable to the Group's auditor and its associates for non-audit related work	8	5
Fees payable to the Subsidiaries' auditor and its associates for audit related work	21	-

9. Staff costs

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Wages and salaries	14,506	12,719	13,344	12,719
Social security costs	1,362	1,217	1,258	1,217
Contribution to defined contribution pension schemes	1,065	992	1,065	992
Operating costs of defined benefit pension scheme	86	-	-	-
	17,019	**14,928**	**15,667**	**14,928**

During the year ended 31 March 2024, the charity paid £16k (2023: £nil) of redundancy payments to 5 employees. There were no unpaid amounts at the balance sheet date.

The average number of persons employed (full time equivalent) by the Charity during the Year was as follows:	Group 2024 No.	Group 2023 No.	Charity 2024 No.	Charity 2023 No.
St Barnabas House	143	146	143	146
Chestnut Tree House	104	98	104	98
Education, Quality & Research	15	12	15	12
Income generation	108	99	100	99
Governance	1	1	1	1
Martlets	34	-	-	-
	405	**356**	**363**	**356**

The average total headcount of the group was: 534 (2023: 491).

Notes to the financial statements
for the year ended 31 March 2024

9. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:	Group 2024 number	*Group 2023 number*
In the band £60,001 - £70,000	6	*5*
In the band £70,001 - £80,000	2	*2*
In the band £80,001 - £90,000	3	*3*
In the band £90,001 - £100,000	2	*1*
In the band £100,001 - £110,000	-	*1*
In the band £110,001 - £120,000	1	-
In the band £150,001 - £160,000	-	*1*
In the band £170,001 - £180,000	1	-

The aggregate pension contributions made by the charity on behalf of higher paid staff was £117k (2023: £81k). The number of higher paid staff accruing benefits in defined contribution and defined benefit pension schemes was 7 and 7 respectively (2023: 6 and 5).

The total amount of employee remuneration and benefits received by key management personnel was £625k (2023: £594k). This consists of £580k for the St Barnabas Hospices Senior Leadership Team plus £45k for Martlets Senior Leadership Team in the two months post acquisition.

10. Trustees' remuneration and expenses

During the Year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the Year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £0.2k).

During the year ended 31 March 2023, expenses were reimbursed or paid directly to one Trustee for subscriptions and travel expenses.

Trustees' indemnity insurance of £5k (2023: £5k) is paid by the parent charity.

Notes to the financial statements
for the year ended 31 March 2024

11. Tangible fixed assets
Group

	Freehold property £000	Long-term leasehold property £000	Short-term leasehold property £000	Motor vehicles £000	Fixtures, and fittings £000	Computer equipment £000	Freehold property shops £000	Total £000
Cost or valuation								
At 1 April 2023	13,090	5,333	1,319	350	5,698	-	495	26,285
Additions	42	-	16	-	2,247	-	-	2,305
On acquisition of subsidiaries	-	10,996	-	-	265	122	-	11,383
At 31 March 2024	**13,132**	**16,329**	**1,335**	**350**	**8,210**	**122**	**495**	**39,973**
Depreciation								
At 1 April 2023	4,148	3,385	68	350	4,794	-	171	12,916
Charge for the year	356	592	68	-	453	28	19	1,516
At 31 March 2024	**4,504**	**3,977**	**136**	**350**	**5,247**	**28**	**190**	**14,432**
Net book value								
At 31 March 2024	**8,628**	**12,352**	**1,199**	-	**2,963**	**94**	**305**	**25,541**
At 31 March 2023	*8,942*	*1,948*	*1,251*	-	*904*	-	*324*	*13,369*

11. Tangible fixed assets (continued)

Charity

	Freehold property £000	Long-term leasehold property £000	Short-term leasehold property £000	Motor vehicles £000	Fixtures, and fittings £000	Other fixed assets £000	Total £000
Cost or valuation							
At 1 April 2023	13,090	5,333	1,319	350	5,698	495	26,285
Additions	42	-	16	-	2,247	-	2,305
At 31 March 2024	**13,132**	**5,333**	**1,335**	**350**	**7,945**	**495**	**28,590**
Depreciation							
At 1 April 2023	4,148	3,385	68	350	4,794	171	12,916
Charge for the year	356	178	68	-	427	19	1,048
At 31 March 2024	**4,504**	**3,563**	**136**	**350**	**5,221**	**190**	**13,964**
Net book value							
At 31 March 2024	**8,628**	**1,770**	**1,199**	**-**	**2,724**	**305**	**14,626**
At 31 March 2023	*8,942*	*1,948*	*1,251*	-	*904*	*324*	*13,369*

The Freehold property in the parent charity relates to the shops, consisting of units at Rustington, Wick and Ferring, were professionally valued in March 2014 by C G Spratt and Son Limited, estate agents, surveyors and valuers, on an open market basis at £125,000, £220,000 and £150,000 respectively (total of £495,000) and are recognised as deemed cost on transition to SORP 2015 (FRS 102). These assets are being depreciated from their valuation date.

The historic cost of these shops at Rustington, Wick and Ferring is £45,000, £124,716 and £142,500 respectively.

Leasehold property, above, relates to leasehold property with less than 30 years remaining at the balance sheet date. There are no leases with more than 30 years remaining at the balance sheet date.

12. Fixed asset investments

Group

	Listed investments £000	Cash dealing account £000	Total £000
Cost or valuation			
At 1 April 2023	20,008	458	20,466
Additions	2,488	(220)	2,268
Disposals	(6,395)	-	(6,395)
Revaluations	1,002	-	1,002
At 31 March 2024	**17,103**	**238**	**17,341**

Historic cost at 31 March 2024 was £14,987k (2023: £19,411k).

Charity

	Investment in charitable group £000	Listed investments £000	Other fixed asset investments £000	Total £000
Cost or valuation				
At 1 April 2023	-	20,008	458	20,466
Additions	-	2,488	(220)	2,268
On acquisition of subsidiaries	12,385		-	12,385
Disposals	-	(6,395)	-	(6,395)
Revaluations	-	1,002	-	1,002
At 31 March 2024	**12,385**	**17,103**	**238**	**29,726**

Notes to the financial statements
for the year ended 31 March 2024

13. Debtors

	Group 2024 £000	*Group 2023 £000*	Charity 2024 £000	*Charity 2023 £000*
Due within one year				
Trade debtors	286	-	-	-
Amounts owed by group undertakings	-	-	1,005	-
Other debtors	1,105	*619*	536	*619*
Prepayments and accrued income	1,326	*1,395*	595	*1,395*
	2,717	***2,014***	**2,136**	***2,014***

14. Creditors: Amounts falling due within one year

	Group 2024 £000	*Group 2023 £000*	Charity 2024 £000	*Charity 2023 £000*
Trade creditors	447	*331*	352	*331*
Other taxation and social security	159	*287*	-	287
Other creditors	368	*134*	150	*134*
Accruals and deferred income	1,245	*308*	621	*308*
	2,219	***1,060***	**1,123**	***1,060***

	Group 2024 £000	*Group 2023 £000*
Income deferred during the year on acquisition of The Martlets Hospice Limited	422	-

Deferred income in The Martlets Hospice Limited relates to grants received in advance of the year to which the related service will be provided.

15. Creditors: Amounts falling due after more than one year

	Group 2024 £000	*Group 2023 £000*
Other creditors	69	-

16. Business combinations

	Book value £000	Fair value adjustments £000	Fair value £000
Fixed Assets			
Tangible	11,383	-	11,383
	11,383	**-**	**11,383**
Current Assets			
Stocks	37	-	37
Debtors	2,356	(915)	1,441
Cash at bank and in hand	722	-	722
Total Assets	**14,498**	**(915)**	**13,583**
Creditors			
Due within one year	(1,157)	-	(1,157)
Due after more than one year	(41)	-	(41)
Total Identifiable net assets	**13,300**	**(915)**	**12,385**

On 31 January 2024, the parent charity acquired The Martlets Hospice Limited and its related subsidiary companies for £Nil.
Due to the nature of the transaction and in accordance with the Charities SORP (FRS 102), the gain has been recognised in the financial statements within donations (see note 3) rather than as negative goodwill on consolidation.

The fair value adjustment relates to legacies which do not meet the recognition criteria under the group accounting policy and have accordingly been removed from accrued legacy income. In line with the group accounting policy, legacies outstanding at the year end which did not meet the recognition criteria are included as estimated contingent assets as outlined in note 3.

The results of The Martlets Hospice Limited since acquisition are as follows:

	Current period since acquisition £000
Income under group accounting policies	1,092
(Deficit) for the period since acquisition under group accounting policies	**(1,273)**

Notes to the financial statements
for the year ended 31 March 2024

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses) £000	Balance at 31 March 2024 £000
Unrestricted funds						
Designated funds						
Tangible fixed assets (at cost)						
St Barnabas	13,249	-	(1,048)	2,313	-	14,514
CTH capital development	1,000	-	-	(850)	-	150
STBH capital development	1,500	-	-	(1,450)	-	50
Service Development fund	8,680	-	-	(3,510)	-	5,170
Tangible fixed assets (at cost) Martlets	-	103	(25)	10,837	-	10,915
	24,429	**103**	**(1,073)**	**7,340**	**-**	**30,799**

The tangible fixed assets funds for St Barnabas and Martlets represent charitable funds invested in operational fixed assets (at cost). The assets will be used throughout the time of activity of the Group. At 31 March 2024 the tangible fixed asset fund for St Barnabas excludes £112k which is shown within the revaluation reserve to give the total tangible fixed asset value for the parent charity of £14,626k. Expenditure from the funds represents the annual depreciation on the deemed cost of those assets. The transfers into the fund relates to the element of the depreciation charge in excess of that charged on the historic cost and adjustments arising on acquisitions and disposals.

The Chestnut Tree capital development fund was set up to cover the costs of a renovation programme centred around the children's bedrooms. This is largely complete and the remaining balance is to cover the final elements of spend anticipated in 2024/25.

The St Barnabas capital development fund was set up to cover the costs of a renovation programme centred around the In-patient Unit and the Living Well area. This is largely complete and the remaining balance is to cover the final elements of spend anticipated in 2024/25.

The Service Development fund was set up in 2021/22 to cover anticipated operating losses over the next three year period when the charity was consolidating activities and diversifying income streams.

Transfers out relate to monies spent or reallocated for other purposes during the year.

Notes to the financial statements
for the year ended 31 March 2024

17. Statement of funds (continued)

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses) £000	Balance at 31 March 2024 £000
Other unrestricted funds						
General Funds	16,596	28,931	(20,691)	(6,531)	-	18,305
Revaluation reserve (tangible fixed assets and investments)	1,175	-	-	(7)	1,271	2,439
	17,771	**28,931**	**(20,691)**	**(6,538)**	**1,271**	**20,744**
Total unrestricted funds	**42,200**	**29,034**	**(21,764)**	**802**	**1,271**	**51,543**

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses) £000	Balance at 31 March 2024 £000
Restricted funds						
Operating and equipment funds	927	657	(591)	(802)	-	191
Contracted income	-	1,119	(1,119)	-	-	-
NHS grant - St Barnabas House	-	1,460	(1,460)	-	-	-
Department of Health - Chestnut Tree House	-	680	(680)	-	-	-
HEE Funded Activity	100	-	(100)	-	-	-
NHS Sussex Integrated Care Board	54	56	(85)	-	-	25
Other revenue funds (The Martlets Hospice)	-	25	(18)	-	-	7
	1,081	**3,997**	**(4,053)**	**(802)**	**-**	**223**

The transfers between the revaluation reserve and general funds relate to net gains and losses on investments that have now been realised, the element of the depreciation charge in excess of that charged on the historic cost and any adjustments arising on tangible fixed asset disposals.

17. Statement of funds (continued)

The operating and equipment funds represent donations made for specific equipment purchases and running costs in the hospices. When specific assets are purchased a transfer is made to move the value from restricted funds to designated funds held as tangible fixed assets.

The NHS grant (NHS Coastal West Sussex) is provided to cover partial operating costs of St Barnabas and the NHS Department of Health grant is provided to cover partial operating costs of Chestnut Tree House.

Coastal West Sussex CCG and Local County Councils provide contracted income for adults and children respectively for the relevant hospice. The contracted income fund represents specific income towards the Hospice at Home service and Funded Nights.

HEE (Health Education England) and NHS Sussex Integrated Care Board restricted funds represent grants from these organizations to support costs of providing training for the palliative and end of life care workforce across Sussex.

Other revenue funds (The Martlets Hospice):

These cash funds represent the income and expenditure of small restricted donations made during the year for various purposes.

Total of funds	**43,281**	**33,031**	**25,817)**	**-**	**1,271**	**51,766**

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses) £000	Balance at 31 March 2023 £000
Unrestricted funds						
Designated funds						
Tangible fixed assets (at cost)						
St Barnabas	*13,249*	-	*(1,083)*	*903*	-	*13,249*
CTH capital development	*1,500*	-	-	*(500)*	-	*1,000*
STBH capital development	*1,000*	-	-	*500*	-	*1,500*
Service Development fund	*10,721*	-	-	*(2,041)*	-	*8,680*
	26,650	**-**	***(1,083)***	***(1,138)***	**-**	***24,429***

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses) £000	Balance at 31 March 2023 £000
Other unrestricted funds						
General Funds	*16,041*	*17,285*	*(18,277)*	*1,547*	-	*16,596*
Revaluation reserve (tangible fixed assets and investments)	*4,010*	-	-	*(409)*	*(2,426)*	*1,175*
	20,051	***17,285***	***(18,277)***	***1,138***	***(2,426)***	***17,771***
Total unrestricted funds	***46,701***	***17,285***	***(19,360)***	**-**	***(2,426)***	***42,200***

Notes to the financial statements
for the year ended 31 March 2024

17. Statement of funds (continued)

	Balance at 1 April 2022 £000	*Income £000*	*Expenditure £000*	*Transfers in/(out) £000*	*Gains/ (losses) £000*	*Balance at 31 March 2023 £000*
Restricted funds						
Operating and equipment funds	*1,046*	*172*	*(291)*	-	-	*927*
Contracted income	*1*	*917*	*(918)*	-	-	-
NHS grant - St Barnabas House	-	*1,418*	*(1,418)*	-	-	-
Department of Health - Chestnut Tree House	-	*577*	*(577)*	-	-	-
HEE Funded Activity	-	*100*	-	-	-	*100*
NHS Sussex Integrated Care Board	-	*54*	-	-	-	*54*
	1,047	***3,238***	***(3,204)***	**-**	**-**	***1,081***
Total of funds	***47,748***	***20,523***	***(22,564)***	**-**	***(2,426)***	***43,281***

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

Analysis of net assets between funds – current year	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	-	25,541	25,541
Fixed asset investments	-	17,341	17,341
Current assets	223	10,949	11,172
Creditors due within one year	-	(2,219)	(2,219)
Creditors due in more than one year		(69)	(69)
Total	**223**	**51,543**	**51,766**

Analysis of net assets between funds – prior year	*Restricted funds 2023 £000*	*Unrestricted funds 2023 £000*	*Total funds 2023 £000*
Tangible fixed assets	-	*13,369*	*13,369*
Fixed asset investments	-	*20,466*	*20,466*
Current assets	*1,081*	*9,425*	*10,506*
Creditors due within one year	-	*(1,060)*	*(1,060)*
Total	***1,081***	***42,200***	***43,281***

Notes to the financial statements
for the year ended 31 March 2024

19. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £000	*Group 2023 £000*
Net income/expenditure for the year (as per Statement of Financial Activities)	8,485	*(4,467)*
Adjustments for:		
Depreciation charges	1,516	*1,111*
(Gain) / loss on investments	(1,002)	*2,448*
Dividends, interests and rents from investments	(694)	*(830)*
(Increase) in stocks	(26)	*(3)*
(Increase) /decrease in debtors	(703)	*61*
Increase / (decrease) in creditors	1,159	*(204)*
Increase in long term creditors	69	-
(Gain) on acquisition of Martlets Hospice Ltd	(12,385)	-
Net current assets, excluding cash, obtained on acquisition of Martlets Hospice Ltd	280	-
Net cash used in operating activities	**(3,301)**	***(1,884)***

20. Analysis of cash and cash equivalents

	Group 2024 £000	*Group 2023 £000*
Cash in hand	1,329	*1,909*
Notice deposits (less than 3 months)	7,080	*6,563*
Total cash and cash equivalents	**8,409**	**8,472**

Notes to the financial statements
for the year ended 31 March 2024

21. Analysis of changes in net debt

	At 1 April 2023 £000	Cash flows £000	At 31 March 2024 £000
Cash at bank and in hand	8,472	(63)	8,409
Total	**8,472**	**(63)**	**8,409**

22. Pension commitments

Royal London Group Personal Pension Plan

This scheme is a defined contribution scheme, open to all employees under auto enrolment.

NHS Pension Scheme

The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and employees of other approved organisations. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. As such, it is not possible for the Group to identify its share of the assets and liabilities of the underlying scheme.

The Exchequer also funds the year-on-year difference between the Scheme's contribution income and the actuarially assessed growth in scheme liability, interest charges and other in year increases in liability.

During the year Group paid £1,065k in relation to the Defined benefit scheme, at the year end the group owed £149k (2023: £133k).

During the year Group paid £86k in relation to the Defined contribution scheme, at the year end the group owed £74k (2023: £Nil).

23. Operating lease commitments

At 31 March 2024 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024 £000	*Group 2023 £000*	Charity 2024 £000	*Charity 2023 £000*
Not later than 1 year	537	*196*	267	*196*
Later than 1 year and not later than 5 years	903	*384*	585	*384*
Later than 5 years	1,778	*18*	82	18
	3,218	***598***	**934**	***598***

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2024 £000	*Group 2023 £000*	Charity 2024 £000	*Charity 2023 £000*
Operating lease rentals	**612**	***536***	**536**	***536***

Notes to the financial statements
for the year ended 31 March 2024

24. Related party transactions

During the year the charity made the following related party transactions

Leo House Children's Hospice

During the year, the charity received £342,035 (2022: £75,000) from Leo House Children's Hospice. This was receipt of a grant for the work carried out by community nurses at Chestnut Tree House and the final payment included the full value of the remaining assets (all cash at bank) held by Leo House Children's Hospice at 15 March 2024 when that charity ceased to exist as a separate legal entity. Mr A Clark is a Trustee of both Leo House and St Barnabas Hospices (Sussex) Limited. The grant agreement was already in place before Mr A Clark was appointed a Trustee for the charity.

University Hospitals Sussex - NHS Foundation Trust

During the year the charity purchased medical supplies totalling £105,912 from University Hospitals Sussex - NHS Foundation. Mr D Rennie-Hale is a trustee of St Barnabas Hospices and an employee of University Hospitals Sussex - NHS Foundation. The charity also made sales of £50 in relation to the provision of training to the University Hospitals Sussex - NHS Foundation. At the year end an amount of £448 was due to the University Hospitals Sussex - NHS Foundation from the charity.

NHS Sussex - ICB

During the year the charity recognised grant income of £833,510 from NHS Sussex - ICB. Mr S Palma is a trustee of St Barnabas Hospices and an employee of NHS Sussex - ICB. At the year end the charity was owed £157,669 from NHS Sussex - ICB.

25. Controlling party

The Trustees are the controlling party.

26. Post balance sheet events

Subsequent to the year end, the Trustees of St Barnabas Hospices (Sussex) Limited and The Martlets Hospice Limited agreed to transfer the assets and liabilities of The Martlets Hospice Limited into St Barnabas Hospices (Sussex) Limited where all the activities will continue. This legal transfer will be effective from 30 September 2024.

27. Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company Number	Charity registration number	Registered office or principal place of business	Principal activity	Class of shares	Holding	Included in consolidation
St Barnabas Hospice (Worthing) Projects Limited	3827427		St Barnabas House, Titnore Lane, Worthing	Dormant	Ordinary	100%	Yes
St Barnabas Hospices (Sussex) Trading Limited	07157835		St Barnabas House, Titnore Lane, Worthing	Retail	Ordinary	100%	Yes
The Martlets Hospice Limited	02326410	802145	Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Provision of Care	Limited by guarantee	-%	Yes
The Martlets Trading Co Ltd	04557282		Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Retail	Ordinary	100%	Yes
Martlets Care Limited	06250709		Martlets Hospice, Wayfield Avenue, Hove, England, BN3 7LW	Provision of Care and welfare services	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Profit/(Loss) / Surplus/ (Deficit) for the year £000	Net assets £000
St Barnabas Hospices (Sussex) Trading Limited	**192**	**(159)**	**33**	**-**
The Martlets Hospice Limited	**14,117**	**(13,526)**	**591**	**12,243**
The Martlets Trading Co Ltd	**1,863**	**(1,671)**	**192**	**(4)**
Martlets Care Limited	**792**	**(767)**	**15**	**12**

St Barnabas House
Hospice Care

Chestnut Tree House
Children's Hospice Care

Southern Hospice Group

England & Wales - Charity number 256789

Accounts



Annual Report
and accounts

2023

St Barnabas House Hospice Care

Chestnut Tree House Children's Hospice Care



Contents

Introduction from our Chair and CEO 4

Trustees' Report incorporating Strategic Report 5

– Our Annual Report 5

– Our impact in numbers 6

– Our mission and the year ahead 8

– Making progress 10

– A quality service 12

– Our environmental report 14

– Risks and challenges 17

– Fundraising 18

– Financial Review 20

– Structure, governance and accountability 22

– Our President and Patrons 24

– Section 172(1) statement 26

Statement of Trustees' responsibilities 27

Independent Auditor's Report 28

Statement of financial activities 32

Balance sheet 33

Cash flow statement 34

Notes to the financial statements 35

An introduction from our Chair and CEO

Looking back over the past year there have been many areas of progress for which the organisation can feel proud. Sadly, the shadow of the pandemic still remains within healthcare and impacts our processes, approach to infection control and the work environment. Nonetheless, we remain pragmatic and determined to carefully navigate our way through.

The external environment has changed, and while concerns about COVID-19 have eased, people are now struggling with the cost-of-living crisis, worrying over energy bills, and geopolitical instability.

As an organisation, our efforts are focused on preparing for the future. Both hospices have produced new care strategies, setting out our approach to care and the delivery of our services over the next five years. These strategies are crucial in underpinning the wider financial outlook.

As part of the financial strategy for the next five years, we will be drawing on our reserves to restructure the organisastion, in order to continue our charitable mission in a sustainable way. Rising inflation and energy prices have placed significant cost pressures across the organisation. This, combined with the difficult fundraising environment, means careful decisions will need to be made to maximise resources for the population we serve.

Fortunately, despite all the instability and uncertainty of the last few years, our incredible supporters remain steadfast. We're extremely grateful for their kindness and generosity in volunteering, fundraising, supporting our shops and legacy giving. Both St Barnabas and Chestnut Tree House rely on this support, and we very much appreciate the huge part the community plays in enabling us to continue offering our crucial services free of charge.

We will continue working to provide the best possible care for our patients, children, and their families – learning from our experiences and improving where we can. We can do this because of the people who so selflessly support us, and we give our heartfelt thanks to each and every one of them.

Best wishes

Mike Rymer
(Chair)

Amanda Fadero
(CEO)



Our Annual Report

The Trustees present the Annual Report together with the audited financial statements for the year 1 April 2022 to 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with current statutory requirements, requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the charitable company qualifies as large under section 382, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

The Trustees have complied with their duty under Section 17 of the 2011 Charities Act and have referred to the Charity Commission guidance on public benefit. The main activities undertaken to further the Charity's purposes for the public benefit are detailed in this Annual Report.

Our impact in numbers

St Barnabas House

2,027 Physiotherapy, **696** Occupational Therapy and **1094** Complementary Therapy sessions were provided

1,511 patients received our services and we accepted **1,070** new patient referrals

233 patients were admitted to the In-patient Unit

79,526 hours of support were provided by our volunteers, worth **£1,320,000** to the organisation

2,926 pre and post bereavement support sessions were provided by hospice and volunteer counsellors to patients, families and carers. The majority of these were carried out virtually or by telephone

45,939 patients and their families have been cared for since the hospice was founded in 1973

9,844 telephone contacts were made between the Community Palliative Care Team and patients, family and carers

3,530 patient appointments were completed for **1,461** patients by our Community Palliative Care Nurses

11,246 day and **484** night visits were made to patients in their homes by our Hospice at Home Team, delivering **20,185** hours of care

Chestnut Tree House

284 children and young people were cared for

146 children and young people stayed at the house with **1,531** occupied bed nights

1,431 counselling and therapy support sessions were provided for children and young people with life-limiting conditions, their parents/ carers and siblings

1,380 visits were made by the Community Team

354 attendances were made by Chestnut Tree House children and young people at group activity events

1,126 children and young people have been cared for since we opened in 2003

199 people attended our bereavement events

62 new referrals were accepted



You can read Lara's story at
www.stbh.org.uk/laras-story

"In those final weeks, we became experts at bringing silliness into any moment. I think I laughed more during 2020 than I have in any other year of my life. That's what amazing hospice care can offer, a chance to really live, to see Dad and not his illness."

Lara, David's daughter

Our mission and the year ahead

A year has passed since we reset our strategic objectives and, whilst good progress has been made, we still have much to do. Having reviewed where the organisation is now and what our ambitions should be, we feel our strategic and corporate objectives remain the right ones.

Our strategic objectives are:

- **To provide excellence in palliative and end-of-life care for all we serve, through continuous improvement, utilising research and education**
- **To support all in our communities with life-limiting conditions to live and die with choice and dignity**
- **To build a sustainable model of care in collaboration with our partners**
- **To create a culture in which staff and volunteers can reach their full potential through support and investment**

Underpinning these strategic goals are our corporate objectives for the coming year:

Support and develop staff

A people-centred approach to employee engagement and human resource matters has been developed across the organisation. A complete review of pay and benefits was undertaken at the end of 2022, and this has provided a springboard for completing work on our wellbeing and engagement strategies.

Grow pathways and opportunities with partners

The wider healthcare sector is struggling to cope with demand, and we are continuing to work with our partners to help alleviate stresses in the system where we can. The environment is complex, but we continue working to strengthen collaboration and partnership.

Offer a positive patient experience

The care our patients receive and the experiences they have with us are central to all our decision making. We strive to learn from feedback and improve practice where needed. One of our ambitions is to create a true learning environment across all teams within the organisation.

Research, educate and innovate

Research remains a priority for the hospices, with evidence-based practice providing better outcomes for patients. Ongoing education and training for all our staff and the wider healthcare community is a crucial part of our delivery.

Develop a plan for sustainability

Crucially, we will produce a new five-year plan to ensure the long-term financial sustainability of the organisation.

"Nursery rhymes, fairy lights, love and constant support. Chestnut Tree House hospice gave us the perfect place to say goodbye to our Rupert."

Kate, Rupert's mum

You can read Rupert's story at
www.chestnut.org.uk/ruperts-story



Making progress

In a uniquely challenging year, we continued to improve and enhance our services to meet the evolving needs of our patients and their families. The following are some of the key achievements made in line with our corporate objectives. Along with our Financial review on page 20 and Risks and challenges on page 17, they constitute the Strategic Report.

To provide excellence in palliative and end-of-life care for all we serve, through continuous improvement, utilising research and education

St Barnabas has seen over 1,500 patients throughout the year and delivered a range of services including clinical care, physio and complementary therapy, and bereavement and counselling support. All these services are important in meeting the differing needs of our patients and their families.

Nearly 10,000 telephone calls and 3,500 appointments were made by our Community Palliative Care Team. The services of our Community and Hospice at Home Teams are increasingly in demand as more patients express their desire to die at home.

The replacement of the In-patient Unit roof at St Barnabas House was successfully completed in April 2023, bringing a major building project to an end.

More than 280 children and young people were cared for by Chestnut Tree House, culminating in over 1,500 overnight stays. We also placed huge focus on our outreach and activity work, covering activities both for children and young people, and their siblings. We even started a group for bereaved and non-bereaved dads.

Much work has gone into planning the refurbishment of the hospice's Wind in the Willows wing, following the successful modernisation of the teenage wing. Thanks to a large donation from a private donor, we have been able to move forward with the new project and hope to start the building work in late summer 2023.

As we emerged from the COVID-19 pandemic, we have focused on building our resilience and capacity in research, through building our research governance infrastructure and developing external research partnerships, such as the newly formed Sussex Research Collaborative. A new Research Strategy, closely aligned to our Care Strategy, has also been agreed and will direct our activity over the next few years.

Our Education Team delivered 92 courses to 643 delegates – 412 of these were staff of St Barnabas Hospices and 231 were external attendees. We received funding from Health Education England that allowed us to start simulation work at St Barnabas House and support existing work at Chestnut Tree house. This innovative work, which uses two life-sized adult mannequins, is part of clinical skills teaching and has received interest locally and nationally.

To support all in our communities affected by life-limiting conditions to live and die with choice and dignity

The care strategies for both hospices have now been finalised, setting out our ambitions for the future of our services. The key focus for both hospices is reaching everyone who needs us, through either direct or indirect care. Demand continues to grow against a backdrop of financial insecurity, health system pressures and challenges with recruitment of clinical staff. Despite this, we remain committed to delivering our ambition and we are reworking our five-year financial plan with this in mind.

To build a sustainable model of care in collaboration with our partners

Providing the best care for our patients, young people and their families cannot be done in isolation. We offer our services as part of the wider healthcare system, and we stay in constant communication with local hospitals, GPs, commissioners and other health and social care providers.

We continue to actively engage with Together for Short Lives – the umbrella body for children's hospices. Plus, we are forging closer working relationships with our neighbouring children's hospices.

We remain in regular communication with adult hospices across Sussex, and Hospice UK – the umbrella body for adult hospice care. Joint discussions are taking place to help maximise our impact on communities across the county in the most efficient and impactful way.

To create a culture in which staff and volunteers can reach their full potential through support and investment

We successfully completed the pay and benefits review, which we started at the beginning of this year. As a result, both hospices now have one salary structure and there is a consistent set of employee benefits across the organisation. Transparency and fairness are critically important to us when setting pay and in helping to retain and recruit staff. With this in mind, we have relaunched our long service awards, which recognise employees who have completed more than five, ten, 15 and 20 years of service.

Face-to-face induction sessions have recommenced for all new employees, and they also receive a welcome booklet. Employee engagement continues to gain momentum with a full policy and process review underway, a new Champions for Change staff group established, and regular staff briefings from the Leadership Team. Staff engagement and consultations are run for any decisions of strategic importance.

Our Voluntary Services Team has been working on delivering a new volunteer management platform, which is about to be rolled out. Recruitment events have been held to attract new volunteers and all training has been refreshed. Our volunteers are extremely important to us, and we hope to expand the opportunities we can offer them in the coming year.



A quality service

Providing sustainable, high-quality palliative and end-of-life care within our hospices requires effective, integrated governance systems combined with internal control. The following outlines our status against key quality indicators and shows our progress against the quality improvement priorities set for 2022/23. It also includes some of our quality improvement plans for 2023/24.

During the year we've seen a reduction in the number of formal complaints and an increase in the number of recorded compliments.

Our infection control standards have remained high. There have been no cases of MRSA, E. coli, Pseudomonas or Klebsiella bacteraemia. Nor have there been any acquired cases of Clostridium difficile infection (CDI). Additionally, there has been no evidence of employee-to-employee, employee-to-patient and patient-to-patient transmission of COVID-19 across St Barnabas or Chestnut Tree House.

We have achieved National Institute for Health and Care Research (NIHR) 'Research Generating Hospice' status, in recognition of the fact that we actively undertake our own research and generate new research evidence. We are currently involved in four NIHR Clinical Research Network Portfolio Studies.

In July 2022, we launched our year One Comprehensive Quality Improvement Plan and five-year outcome ambitions. The plan is aligned to our strategic objectives and presented under the Care Quality Commission's (CQC) five domains of care: Well-led, Safe, Caring, Responsive and Effective.

Our achievements include:

Well-led

- Completing an external review of our governance processes
- Revising our governance structures
- Developing and launching our People Plan
- Launching our menopause and wellbeing cafés and model of mental health care plans for staff

Safe

- Procuring and configuring a new interactive digital system (RADAR) to support our quality governance functions
- Implementing a new drug chart on our In-patient Unit to simplify our medicines record-keeping process and reduce the risk of medication errors. We have audited the new chart to ensure the changes we have made are effective
- Undertaking a comprehensive review of our controlled drugs management systems and developing a new policy and procedures to accompany this
- Configuring a new incident reporting system, simplifying our reporting form, and revising our incident reporting policy to reflect these changes
- Embedding the new national medical examiner process for our in-patient services

Caring

- Establishing a patient and carer experience group
- Benchmarking our patient and carer experience systems against the national framework
- Participating in the national FAMCARE benchmarking programme for end-of-life care
- Developing our care strategies in line with local demographics and system needs
- Developing and launching our Clinical Care strategies



Effective

- Reviewing our National Institute for Health and Care Excellence (NICE) guidance triage and cascade processes
- Developing and publishing our education strategy
- Commissioning an external audit of our Information Governance process
- Reviewing our clinical audit systems
- Publishing our research strategic aims
- Enhancing our systems by embedding research and evidence-based practice within our training programme

Responsive

- Developing our Champions for Change staff group, whose responsibilities include workforce equality, diversity and inclusion
- Developing and publishing our estates plan
- Revising our appraisal processes
- Reviewing our operational and leadership structures to ensure they are aligned to our strategies

Looking forward, our priorities for 2023/24 include:

- Implementing our quality governance data system (RADAR)
- Undertaking an organisational review of our risk management strategy, aligned to our new structures and published strategy
- Embedding our new committee reporting structures and testing the effectiveness of their terms of reference
- Developing environmental sustainability strategies to help reduce our carbon footprint
- Developing a plan for enabling electronic prescribing and administration
- Implementing the Integrated Palliative Care Outcomes Scale (IPOS)



Our environmental report

Environmental sustainability remains important to us as an organisation, and we've put systems in place to minimise our environmental impact where possible.

Greenhouse Gas (GHG) Emissions

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, we are continuing our aim to reduce our greenhouse gas emissions.

St Barnabas Hospices maintains both scope one (1) and two (2) emissions generated from our hospices and shops respectively, plus emissions from the following transport:

1) Indirectly managed vehicles, including 'grey fleet' transport (personal cars used for business purposes)

2) Company vehicles

We are continuing to focus on the points below as part of our environmental strategy:

1) Reviewing and developing our Car Policy and Drivers' Handbook (annual review)

2) Encouraging employees to purchase renewable technology cars, such as hybrid vehicles

3) Purchasing energy-efficient equipment where appropriate

4) Replacing HVAC systems with energy-efficient equipment where possible

5) Adopting behavioural change measures where possible

Methodology

We have reported all emission sources under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 as required. We have calculated and reported our emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting (reference 'Introduction guidance').

The reporting period is the fiscal year 2022/2023, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

Our organisation, like many others, was impacted by the COVID-19 pandemic, which slowed our ability to progress as much as we would have liked. However, we still have a longstanding commitment to tackling climate change. Our calculated carbon footprint for our current financial year is 526.82 tCO2e, whilst energy consumption was 2,394,684.97 kWh (2,395 MWh).

2022/2023 Emissions

Scope 1 (natural gas, gas oil and transport)	266.93 Tonnes COE equivalent (tCOEe)
Scope 2 (electricity)	204.75 Tonnes COE equivalent (tCOEe)
Scope 3 (electricity T&D, transport)	55.14 Tonnes COE equivalent (tCOEe)
Total	**526.82 tCO2e**
Scope 1, 2 and 3 intensity metric	**1.18 tCO2e**

Our emissions have increased by 2.73%, primarily due to rising electricity consumption and transportation as full services resumed following COVID-19.

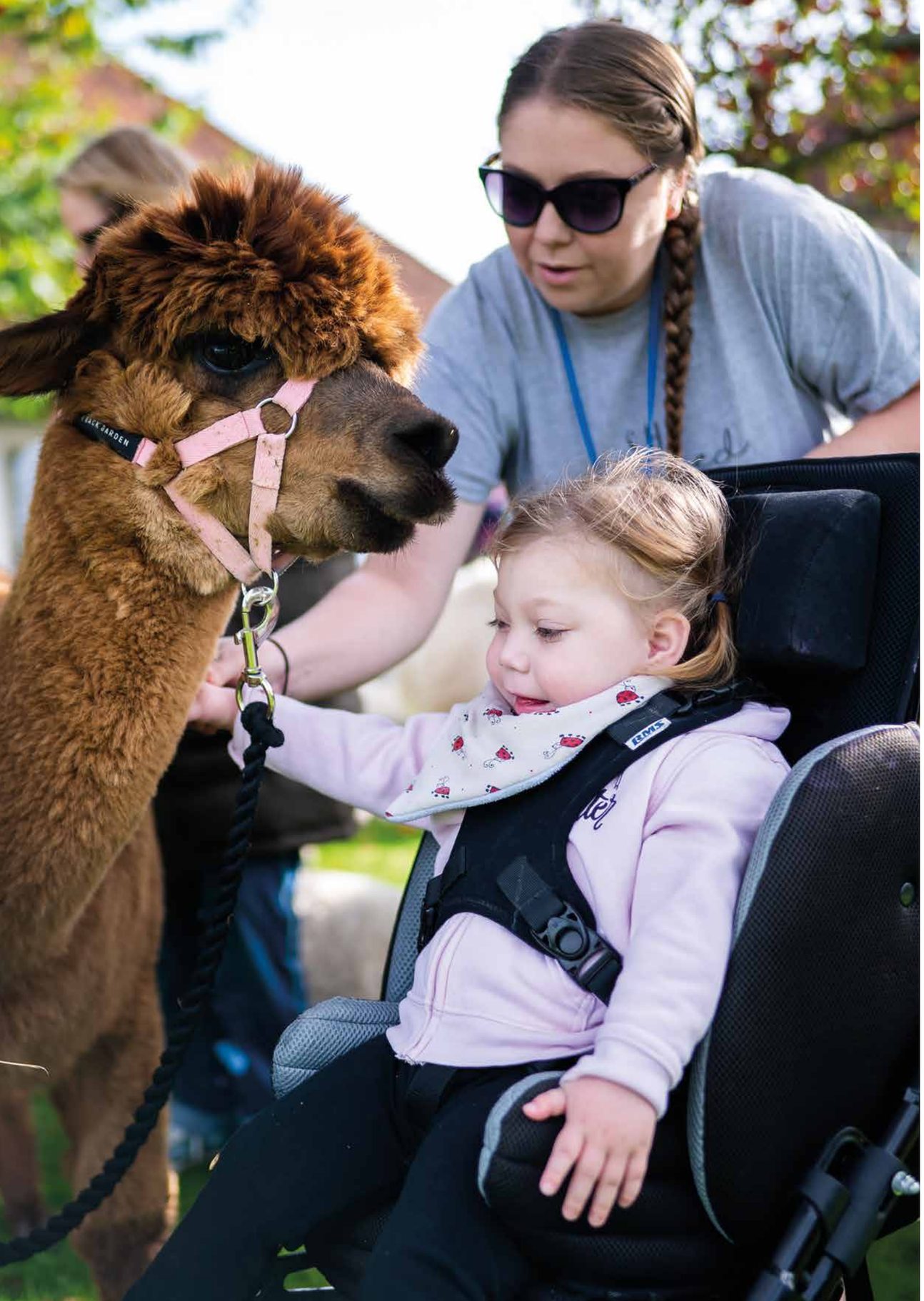
Efficiency measures taken

- Lighting across the portfolio has improved – all external lamps are now LED
- Our fleet now encompasses hybrid vehicles and will increasingly do so as vehicles are replaced

Objectives for 2023/2024

- Discussions with property owners over supply contracts with a view to renewable energy
- Continual review of existing office equipment, estates portfolio and company policies
- Finalise ESOS phase 3 compliance





Risks and challenges

Risk management plays a central role in our governance processes across all levels of the organisation. The Board and Senior Leadership review our strategic and corporate risks on a regular basis, adjusting mitigation and controls as needed. The five risks listed below represent our overarching strategic risks.

Risk	Mitigation
Leadership, culture and reputation The absence of a high performing Board and Leadership, good external reputation and a happy, thriving culture could indicate a poorly led organisation with low staff morale. Ultimately, this may impact on delivery of strategic objectives and patient outcomes.	A Board development programme is in place, including governance through Board Committees. Regular appraisals are conducted with Trustees and all staff, including the Leadership Team. In addition, regular monitoring of external media, complaints, and perception is in place. Workforce policies are being reviewed and new Trustee and Director appointments are underway.
Organisational workforce A failure to attract and retain professional, capable and suitably skilled staff or volunteers could lead to unsettled teams, low staff morale and wellbeing. This may also prevent us from safely meeting organisational needs, which could lead to poor patient outcomes and experiences, and non-delivery of contractual obligations.	We have published our organisational People Plan, outlining plans for the next two years. A full pay and benefits review has been completed and rolled out. Regular staff surveys and forums are in place, and education programmes, and health and wellbeing support is offered to all.
Compliance with the new CQC regulatory framework An inability to demonstrate compliance could adversely affect our care delivery and reputation.	Our Quality Performance Governance structure is working well. A Quality Improvement Plan has been established and is being regularly reviewed. An electronic risk register has been put in place alongside an incident reporting, complaints and policy database. Established controls are also in place to identify and address patient safety issues.
Financial outlook The cost-of-living crisis and government cuts could curtail our funding streams. Meanwhile, poorly constructed or badly implemented financial plans could lead to continuing deficits – eventually threatening the ability to deliver strategic objectives, charitable purpose and, ultimately, patient care.	A series of financial review meetings and quarterly reforecasts are in place. We have also reset income targets to represent realistic performance given the economic climate. Vacancy control systems are in place.
Resilience Underinvestment in our IT and estates infrastructure may reduce its resilience. This could leave the organisation unable to meet its objectives or respond to unanticipated events.	We've established disaster recovery plans, with clinical records backed up regularly off site. A programme board has been set up to manage large capital projects. Routine maintenance plans and a planned programme of estate developments are in place alongside an annual audit of assets.

Fundraising

The challenging economic crisis made fundraising extremely difficult in 2022. Our teams and communities continued to give us tremendous support, but less money was raised than in the previous year.

Our income generation activities had mixed success, largely dictated by the audiences they were aimed at. Thankfully, our retail operation performed well and managed to return a net profit of £1m for the second year running. We aim to strengthen this by opening new shops this year.

Community fundraising continued regaining momentum post-pandemic, and we were amazed and humbled by the dedication of individuals and community groups in raising money for both hospices. In 2022, we tried something different by running the St Barnabas Sunrise to Remember event in June. We also hosted a small dinner at Arundel Castle to celebrate St Barnabas' 50-year anniversary.

Our lottery continued to generate a large proportion of our voluntary income. Whilst we manage most fundraising in house, we work with professional fundraising teams and commercial organisations when it is more cost effective to do so – as is the case with the lottery. All our partners undergo due diligence before contracts are signed, and we carry out a regular programme of training and mystery shopping.

We also hosted the Snowman@The Grand – our first post-pandemic Christmas ball for Chestnut Tree House. The event was a huge success and raised £150K for the hospice – far exceeding expectations.

St Barnabas Hospices is a member of the Fundraising Regulator and abides by the direct marketing code of practice and the fundraising code of practice. In this financial year, we received 45 fundraising complaints from members of the public. However, none were received via the regulator and they were all resolved by us. We take all feedback seriously and our Supporter Care Team works hard to strengthen our relationships with supporters.

We continue to rely on the kind generosity of our wonderful community. The vast majority of our income comes from individuals and community groups who give smaller amounts that all add up. We are extremely grateful for this support, particularly in the current economic climate. We would like to thank everyone who gave so generously in 2022, including:

Airwave Europe Ltd
Benchmark Capital
Brian Moore
BrightLocal
Chris and Lynn Collins
ECE Architecture Ltd
First Central
Friends of Sussex Hospices
Gardiner & Scardifield
Gordon and Tina Owen
Haskins Garden Centre, Roundstone
Karina and Elfed Jarvis
Morrisons
NFU Mutual Pulborough
Nick and Jan Best
Oliver's Wish Foundation
Paul and Annette Jones
Roffey Homes
Roger and Maureen Kelly
Rolls-Royce Motor Cars
Sabre Insurance Group
Technetix Group Ltd
Temco Ltd
The Albert Hunt Trust
The Woodall Family
Timothy and Mary Clode
Together for Short Lives
VPI Shoreham Power Station

Remembering friends we've lost

A special mention and thanks to the late Ambrose Harcourt, who sadly died last August. Ambrose was an integral part of Chestnut Tree House from the start, initially as a friend and patron, and for the last few years as a Vice President of the Charity. With a smile for everyone, he is dearly missed.

Raymond Briggs also sadly passed away in August. A friend and patron to the Charity, Raymond has been a very important part of Chestnut Tree House for many years. We will always be grateful for his kindness and support.



Financial review

Results for the year are shown in the Statement of Financial Activities

The year ending 31 March 2023 was a challenging one. The Charity, together with our staff, donors and service users, was affected by the cost-of-living crisis, with a major hike in energy and other costs. Support from our community was incredibly strong. However, as is the case with many charities, we saw a reduction in fundraising income.

Overall income was £20.5m (2022 – £18.8m) and expenses were £22.6m (2022 – £19.8m), with an operating deficit of £2.0m (2022 – £1.0m). Investment market conditions were adverse over the year due to geopolitical instability, and a loss of £2.4m on investments was recorded (2022 – £1.6m gain).

Income from fundraising was £6.3m (2022 – £7.2m). The reduction can be explained by the receipt of a major donation in the previous year, and the context of an adverse economic environment.

Retail income growth to £3.5m (2022 – £3.2m) is testimony to the hard work of staff and volunteers in our shops, and the growing importance of thrift shopping in the current climate.

Legacies contributed £6.0m (2022 – £2.5m), a strong improvement year on year.

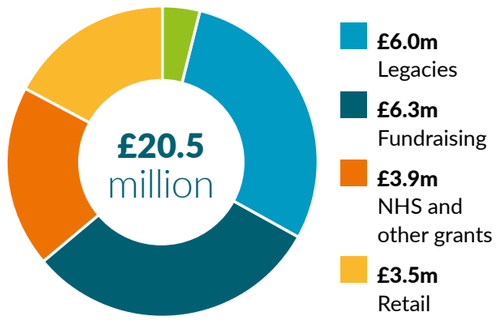
Investment income was £0.8m (2022 – £0.9m), NHS and contractual income £3.1m (2022 – £3.9m), and other income sources £0.8m (2022 – £1.1m).

77% of the Charity's income comes from voluntary sources, such as fundraising, lottery, legacies, and retail shops. Only 15% of our income derives from NHS grants and funding for services provided.

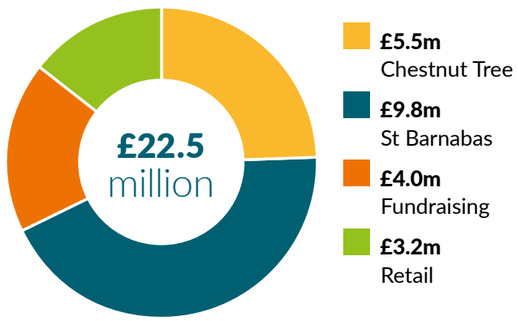
Fundraising costs were £3.4m (2022 – £3.1m), retail costs £2.4m (2022 – £2.2m), support costs were £3.9m (2022 – £3.0m) and the costs of running our hospices and community care were £12.8m (2022 – £11.5m).

Overall, NHS and contractual funding covers 24% of the costs of running our hospices and community services.

Income



Expenditure



Reserves policy

Reserves are held by the Charity to ensure it remains sustainable and can continue meeting the needs of its community in the event of adverse circumstances. They are intended to strengthen the Charity's resilience and capacity to manage unforeseen financial difficulties and ensure that delivery of the charitable purpose is not interrupted.

The Trustees review the reserves policy each year and agreed to continue applying the risk-based formula for target free reserves introduced in 2022. The calculation results in a target-free reserves figure of £14m. This would enable the Charity to continue its activities during a period of reduced income due to changes in fundraising success or other factors. The policy further states that target reserves should be within a 30% range of the amount calculated by this method. The target range is therefore £12.6m to £16.8m.

Free reserves are defined as those reserves that are not restricted, designated, held as fixed assets or in the revaluation reserve. The table below shows the calculation of the amount of free reserves that are available to be held as reserves as at 31 March 2023 which, at £16.6m, fall within the target range.

	£'000
Total funds held at 31 March 2023	**43,281**
Less: Restricted funds	(1,081)
Amounts held as tangible fixed assets	(13,249)
Less: other designated funds:	
Revaluation reserve	(1,175)
Service development fund	(8,680)
Capital development fund: St Barnabas House	(1,500)
Capital development fund: Chestnut Tree House	(1,000)
Free reserves at 31 March 2023	**16,596**

Investment policy and objectives

The Trustees intend that the Charity's invested assets are secured and enhanced where possible, by investing in an equities, fixed income, property, and cash portfolio. Each year, the Trustees decide on the portfolio's appropriate rate of return. Annually, the Trustees review the brief given to investment managers regarding the proportion of investments to be held in each asset class within the portfolio, the level of acceptable risk, and the level of income required. The Charity does not make direct investments in tobacco companies, and ensures that its investment manager has effective environmental, social and governance policies in place.

Investment performance

The investment income received was £0.8m (2022 – £0.9m), whilst there was a net loss of £2.4m on the investment portfolio. The Trustees consider the investment return is satisfactory in the light of challenging market conditions when compared with benchmarks for the relevant asset allocation mix.

Going concern

The Trustees believe that the going concern basis is appropriate for the preparation of accounts, as explained in note 1.2 to the financial statements.

Disclosure of information to the auditors

Each Trustee has confirmed that they are aware of no information relevant to the audit of which the auditor is unaware. They have further confirmed that they have undertaken appropriate steps to identify such relevant information, and to establish that the auditors are aware of such information.

Engagement with suppliers, customers and others

During the period the Charity continued to engage with suppliers. We work with local suppliers where we can, agreeing balanced and fair contractual terms and paying supplier invoices promptly. As a hospice organisation, we have a range of stakeholders such as patients, families, volunteers, and retail customers. Engagement with stakeholders is further set out in the s172(1) Statement.



Structure, governance and accountability

St Barnabas Hospices (Sussex) Ltd is a company limited by Guarantee (company number 00930107) and registered with Companies House, and is a Charity registered in England and Wales (256789). It is regulated by the Charity Commission.

Our governing Board of Trustees is committed to maintaining a high standard of corporate governance. Its members, all of whom are volunteers, bring a broad range of relevant experience and skills to Trustee discussions. Trustees are appointed by the Board, subject to approval by the Association at the Annual General Meeting. They serve a maximum of nine years (three terms of three years). They have full access to the e-learning induction programme for staff, with some modules being mandatory for all Trustees.

There are six Committees of the Board:

- The Quality & Performance Committee
- Finance Committee
- Audit Committee
- People Committee
- Income Generation and Communications Committee
- Remuneration Committee

Committees may include specialists who are not members of the Board, but who volunteer to use their expertise to assist the Committees. There are clear distinctions between the roles of the Trustees and the Leadership Team, to whom day-to-day management is delegated. Matters such as policy and strategic plans are prepared by the Leadership Team, for consideration and approval by the Trustees.

St Barnabas Hospices (Sussex) Ltd owns two subsidiary companies:

- St Barnabas Hospice (Worthing) Projects Limited, whose principal activity was to design, manage and build the new adult hospice. This company is currently dormant.
- St Barnabas Hospices (Sussex) Trading Limited, whose purpose is to facilitate, in a tax compliant manner for the Charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to St Barnabas Hospices (Sussex) Limited.

Remuneration

St Barnabas Hospices has just undertaken a full-scale review of employee pay and benefits. Our aim was to ensure the organisation is competitive within the wider marketplace for recruitment of new staff; we reward our staff appropriately in order to aid retention; we are consistent in our approach across all areas of the business; and our approach is affordable, given our charitable status.

Following this review, the organisation took the decision to commit to the Real Living Wage. We are very proud that on 1 April 2023, we became an accredited Real Living Wage employer.

As an organisation, we undertake full and fair consideration of all applications for employment in which the candidate's aptitudes and abilities adequately meet the requirements of the role, including those from people with disabilities. This is in line with our equality, diversity and inclusion policy. With regards to employee training and development, we have an in-house education team that provides support, alongside annual reviews which highlight any training needs. Training is available to all employees regardless of position and length of service. Opportunities are available to employees with disabilities for training, career development and promotion. Our new health and wellbeing policy ensures that all employees are looked after and given the care and support they need should illness or disability impact them at any point.

We have a remuneration committee of Trustees. The policy (approved in 2022) is based around benchmarking externally with flexibility as required, particularly for roles that are difficult to benchmark. The salaries of all individuals who report to the CEO, and that of the CEO herself, are individually approved by the remuneration committee, as is the overall policy.

Gender pay gap

St Barnabas is committed to fair and equal pay regardless of gender. The gender pay gap is the difference between the average earning of men and women expressed as a percentage of men's earnings. All roles are considered in the equation.

As at 5 April 2022, the organisation employed 467 people. Most of the workforce are women with only 11% being men.

Women working at the hospices earn 95p for every £1 earned by men when comparing median hourly pay. Their median hourly pay is 4.84% lower than that of men. When comparing mean (average) hourly pay, women's mean hourly pay is 70.53% higher than men's.

Looking at the percentage of women who occupy jobs across the organisation, women occupy 89% of the highest paid jobs and 91% of the lowest paid jobs.

Upper hourly pay quarter (highest paid)	women 89%	men 11%
Upper middle hourly pay quarter	women 92%	men 8%
Lower middle hourly pay quarter	women 80%	men 20%
Lower hourly pay quarter (lowest paid)	women 91%	men 9%

Across the hospices, women earn £1.90 for every £1 that men earn, comparing median bonus pay. Their median bonus pay is 90.12% higher than men's. When comparing mean (average) bonus pay, women's mean bonus pay is 135.04% higher than men's. Our bonus scheme is run across our retail operation only, and 6.53% of women and 1.89% of men receive a bonus.

Our President and Patrons

President

Henry Fitzalan Howard, Earl of Arundel

Vice-presidents

Kathy Gore OBE, DL
Sally Gunnell OBE, DL
Dr Alan Kingsbury
Mrs Elizabeth M Naunton
Miss Margaret Stroud

Honorary officers

Mike Rymer, Chair of Trustees
Ruth Taylor, Deputy Chair of Trustees
Martin Godsmark, Treasurer

Leadership Team

Amanda Fadero, Interim CEO
Ellie Hayter, Director of Clinical Improvement, Education & Research (until July 2023)
Tim Hutson, Director of Adult Services (September 2022-April 2023)
Anna Jones, Director of Children's Services
Becki Jupp, Deputy CEO (Director of People & Income Generation)
Nicole Singh, Director of Finance & Business Services (until March 2023)
John Headley, Interim Director of Finance & IT (joined April 2023)
Kathleen Houghton, Interim Director of Delivery (April 2023)

The Trustees

Ros Britton
Jill Carnie
Tony Clark
Neil Gatley (stepped down Sept 2022)
Vicci Johnson
Lisa Kenna
Tony Moss
Stuart Palma
David Rennie
Ian Sellwood

Registered address

St Barnabas House
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Chestnut Tree House
Dover Lane
Arundel
West Sussex
BN18 9PX

Principal bankers

NatWest Bank PLC
5 Broadwater Street East
Worthing
West Sussex
BN14 9AB

Solicitors

DMH Stallard LLP
Griffin House
135 High Street
Crawley
West Sussex
RH10 1DQ

Investment advisers

Abrdn
1 George Street
Edinburgh
EH2 2LL

Independent auditors

Kreston Reeves LLP
9 Donnington Park
85 Birdham Road
Chichester,
West Sussex
PO20 7AJ



Trustees statement of compliance with duty to promote the success of the Charity

S172(1) Statement

This statement is intended by the Board of Trustees to set out how they have approached and met their responsibilities under s172(1)(a) to (f) of the Companies Act 2006, in the period ending 31 March 2023.

Stakeholders of the Charity include employees, patients, families, volunteers, suppliers, customers, and the community in which it operates.

The Trustees, both individually and collectively, consider that they have acted in good faith to promote the success of the Charity for the benefit of its stakeholders as a whole (having regard to the matters set out in s172 of the Act) in the decisions taken during the period. In particular:

- To ensure the Board takes account of the likely consequences of their decisions in the long term, they receive regular and timely information on all the key areas of the business including financial performance, operational matters, health & safety, environmental reports, risks and opportunities. The Charity's performance and progress are also reviewed regularly at Board and senior leadership meetings.
- The Charity's employees are fundamental to the success of the Charity and, as such, the Board continually enhances its methods of engagement. The senior leadership team routinely provides employees with information on matters of concern, including performance and the financial position, using a variety of formats, such as face to face meetings. Staff are consulted on matters which are likely to affect their interests, both in groups and, where appropriate, on an individual basis. Interest groups, such as the Employee Engagement Group, are also consulted and informed about potential changes. Staff surveys are carried out regularly, and the results carefully analysed and acted upon.
- Patient care is at the heart of the Charity, and it is essential to provide sustainable healthcare true to the Charity's values: caring, courageous and connected. A new Care Strategy for Adult Services was agreed during the year, whilst the Care Strategy for Children's Services was being worked on. In both cases the views and input our patients and their families were actively sought.

The Trustees' intentions are to behave responsibly toward all stakeholders and treat them fairly and equally, whilst pursuing the long-term success of the Charity. The Trustees have overall responsibility for determining the Charity's vision, mission, values and strategy and for ensuring high standards of governance.

The primary aim of the Trustees is to promote the Charity's mission to provide comfort, dignity and choice for adults, young people and children with life-limiting illness through specialist and supportive care, ensuring the sustainable success of the Charity, and contributing to the wider society.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as Company Directors. Approved and authorised for issue by the Trustees on, and signed on their behalf, by:



M Rymer, Chair

4 October 2023



M Godsmark, Honorary Treasurer

4 October 2023

Statement of Trustees' responsibilities for the year ended 31 March 2023

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Independent Auditor's Report

To the Members of St Barnabas Hospices (Sussex) Limited

Opinion

We have audited the financial statements of St Barnabas Hospice (Sussex) Limited (the 'Charity') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 this gives rise to a material misstatement in the financial statements themselves. 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 including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic Report.

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the Charity and sector as a whole, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission (CQC) regulations, restrictions imposed by Charity law on the use of restricted funds, health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies

Act 2006, the Charities Act 2011 and Charities SORP (FRS 102) 2019 and consider other factors such as tax legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as legacy income recognition. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Reviewing correspondence with relevant tax and regulatory authorities including the most recent CQC inspection reports; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's Report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves LLP

Lucy Hammond BSc FCA (Senior statutory auditor)
For and on behalf of Kreston Reeves LLP
Chartered Accountants Registered Auditor
Chichester

5 October 2023

Statement of financial activities
(including income and expenditure account)

Company Registered no. 0930107

For the year ended 31 March 2023

	Note	Restricted Funds 2023 £000	Unrestricted Funds 2023 £000	Total Funds 2023 £000	*Total Funds 2022 £000*
Income from:					
Donations and legacies	**3**	171	9,704	9,875	*7,291*
Charitable activities	**4**	3,067	800	3,867	*4,950*
Other trading activities	**5**	-	5,925	5,925	*5,660*
Investments	**6**	-	830	830	*861*
Other income		-	26	26	*34*
Total income		3,238	17,285	20,523	*18,796*
Expenditure on:					
Raising funds	**7**	-	7,232	7,232	*6,261*
Charitable activities	**7**	3,204	12,128	15,332	*13,536*
Total expenditure		3,204	19,360	22,564	*19,797*
Net income/(expenditure) before net (losses)/gains on investments		**34**	**(2,075)**	**(2,041)**	***(1,001)***
Net gains/(losses) on investments		-	(2,426)	(2,426)	*1,626*
Net movement in funds for the year		**34**	**(4,501)**	**(4,467)**	***625***
Reconciliation of funds:					
Total funds brought forward		1,047	46,701	47,748	*47,123*
Net movement in funds		**34**	**(4,501)**	**(4,467)**	***625***
Total funds carried forward	**15**	**1,081**	**42,200**	**43,281**	**47,748**

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 35 to 51 form part of these financial statements.

Balance sheet
As at 31 March 2023

Company Registered no. 0930107

	Note	£000	2023 £000	£000	*2022 £000*
Fixed assets					
Tangible assets	**11**		13,369		*13,556*
Investments	**12**		20,466		*29,056*
			33,835		*42,612*
Current assets					
Stocks		20		*17*	
Debtors	**13**	2,014		*2,075*	
Cash at bank and in hand	**18**	8,472		*4,308*	
		10,506		*6,400*	
Creditors: amounts falling due within one year	**14**	(1,060)		*(1,264)*	
Net current assets			9,446		*5,136*
Total assets less current liabilities			43,281		*47,748*
TOTAL NET ASSETS			43,281		*47,748*
Charity funds					
Restricted funds	**15**		1,081		*1,047*
Unrestricted funds:					
Designated funds	**15**	24,429		*26,650*	
General funds	**15**	17,771		*20,051*	
Total unrestricted funds	**15**		42,200		*46,701*
TOTAL FUNDS			43,281		*47,748*

The notes on pages 35 to 51 form part of these financial statements.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

M Rymer, Chair
4 October 2023

M Godsmark, Honorary Treasurer
4 October 2023

Cash flow statement

Company Registered no. 0930107

For the year ended 31 March 2023

	Note	2023 £000	2022 £000
Cash flows from operating activities			
Net cash used in operating activities		(1,884)	*(1,985)*
Cash flows from investing activities			
Dividends, interests and rents from investments		830	*861*
Purchase of tangible fixed assets		(924)	*(525)*
Proceeds from sale of investments		7,564	*4,228*
Purchase of investments		(1,422)	*(4,109)*
Net cash provided by investing activities		6,048	*455*
Change in cash and cash equivalents in the year		4,164	*(1,530)*
Cash and cash equivalents at the beginning of the year		4,308	*5,838*
Cash and cash equivalents at the end of the year		**8,472**	***4,308***

The notes on pages 35 to 51 form part of these financial statements.

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies

1.1 Basis of preparation of financial statements

The charitable company is a private company limited by guarantee incorporated in the UK and registered in England & Wales and constitutes a Public Benefit Entity as defined by FRS 102. The registered office is St Barnabas House, Titnore Lane, Worthing, West Sussex BN12 6NZ.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2020.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest thousand pounds.

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

The charitable company does not need to prepare group accounts and these financial statements only refer to the parent undertaking, not the group. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated accounts on the grounds that under section 405 both of its subsidiary undertakings could be excluded from consolidation as their inclusion is not material.

1.2 Going concern

The financial statements are prepared on a going concern basis as the Trustees believe that no material uncertainties exist. After reviewing the Charity's forecasts and projections, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

1.3 Income

Income received is included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. All donations and other forms of voluntary income are recorded when the Charity has been notified of the amounts and settlement is expected. Other income, including investment income, is recorded on an accruals basis.

Legacies receivable are included in the financial statements when they satisfy the following three criteria:

- Entitlement – the earlier of the Charity being notified of an impending distribution or the legacy being received;
- Probable – receipt is more likely than not and;
- Measurement – the monetary value can be sufficiently reliably measured.

Legacies received as equities are valued as advised by the investment managers. On occasion legacies will be notified to the Charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Donated facilities and donated professional services are recognised as an income at their fair value where the provider of the service has incurred a financial cost. Fair value is determined on the basis of the value of the gift to the Charity. A corresponding amount is recognised in expenditure. Volunteer time is not included in the financial statements.

Grants, including government grants, are recognised in full in the Statement of Financial Activities in the year the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. Grants for the purchase of fixed assets are credited to restricted income when receivable.

Gifts in kind donated for resale are included at fair value. Where it is impracticable to fair value the items on donation due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from trading activities'.

1.4 Expenditure

Expenditure is recognised on an accruals basis. Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity comprising the salary and overhead costs of the central function is apportioned on an estimate of the staff time attributable to each activity.

Fundraising costs comprise costs incurred in encouraging people and organisations to contribute financially to the Charity's work. Costs of charitable activities are those costs incurred in relation to the objectives of the Charity.

Governance costs are associated with meeting the constitutional and statutory arrangements of the Charity, including external audit and the cost of preparing statutory accounts, the cost of trustees' meetings and other costs involved with the Charity's strategic management.

1.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Gift Aid

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Charity under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as donation income in the Statement of financial activities.

1.7 Taxation

The Charity is an exempt Charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition are included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their estimated residual value over their expected useful lives using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	–	straight line over 30 years
Leasehold property: shops	–	straight line over period of the lease
Leasehold property: children's hospice	–	straight line over 30 years
Leasehold improvements	–	straight line over 20 years
Motor vehicles	–	25% per annum straight line
Fixtures and fittings	–	10 or 25% per annum straight line
Freehold land	–	not depreciated

Assets costing less than £5,000, and all computer equipment, are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

1.9 Investments

Listed investments are stated at market value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities and investment income plus associated tax recoverable, is credited to income on an accruals basis. Investment management costs are charged as expenditure out of the relevant income funds.

Investments in subsidiaries are valued at cost less provision for impairment. Investments held as fixed assets are shown at cost less provision for impairment.

1.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.11 Debtors and creditors receivable/payable within one year

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

1.12 Cash at bank and in hand

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

1.13 Liabilities and provisions

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

1.14 Financial instruments

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

1.15 Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in the year in which they fall due.

1.16 Pensions

The Charity has operated a defined benefit scheme on behalf of its employees – the NHS Pension Scheme. This scheme is a multi employer scheme where assets and liabilities of the scheme, applicable to each employer, are not separately identified. Therefore, the pension charge recorded in these financial statements is the amount of contributions payable on a defined contribution basis in the accounting year, plus any deficit funding agreed during the year to be paid in future years, in accordance with Financial Reporting Standard 102.

In addition, one defined contribution scheme is operated by the Charity. Contributions payable are charged in the period to which they relate. Further information on the pension schemes can be found in note 20.

1.17 Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income receivable or generated for the objects of the Charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1.18 Termination benefits

It is the Charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives or by constructive obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the Charity with future economic benefits therefore it is their policy to recognise them as an expense in the profit or loss immediately.

2. Critical accounting estimates and areas of judgement

In applying the above accounting policies, the Trustees are required to make estimates and judgements. Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The key sources of estimation uncertainty relate to the recognition of income from legacies, where the actual amount received may differ from that initially recognised, and tangible fixed assets, which are stated at their deemed cost less provision for depreciation. The Charity at acquisition determines the reliable estimates for the useful life of the asset and its residual value. These estimates are based upon factors such as the expected use of the acquired asset and market conditions. At subsequent reporting dates the trustees consider whether there are any factors that indicate that there would be a need to reconsider the estimates used.

Critical areas of judgement: The key judgements applied in these financial statements are in determining the allocation of funds as restricted or designated.

3. Income from donations and legacies

	Restricted Funds 2023 £000	Unrestricted Funds 2023 £000	Total funds 2023 £000	*Restricted Funds 2022 £000*	*Unrestricted Funds 2022 £000*	*Total funds 2022 £000*
Donations	171	3,517	**3,688**	*1,047*	*3,529*	*4,576*
Legacies	-	5,972	**5,972**	-	*2,530*	*2,530*
Retail gift aid donations	-	215	**215**	-	*185*	*185*
	171	**9,704**	**9,875**	***1,047***	***6,244***	***7,291***

The Charity has £1,987k (2022: £1,044k) in contingent assets in respect of potential legacy income. This relates to outstanding legacies at the year end, expected to be received in the next financial year.

4. Income from charitable activities

	Restricted Funds 2023 £000	Unrestricted Funds 2023 £000	Total funds 2023 £000	*Restricted Funds 2022 £000*	*Unrestricted Funds 2022 £000*	*Total funds 2022 £000*
NHS grants	1,995	-	**1,995**	*2,036*	-	***2,036***
Contractual income	917	201	**1,118**	*870*	*252*	***1,122***
NHSE grants	-	-	**-**	*739*	-	***739***
Other grants	1	567	**568**	*432*	*581*	***1,013***
Education income	**154**	**32**	**186**	-	*40*	***40***
	3,067	**800**	**3,867**	***4,077***	***873***	***4,950***

The Charity received a restricted grant from the Coastal West Sussex Clinical Commissioning Group (CCG) of £1,418k (2022: £1,394k) for the adult hospice. The Charity received a restricted grant from the Department of Health of £577k (2022: £642k) for the children's hospice.

Statutory contract income of £1,118k (2022: £1,222k) was received for the provision of care at both hospices from local county councils and Coastal West Sussex CCG.

In the year ending 31 March 2023 other grant income includes funding from local CCGs relating to the continuing impacts of COVID-19 of £290k (2022: £397k). No COVID-19 related funding was received in the year in relation to NHSE grants (2022: £739k), Coronavirus Job Retention Scheme (2022: £13k) nor Hospices UK COVID-19 response (2022: £234k).

5. Income and expenditure from raising funds

	Retail 2023 £000	Fundraising 2023 £000	Total 2023 £000
Legacies (note 3)	-	5,972	**5,972**
Donations and retail gift aid donations (note 3)	215	3,688	**3,903**
Income from trading activities	3,264	2,661	**5,925**
Income from raising funds	3,479	12,321	**15,800**
Salary costs (note 7)	(1,461)	(1,650)	**(3,111)**
Other costs excluding retail depreciation	(972)	(1,733)	**(2,705)**
Expenditure on raising funds	**(2,433)**	**(3,383)**	**(5,816)**
Surplus before support costs and depreciation	1,046	8,938	**9,984**
Support costs (note 7)	(679)	(657)	**(1,336)**
Total Contributions from raising funds	**367**	**8,281**	**8,648**

Support salaries are included in support costs. Included within the income from trading activities are retail sales of £860k (2022: £740k) relating to the proceeds of sales made on behalf of donors under the retail gift aid scheme. The associated gift aid claimed of £215k (2022: £185k) is shown as donations.

In the year ended 31 March 2023, of the total income from trading activities, £nil (2022: £nil) was to restricted funds. Included in retail trading income are local county council grants of £nil (2022: £97k).

Comparative information	*Retail 2022 £000*	*Fundraising 2022 £000*	*Total 2022 £000*
Legacies (note 3)	-	*2,530*	*2,530*
Donations and retail gift aid donations (note 3)	*185*	*4,576*	*4,761*
Income from trading activities	*3,015*	*2,645*	*5,660*
Income from raising funds	*3,200*	*9,751*	*12,951*
Salary costs (note 7)	*(1325)*	*(1,691)*	*(3,016)*
Other costs excluding retail depreciation	*(911)*	*(1,390)*	*(2,301)*
Expenditure on raising funds	***(2,236)***	***(3,081)***	***(5,317)***
Surplus before support costs and depreciation	*964*	*6,670*	*7,634*
Support costs (note 7)	*(453)*	*(491)*	*(944)*
Total Contributions from raising funds	***511***	***6,179***	***6,690***

6. Investment income

	2023 £000	2022 £000
Income from listed investments	**812**	*860*
Interest receivable	**18**	*1*
	830	***861***

7. Total expenditure

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2023 £000
Charitable activities				
St Barnabas House				
Inpatient services	2,621	1,055	628	**4,304**
Community team services	1,304	102	225	**1,631**
Hospice at home	1,322	124	330	**1,776**
Day hospice	193	197	91	**481**
Outpatients service	346	83	107	**536**
Family services	406	92	126	**624**
Education	310	79	71	**460**
	6,502	1,732	1,578	**9,812**
Chestnut Tree House				
In house services	3,199	1,020	889	**5,108**
Family services	204	76	87	**367**
Education	37	2	7	**46**
	3,440	1,098	983	**5,521**
Total charitable activities	9,942	2,830	2,561	**15,333**
Raising funds				
Fundraising	1,650	1,733	657	**4,040**
Retail	1,461	1,051	679	**3,191**
	3,111	2,784	1,336	7,231
Total expenditure	**13,053**	**5,614**	**3,897**	**22,564**

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2023 £000
Support staff costs	674	1,292	**1,966**
Premises, technology and other costs	662	1,269	**1,931**
	1,336	**2,561**	**3,897**

In the year ended 31 March 2023, £3,204k of the total expenditure on charitable activities was from restricted funds (2022: £4,220k). Governance costs totalling £22k (2022: £20k) relating to auditor's remuneration (note 8), trustees' insurance and expenses (note 10) are included within 'Premises, technology and other costs'.

Total expenditure (continued)

Comparative information	*Staff costs excluding support salaries £000*	*Other costs £000*	*Support costs including support salaries £000*	*Total 2022 £000*
Charitable activities				
St Barnabas House				
Inpatient services	*2,696*	*816*	*513*	*4,025*
Community team services	*1,432*	*106*	*242*	*1,780*
Hospice at home	*1,112*	*92*	*245*	*1,449*
Day hospice	*315*	*224*	*90*	*629*
Outpatients service	*349*	*79*	*86*	*514*
Family services	*365*	*78*	*82*	*525*
Education	*118*	*63*	*29*	*210*
	6,387	*1,458*	*1,287*	*9,132*
Chestnut Tree House				
In house services	*2,807*	*825*	*757*	*4,389*
Education	*11*	*1*	*3*	*15*
	2,818	*826*	*760*	*4,404*
Total charitable activities	*9,205*	*2,284*	*2,047*	*13,536*
Raising funds				
Fundraising	*1,691*	*1,390*	*491*	*3,572*
Retail	*1,325*	*911*	*453*	*2,689*
	3,016	*2,301*	*944*	*6,261*
Total expenditure	***12,221***	***4,585***	***2,991***	***19,797***

Support cost allocation	*Raising funds £000*	*Charitable activities £000*	*Total 2022 £000*
Support staff costs	*427*	*926*	*1,353*
Premises, technology and other costs	*517*	*1,121*	*1,638*
	944	***2,047***	***2,991***

8. Auditor's remuneration

	2023 £000	2022 £000
Fees payable to the Charity's auditor and its associates for the audit of the Charity's annual accounts	**17**	*16*
Fees payable to the Charity's auditor and its associates in respect of:	**5**	*1*
All non-audit services not included above		

9. Staff costs

	2023 £000	2022 £000
Wages and salaries	12,719	*11,494*
Social security costs	1,217	*1,023*
Contribution to defined contribution pension schemes	992	*896*
TOTAL	**14,928**	***13,413***

The average monthly number of employees expressed as full-time equivalents during the year was as follows:	2023 number	2022 number
St Barnabas House	146	*148*
Chestnut Tree House	98	*84*
Education, quality & research	12	*3*
Income generation	99	*103*
Governance	1	*1*
TOTAL	**356**	***339***

The average number of persons on a headcount basis was 491 (2022: 472).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:	2023 number	2022 number
In the band £60,001 – £70,000	5	*1*
In the band £70,001 – £80,000	2	-
In the band £80,001 – £90,000	3	*4*
In the band £90,001 – £100,000	1	*2*
In the band £100,001 - £110,000	1	-
In the band £150,001 - £160,000	1	-

The aggregate pension contributions made by the Charity on behalf of higher paid staff was £80,516 (2022: £53,696). The number of higher paid staff accruing benefits in defined contribution and defined benefit pension schemes was 6 and 5 respectively (2022: 2 and 4).

The total amount of employee remuneration and benefits received by key management personnel (defined as the Senior Leadership Team) was £594,052 (2022: £473,258).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 – £nil).

During the year ended 31 March 2023, expenses totalling £227 were reimbursed or paid directly to one Trustee (2022 – £nil) for subscriptions and travel expenses. Trustees' indemnity insurance of £4,984 (2022: £5,257) is paid by the Charity.

11. Tangible fixed assets

	Freehold property £000	Long-term leasehold property £000	Leasehold improvements	Motor vehicles £000	Fixtures, and fittings £000	Freehold property shops £000	Total £000
Cost or valuation							
At 1 April 2022	13,015	5,333	1,306	520	5,064	495	**25,733**
Additions	255	-	13	-	656	-	**924**
Disposals	(180)	-	-	(170)	(22)	-	**(372)**
At 31 March 2023	13,090	5,333	1,319	350	5,698	495	**26,285**
Depreciation							
At 1 April 2022	3,861	3,212	-	506	4,446	152	**12,177**
Charge for the year	467	173	68	14	370	19	**1,111**
On disposals	(180)	-	-	*(170)*	*(22)*	-	**(372)**
At 31 March 2023	4,148	3,385	68	350	4794	171	**12,916**
Net book value							
At 31 March 2023	**8,942**	**1,948**	**1,251**	**-**	**904**	**324**	**13,369**
At 31 March 2022	*9,154*	*2,121*	*1,306*	*14*	*618*	*343*	*13,556*

The Freehold property shops, consisting of units at Rustington, Wick and Ferring, were professionally valued in March 2014 by C G Spratt and Son Limited, estate agents, surveyors and valuers, on an open market basis at £125,000, £220,000 and £150,000 respectively (total of £495,000) and are recognised as deemed cost on transition to SORP 2015 (FRS 102). These assets are being depreciated from their valuation date.

The historic cost of these shops at Rustington, Wick and Ferring is £45,000, £124,716 and £142,500 respectively.

Leasehold property, above, relates to leasehold property with less than 30 years remaining at the balance sheet date. There are no leases with more than 30 years remaining at the balance sheet date.

12. Fixed asset investments

	Listed investments £000	Cash dealing account £000	Total £000
Cost or valuation			
At 1 April 2022	27,493	1,563	**29,056**
Additions	2,527	(1,105)	**1,422**
Disposals	(7,564)	-	**(7,564)**
Revaluations	(2,448)	-	**(2,448)**
At 31 March 2023	**20,008**	**458**	**20,466**

Historic cost at 31 March 2023 was £19,411k (2022: £25,173k).

13. Debtors

	2023 £000	*2022 £000*
Other debtors	619	*695*
Prepayments and accrued income	1,395	*1,380*
	2,014	***2,075***

14. Creditors: Amounts falling due within one year

	2023 £000	*2022 £000*
Trade creditors	331	*542*
Other taxation and social security	287	*263*
Other creditors	134	*163*
Accruals and deferred income	308	*296*
	1,060	***1,264***

15. Statement of funds – current year

Unrestricted funds	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2023 £000
Designated funds						
Tangible fixed assets (at cost)	13,429	-	(1,083)	903	-	13,249
CTH capital development	1,500	-	-	(500)	-	1,000
STBH capital development	1,000	-	-	500	-	1,500
Service Development fund	10,721	-	-	(2,041)	-	8,680
Legacy Equalisation Fund	-	-	-	-	-	-
	26,650	**-**	**(1,083)**	**(1,138)**	**-**	**24,429**

The tangible fixed assets fund represents charitable funds invested in operational fixed assets (at cost). The assets will be used throughout the time of activity of the Charity. At 31 March 2023 this excludes £120k which is shown within the revaluation reserve to give the total tangible fixed asset value of £13,369k. Expenditure from the fund represents the annual depreciation on the deemed cost of those assets. The transfer into the fund relates to the element of the depreciation charge in excess of that charged on the historic cost and adjustments arising on disposals.

The CTH (Chestnut Tree House) capital development fund exists to support our children's hospice capital plan. This includes redevelopment of the children's wing, redesign of the children's activities and family areas and the renovation of office accommodation.

The STBH (St Barnabas House) capital development fund exists to support our adult hospice's capital plan. The main items of expenditure relate to improvements of the inpatient unit, together with a redesign of the Living Well centre, which promotes well-being amongst the population we care for.

The Service Development fund was set up to cover the anticipated budgetary challenges over the next three financial years. During this time, the Charity will explore how we can consolidate activities and diversify income streams in the current economic climate in order to cover the extraordinary cost pressures the Charity is facing.

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2023 £000
Other unrestricted funds						
General funds	16,041	17,285	(18,277)	1,547	-	16,596
Revaluation reserve (tangible fixed assets and investments)	4,010	-	-	(409)	(2,426)	1,175
	20,051	17,285	(18,277)	1,138	(2,426)	17,771
Total unrestricted funds	**46,701**	**17,285**	**(19,360)**	**-**	**(2,426)**	**42,200**

Statement of funds – current year (continued)

The transfers between the revaluation reserve and general funds relate to net gains and losses on investments that have now been realised, the element of the depreciation charge in excess of that charged on the historic cost and any adjustments arising on tangible fixed asset disposals.

Restricted funds	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2023 £000
Operating and equipment funds	1,046	172	(291)	-	-	927
Contracted income	1	917	(918)	-	-	-
NHS grant – adult hospice	-	1,418	(1,418)	-	-	-
Department of Health – children's hospice	-	577	(577)	-	-	-
NHSE	-	-	-	-	-	-
Hospice UK	-	-	-	-	-	-
HEE Funded Activity	-	100	-	-	-	100
NHS Sussex Integrated Care Board	-	54	-	-	-	54
Total restricted funds	**1,047**	**3,238**	**(3,204)**	**-**	**-**	**1,081**
Total funds	**47,748**	**20,523**	**(22,564)**	**-**	**(2,426)**	**43,281**

The adult and children's hospice operating and equipment funds represent donations made for specific equipment purchases and running costs in the hospices. When specific assets are purchased a transfer is made to move the value from restricted funds to designated funds held as tangible fixed assets.

The NHS grant (NHS Coastal West Sussex) is provided to cover partial operating costs of the adult hospice and the NHS Department of Health grant is provided to cover partial operating costs in the children's hospice.

Coastal West Sussex CCG and Local County Councils provide contracted income for adults and children respectively for the relevant hospice. The contracted income fund represents specific income towards the Hospice at Home service and Funded Nights.

HEE (Health Education England) and NHS Sussex Integrated Care Board restricted funds represent grants from these organisations to support costs of providing training for the palliative and end of life care workforce across Sussex.

Statement of funds – prior year

Unrestricted funds	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2022 £000
Designated funds						
Tangible fixed assets (at cost)	13,767	-	(870)	532	-	13,429
CTH capital development	434	-	-	1,066	-	1,500
STBH capital development	1,500	-	-	(500)	-	1,000
Service Development fund	-	-	-	10,721	-	10,721
Legacy Equalisation Fund	5,908	-	-	(5,908)	-	-
	21,609	**-**	**(870)**	**5,911**	**-**	**26,650**

Previously the Charity held a designated Legacy Equalisation Fund. This fund represented the risk to our legacy receipts in any one year and was used to make up any shortfall in the legacy budget in future years by transfer to the general unrestricted fund. As the basis of our reserves policy has changed to a risk-based approach, the calculation of the risk associated with legacies is now included in the overall risk calculation. Therefore, this fund has been transferred to the unrestricted general fund.

	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2022 £000
Other unrestricted funds						
General funds	22,672	13,672	(14,707)	(5,596)	-	16,041
Revaluation reserve (tangible fixed assets and investments)	2,699	-	-	(315)	1,626	4,010
	25,371	13,672	(14,707)	(5,911)	1,626	20,051
Total unrestricted funds	**46,980**	**13,672**	**(15,577)**	**-**	**1,626**	**46,701**

Statement of funds – prior year (continued)

Restricted funds	Balance at 1 April 2021 £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Balance at 31 March 2022 £000
Operating and equipment funds	143	1,245	(342)	-	-	1,046
Contracted income		870	(869)	-	-	1
NHS grant – adult hospice		1,394	(1,394)	-	-	-
Department of Health – children's hospice		642	(642)	-	-	-
NHSE		739	(739)	-	-	-
Hospice UK		234	(234)	-	-	-
HEE Funded Activity	-	-	-	-	-	-
NHS Sussex Integrated Care Board	-	-	-	-	-	-
	143	**5,124**	**(4,220)**	**-**	**-**	**1,047**
Total funds	**47,123**	**18,796**	**(19,797)**	**-**	**1,626**	**47,748**

The NHSE grant was restricted towards the hospice providing patient care to support the NHS COVID-19 response. NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

The Hospice UK grant was restricted towards providing patient care to support the NHS COVID-19 response.

16. Analysis of net assets between funds

Analysis of net assets between funds – current year	Restricted funds 2023 £000	Unrestricted funds 2023 £000	Total funds 2023 £000
Tangible fixed assets	-	13,369	13,369
Fixed asset investments	-	20,466	20,466
Current assets	1,081	9,425	10,506
Creditors due within one year	-	(1,060)	(1,060)
Total	**1,081**	**42,200**	**43,281**

Analysis of net assets between funds – prior year	*Restricted funds 2022 £000*	*Unrestricted funds 2022 £000*	*Total funds 2022 £000*
Tangible fixed assets	-	*13,556*	*13,556*
Fixed asset investments	-	*29,056*	*29,056*
Current assets	*1,047*	*5,353*	*6,400*
Creditors due within one year	-	*(1,264)*	*(1,264)*
Total	**1,047**	**46,701**	**47,748**

17. Reconciliation of net expenditure to net cash flow from operating activities

	2023 £000	*2022 £000*
Net income/expenditure for the year (as per Statement of Financial Activities)	(4,467)	*625*
Adjustments for:		
Depreciation charges	1,111	*870*
Loss/(gain) on investments	2,448	*(1,626)*
Dividends, interests and rents from investments	(830)	*(861)*
Increase in stocks	(3)	*(3)*
Decrease/(increase) in debtors	61	*(339)*
Decrease in creditors	(204)	*(651)*
Net cash used in operating activities	**(1,884)**	***(1,985)***

18. Analysis of cash and cash equivalents

	2023 £000	*2022 £000*
Cash at bank and in hand	1,909	*2,303*
Notice deposits (less than 3 months)	6,563	*2,005*
Total cash and cash equivalents	**8,472**	***4,308***

19. Analysis of changes in net debt

	At 1 April 2022 £000	Cash flows £000	At 31 March 2023 £000
Cash and cash equivalents	**4,308**	**4,164**	**8,472**
Total	**4,308**	**4,164**	**8,472**

20. Pension commitments

Royal London Group Personal Pension Plan

This scheme is a defined contribution scheme, open to all employees under auto enrolment.

NHS Pension Scheme

The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and employees of other approved organisations. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. As such, it is not possible for St Barnabas to identify its share of the assets and liabilities of the underlying scheme.

The Exchequer also funds the year-on-year difference between the Scheme's contribution income and the actuarially assessed growth in scheme liability, interest charges and other in year increases in liability.

21. Operating lease commitments

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £000	2022 £000
Not later than 1 year	196	*193*
Later than 1 year and not later than 5 years	384	*303*
Later than 5 years	18	*30*
	598	***526***

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023 £000	2022 £000
Operating lease rentals – land and buildings	**536**	*435*

22. Related party transactions

During the year the Charity made the following related party transactions:

St Barnabas Hospices (Sussex) Trading Ltd (a wholly owned subsidiary)

The turnover of the subsidiary is generated from sales at shops owned by the Charity. Income of £165,986 (2022: £160,621) was received by the Charity on behalf of the subsidiary. Associated costs were recharged by the Charity to the subsidiary of £83,025 (2022: £72,249). Gifted income of £37,382 (2022: £42,220) was received from the subsidiary. At the balance sheet date, the amount due to the Charity was £16,608 (2022: £13,592).

Leo House Children's Hospice

During the year, the Charity received £nil (2022: £75k) from Leo House Children's Hospice. This was receipt of a grant for the work carried out by community nurses at Chestnut Tree House. This grant arrangement has been in place for a number of years. Mr A Clark is a Trustee of both Leo House and St Barnabas Hospices (Sussex) Limited. The grant agreement was already in place before Mr A Clark was appointed a Trustee for the Charity.

23. Controlling party

The Trustees are the controlling party.

24. Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company Number	Registered office or principal place of business	Principal activity
St Barnabas Hospice (Worthing) Projects Limited	3827427	St Barnabas House, Titnore Lane, Worthing	Dormant
St Barnabas Hospices (Sussex) Trading Limited	07157835	St Barnabas House, Titnore Lane, Worthing	Retail

Class of shares	Holding
Ordinary	100%
Ordinary	100%

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Profit/(Loss) / Surplus/ (Deficit) for the year £000
St Barnabas Hospices (Sussex) Trading Limited	**193**	**(156)**	**37**

25. Post balance sheet event

At 3 October 2023 the market value of investments had fallen by 4.1% from the value shown in the balance sheet. It continues to be a challenging period for investment performance, however the Trustees remain comfortable with the split between short- and long-term investments, with the long-term investments focused on delivering a regular stream of income and targeting capital growth on a multi-year view. The Charity has processes in place to regularly review asset allocation and the performance of our investment manager.



St Barnabas House
Registered Office:
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Tel: **01903 706300**
info@stbh.org.uk
www.stbarnabas-hospice.org.uk

Chestnut Tree House
Dover Lane
Arundel
West Sussex
BN18 9PX

Tel: **01903 871800**
hello@chestnut.org.uk
www.chestnut-tree-house.org.uk

Charity no. 256789. Company no. 00930107

St Barnabas House
Hospice Care

Chestnut Tree House
Children's Hospice Care

Southern Hospice Group

England & Wales - Charity number 256789

Accounts



Annual report & accounts

2022

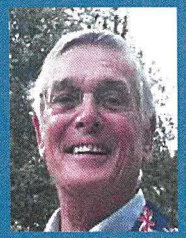
St Barnabas Hospices



Contents

Introduction from our Chair	Page 4
Our Annual Report	Page 5
Our impact in numbers	Page 7
Our mission and the year ahead	Page 8
Making progress	Page 10
Environmental Report	Page 12
Risks and challenges	Page 14
Fundraising	Page 16
Financial Review	Page 18
Structure, governance and accountability	Page 22
Our President and Patrons	Page 24
Statement of Trustees' Responsibilities	Page 26
Independent Auditors' report	Page 28

An introduction from our Chair



I am very pleased to introduce our annual report and accounts for 2022, having re-joined the Board as Chair last year. I am also proud to be helping the organisation emerge from the COVID-19 pandemic and move towards a promising new future.

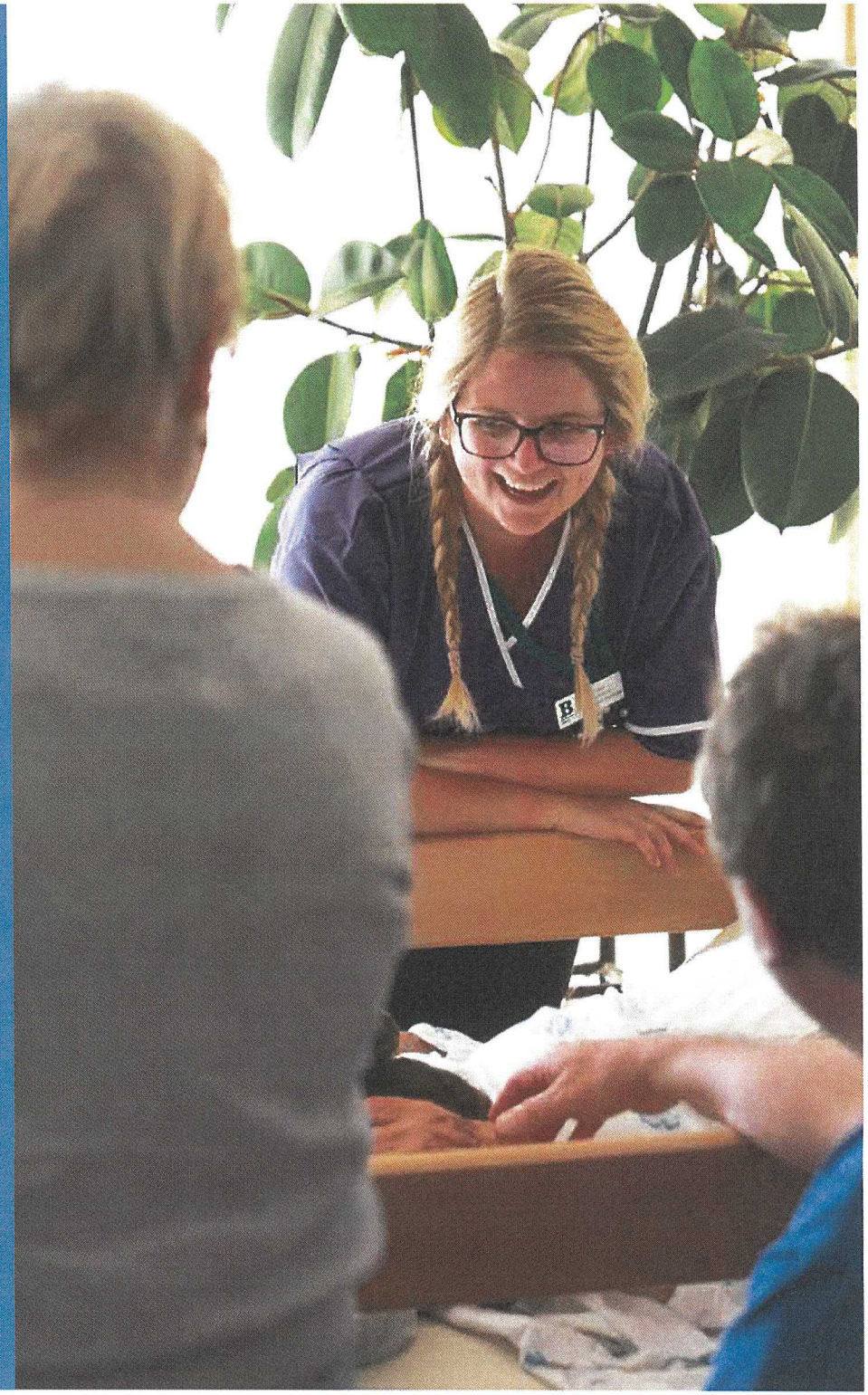
The challenges of the pandemic continued throughout the 2021/22 financial year as we adapted our services in line with restrictions. Fundraising remained affected, and we worked hard to manage our shops and events under COVID-19 regulations. Thankfully, our staff, volunteers, patients, children, families and the wider community rallied round us once again, in a huge wave of support.

As we adjust to the 'new normal', the impacts of the pandemic are still being felt across the whole health service, including our hospices. We're seeing rising numbers of patients due to delays or missed opportunities for diagnosis. Meanwhile, pressures remain in the wider system – especially around providing treatment and recruiting clinical staff – with many trained professionals leaving the sector after working through COVID-19.

These are still difficult times. Yet, despite everything, we managed to close the year with a small surplus. We couldn't have achieved this without the support of everyone around us, and we're extremely grateful. With your help, we'll keep working to provide the best quality care for our patients, children and their families. Thank you.

Best wishes

Mike Rymer



Our annual report

The Trustees present the Annual Report together with the audited financial statements for the year 1 April 2021 to 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with current statutory requirements, requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the charitable company qualifies as large under section 382, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

The Trustees have complied with their duty under Section 17 of the 2011 Charities Act and have referred to the Charity Commission guidance on public benefit. The main activities undertaken to further the charity's purposes for the public benefit are detailed in this Annual Report.

Our impact in numbers

St Barnabas House

2,223 Physiotherapy, **496** Occupational Therapy and **452** Complementary Therapy sessions were provided

1,784 patients received our services and we accepted **1,065** new patient referrals

365 patients were admitted to the In-patient Unit

Our hospice-based volunteers provided **31,150** hours of support, worth **£464,069** to the organisation

2,106 pre and post bereavement support sessions were provided by hospice and volunteer counsellors to patients, families and carers. The majority of these were carried out virtually or by telephone

44,869 patients and their families have been cared for since the hospice was founded in 1973

10,648 telephone contacts were made between the Community Palliative Care Team and patients, family and carers

3,203 patient appointments were completed for **1,176** patients by our Community Palliative Care Nurses

10,728 day and **894** night visits were made to patients in their homes by our Hospice at Home Team, delivering **18,840** hours of care

Chestnut Tree House

277 children were cared for

109 children stayed at the house with **1,405** occupied bed nights

980 counselling and therapy support sessions were provided for children with life-shortening conditions, their parents/carers and siblings

192 COVID-safe visits were made by the Community Team

284 children attended group activity events such as Youth groups, Music Therapy and Inclusive dance

1,064 children and young people have been cared for since we opened in 2003

175 people attended our bereavement events

49 new referrals were accepted



Our mission and the year ahead

Coming out of the pandemic, our mission seems more important than ever. With delayed investigation and diagnosis and more complex conditions presenting themselves, our resolve to be there for those who need us has strengthened.

Our strategic objectives are:

- To provide excellence in Palliative and End of Life Care for all we serve, through continuous improvement, utilising research and education
- To support all in our communities with life-limiting conditions to live and die with choice and dignity
- To build a sustainable model of care in collaboration with our partners
- To create a culture in which staff and volunteers can reach their full potential through support and investment

Underpinning these strategic goals are our corporate objectives for the coming year:

Support and develop staff

Amongst other things, this will involve the continuing development of a People Plan and Volunteer Engagement Strategy, alongside reviewing the medical leadership and workforce plans across both hospices.

Grow pathways and opportunities with partners

We are working increasingly closely with partners across the region to ensure operating models are efficient and effective, and decisions are made collectively –with patients at the heart of everything we do.

Offer a positive patient experience

A new quality improvement approach is being developed, utilising knowledge gained from plaudits and complaints, along with active patient feedback. All of these are integral to a cycle of learning and improvement.

Research, educate and innovate

Not only is ongoing research and education a priority to us as a hospice, it is important to the wider palliative care network. Work is underway to improve our data analysis and reporting, in order to better inform our decision making.

Develop a plan for sustainability

A plan for financial sustainability is crucial to the long-term success of both hospices. New business opportunities and contracts need to be secured, and income generation strategies need to be balanced with expenditure plans.

"It is very reassuring to see a loved one fade away in the caring embrace of you all. We remember his last few days with joy, rather than sadness, as he was no longer suffering. His death was very peaceful under your tender care."

"The team's professionalism was only surpassed by the kindness, care and compassion they showed at all times. And this was extended to the whole family."



Making progress

In another turbulent year, we stayed focused on what's most important: providing choice and dignity for people who need our care. Following are some of the key achievements made in line with our corporate objectives that, along with our Financial Review on page 32 and Risks and Challenges on page 12, constitutes the Strategic Report.

To provide excellence in Palliative and End of Life Care for all we serve, through continuous improvement, utilising research and education

We have begun to refresh and reframe our care strategy for St Barnabas House, and plan to do the same for Chestnut Tree House in the current financial year. Meanwhile, we have carried out a great deal of research to understand both the national and local context we are working within, and the needs of our local population (see below). The data and evidence gained will feed into the strategy and long-term vision for our care delivery model, which underpins the future direction of both hospices.

St Barnabas Hospices contributed to five clinical research studies in the past year, all relevant to the adults, children and young people who access our services. Of particular note is the Children's Integrated Palliative Outcome Scale study (C-POS Phase 2C). Through this, families recruited via Chestnut Tree House participated in a multi-staged research study to develop a children's palliative outcome scale. Chestnut Tree House may also be involved in recruiting to the next phase of the study.

In addition, St Barnabas Hospices have now achieved 'research generating' status in opening the 'Adapting Advance Care Planning During Covid-19' interview study – for which the research team are currently recruiting and interviewing participants. The hospice has also established a Public and Community Involvement and Engagement group comprised of patients and carers with lived experience. They meet regularly to advise on the relevance and accessibility of the research activities at both hospices.

We were successful in our grant application towards a simulation suite, complete with a mannequin, so clinical teams can practice in a realistic setting. This will enhance the gold standard of education and training we provide for our teams and others.

We completed the first phase of the refurbishment programme at Chestnut Tree House. Improvements include enhanced facilities for our teenage patients and bigger, more up-to-date changing facilities for our therapy pool.

To support all in our communities affected by life-limiting conditions to live and die with choice and dignity

Both hospices remained open throughout the year and continued providing our patients and their families with support and care.

Our outpatient services at St Barnabas continued to be impacted by COVID-19 restrictions imposed on the health and social care sector. We adapted to the challenges and began providing online sessions through our new Living Well service. Living Well gives patients the ability to make informed choices on things such as nutrition, exercise and managing symptoms, so they can live their best lives. It has been developed from our Day Hospice model, partly in response to the pandemic, and partly in response to patients' needs.

The programme has started well, and we hope to see more patients in small groups, both remotely and in the hospice. Meanwhile, we are carrying out ongoing work to identify patients at the appropriate stage of their illness, in order to deliver support and advice at the most beneficial time.

Night-time is often when our patients need us most, and the St Barnabas Hospice at Home night service is now fully functioning, enabling us to provide 24-hour care. This service has been a great success, with our Hospice at Home Night Nursing Team undertaking 894 visits and delivering 1,246 hours of care in the 2021/22 financial year.

Throughout the year, Chestnut Tree House has restored all its services, including family stays. Both in-house bed capacity and community visits have increased and are running at a higher activity rate than pre-pandemic. The hospice has been working responsively with both health and social care providers to identify children and families in need and provide 'crisis care'. The Activities Team increased their offer of outreach, including the implementation of a youth group and an 18-25 year group, as well as providing a number of family days and events.

To build a sustainable model of care in collaboration with our partners

Providing the best care for our patients, young people and families can't be done in isolation. We offer our services as part of the wider health care system, and we stay in constant communication with local hospitals, GPs, commissioners and other health and social care providers.

We continue to actively engage with Together for Short Lives – the umbrella body for children's hospices. Plus, we are forging closer working relationships with our neighbouring children's hospices.

We remain in regular communication with adult hospices across Sussex. Joint discussions are taking place to help maximise our impact on all communities across the county in the most efficient and impactful way.

To create a culture in which staff and volunteers can reach their full potential through support and investment

This was a hard year for staff, who continued to face the impacts of the pandemic. As with many businesses, the emotional burden of working differently over a sustained period began to show. Added to this was the additional management needed to cope with high levels of absence due to COVID-19.

Keeping staff informed, engaged, motivated and cared for has been a top priority in this reporting period. A programme of staff meetings, line manager briefings, and 'coffee and conversation' gatherings with the senior leadership team were put in place and have been well received. We will continue to build on this foundation in the coming year, using our new intranet site launched in June 2022.

A full pay and benefits review was started in early 2022, in recognition of the need to update and simplify our existing system. All salaries were externally benchmarked, and we also looked at how to revise our benefits package in line with the changing work environment and the needs of staff. The results will be rolled out in the coming year.

Unfortunately, the need to restrict access to both sites for infection control reasons limited volunteering opportunities over the year. We did, however, review our volunteer training programme, both for staff and volunteers. We hope to kickstart our reinvigorated programme this year, with a series of face-to-face events. Although the opportunities were fewer than normal, our hospice-based volunteers still made a huge contribution. They provided 31,150 hours of support, which is worth £464,069 to the organisation.



Our environmental report

Environmental sustainability is important to us, and we've put systems in place to minimise our environmental impact where possible.

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, St Barnabas Hospices continue to be engaged in a process aimed at reducing greenhouse gas emissions.

We continue to maintain both Scope 1 and 2 emissions, generated from our hospices and shops, respectively, and maintain emissions from transport as follows:

1) Indirectly managed vehicles, such as 'grey fleet' transport (personal cars used for business purposes)

2) Company vehicles

We devised a strategy to reduce our carbon footprint in 2020, which continues to be the blueprint:

- Reviewing and developing our Car Policy and Drivers Handbook (annual review)
- Encouraging employees to purchase renewable technology cars, such as hybrids
- Purchasing energy efficient equipment where appropriate
- Replacing HVAC systems with energy-efficient equipment where possible
- Adopting behavioural change measures where possible

We have reported all emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. We have calculated and reported our emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020 (reference 'Introduction guidance').

The reporting period is the financial year 2021/2022, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

Our organisation, like many others, has been impacted by the pandemic, slowing our ability to progress as much as we'd have liked. However, we still have a longstanding commitment to tackling climate change. Our calculated carbon footprint for 2021/2022 was 512.82 tCO2e, while energy consumption was 1,959,106.88 kWh (1,959.1 MWh).

Accordingly, the hospices can report the following (reporting corresponds with our financial year and reflects emissions from the leased and controlled assets for which we are responsible):

2021/2022 Emissions

Scope 1 (natural gas, gas oil and transport)		301.96 Tonnes COE equivalent (tCOEe)
Scope 2 (electricity)		164.36 Tonnes COE equivalent (tCOEe)
Scope 3 (electricity T&D, transport)		46.50 Tonnes COE equivalent (tCOEe)
	Total	**512.82 tCO2e**
Scope 1, 2 and 3 intensity metric		**1.19 tCO2e**

Our emissions have reduced by 9.03% – primarily due to including electricity transmission and distribution emissions in this financial year.

Efficiency Measures Taken

- Tyre pressures continue to be checked and outlined across the entire fleet
- Having sourced competitive quotes, the current lighting stock was upgraded with LEDs
- Video conferencing and online meetings, as opposed to face-to-face meetings, were expanded

Objectives for 2022 / 2023

- Discussions with landlords over supply contracts with a view to renewable energy
- Continual review of existing office equipment and company policies
- Prepare for ESOS phase 3 compliance



Risks and challenges

Risk management is a key process at all levels of the organisation. This starts with the Board, who review our strategic risks on a regular basis.

RISK	MITIGATION
Board and leadership Inability to perform well, resulting in a lack of leadership for the organisation.	A Board development programme is in place, with regular reviews and appraisals scheduled. Governance processes and Committee structures are being reviewed.
Resilience Lack of resilience and agility to respond to highly disruptive events, impacting on the excellence of our care.	IT disaster recovery plans are in place, with outsourced backup mobilised. Working from home arrangements are in place where appropriate, and collaboration with neighbouring hospices is in place in case of emergency.
Regulation Inability to comply with the changing regulatory framework, resulting in regulatory intervention and a damaged reputation.	A new Quality Performance Governance structure has been defined and an accessible electronic risk register is in place. Established controls are in place to identify and address patient safety issues, with dedicated quality roles either established or in the pipeline.
Workforce Inability to recruit and retain the necessary workforce, resulting in partial delivery of objectives.	Vacancies are reviewed on a regular basis, with a dedicated recruitment campaign being put in place. Employee wellbeing initiatives have been reviewed, including employee assistance programmes. A people plan is continuing to be developed.
Finance Failure to reach strategic financial plan, resulting in fewer patients receiving quality care and fewer resources allocated to education and research.	Efficiency savings are regularly reviewed, and a new income generation strategy is being put in place. Quarterly reforecasting is carried out alongside cash flow monitoring.
Demand and capacity Demand exceeds capacity, resulting in failure to support all in our communities.	Regular assessment of demand and capacity is undertaken, along with reassessment of needs of patient group. This allows us to amend provision accordingly. Regular analysis of staffing, budget and vacancies also takes place, in order to achieve the highest level of clinical provision.
Engagement and reputation Insufficient engagement with external and internal stakeholders, resulting in reputational damage.	A three-yearly market research programme is in place to monitor reputation and brand awareness. Regular monitoring of social media and press reports takes place. Training for external fundraisers and volunteers is given regularly. Complaints are monitored and mystery shopping is carried out.
Estate Lack of infrastructure investment, leading to inability to deliver/support a sustainable model of care.	Business cases have been developed for capital expenditure and a routine maintenance plan. An annual audit of assets is in place.
Culture Failure to create the intended organisational culture, adversely impacting on the delivery of our strategic objectives.	Our organisational culture is a regular Board item for discussion. It is also monitored via staff surveys, internal communications and workforce policies, including whistleblowing.





Fundraising

The pressures of the pandemic and the emerging economic environment have made raising funds difficult. Thankfully, our communities have been amazing.

Our income generation activities faced a year of ups and downs. In the run-up to Christmas, our retail operation suffered further losses due to COVID-19 restrictions but has bounced back since the new year. We are constantly striving to make sure our shops are well run and relevant to the communities they serve.

Community fundraising also continued to struggle, with many outdoor events cancelled either due to COVID-19 or poor weather. Engagement with local groups has been challenging, with many groups now meeting in different ways or deciding to disband.

On a more positive note, the St Barnabas Night to Remember event took place in September 2021 for the first time in a couple of years. We had an overwhelming response from supporters and the event raised over £70,000. In March, we held a Gala Dinner at Arundel Castle, to raise funds for Chestnut Tree House. Hosted by our president, Lord Henry, this event was also very successful with around 250 supporters attending.

Our lottery continues to grow. While we do most fundraising in house, we also work with professional fundraising teams and commercial organisations when it is more cost effective to do so – as is the case with the lottery. All our partners undergo due diligence before contracts are signed, and we carry out a regular programme of training and mystery shopping.

St Barnabas Hospices is a member of the Fundraising Regulator and abides by the direct marketing code of practice and the fundraising code of practice. In this financial year, we received 40 fundraising complaints from members of the public. However, none were received via the regulator, and they were all resolved by us. We take all feedback seriously and our Supporter Care Team works hard to strengthen our relationships with supporters.

We continue to rely on the kind generosity of our wonderful community. The vast majority of our income comes from individuals and community groups who give smaller amounts that all add up. We are extremely grateful for this support and would like to thank everyone who gives so generously, including:

Riverstone Management Ltd
First Central
BrightLocal
South Lodge Hotel
Rolls Royce Motorcars
Pentasia
Bob Jones
Timothy and Mary Clode
Nick and Jan Best
Mark and Fiona Hutchinson
Karina and Elfed Jarvis
The Bradbury Foundation
HSBC
Leo House
Paul and Annette Jones
Linda Grubb
Mike Holland
Willmott Dixon
Together for Short Lives
Technetix Group Ltd
Virgin Atlantic
Temco
Airwave Europe Ltd
Pete, Carmel and Ted Johnstone
Roger and Maureen Kelly
The Brumsen Family
Gordon and Tina Owen
The Albert Hunt Trust
Friends of Sussex Hospices
Lady Zouche Parham Nursing Bequest
Southern Water
Chris and Lynn Collins
Anthea Lowell
Roffey Homes

Financial review

The year which ended 31 March 2022 was a year of two halves for the hospice. The first was spent addressing the impact of the pandemic. It created huge challenges to delivering our charitable objectives; we experienced significant delays in the recruitment of key staff, while at the same time continuing to experience a growth in demand. This formed a catalyst for change, and the hospice embarked on restructuring its delivery model to meet these objectives.

In the second half of the year, as we emerged from the worst of the pandemic and adapted to the 'new norm', we spent time rethinking and reenergising on how best to meet the changing needs of our patients and those closest to them.

Despite these challenges the hospice managed well over the year, focusing on innovative income generation, managing its cost base and excellent care delivery.

Results for the year are shown in the Statement of Financial Activities

Income totalled £18.8m (2021: £20.0m) representing a 6% decrease from the previous year. This decrease is mainly attributable to the reduction of COVID-19 related grant (income from charitable activities). All other income streams performed well against 2021 totals with an overall 12.8% increase.

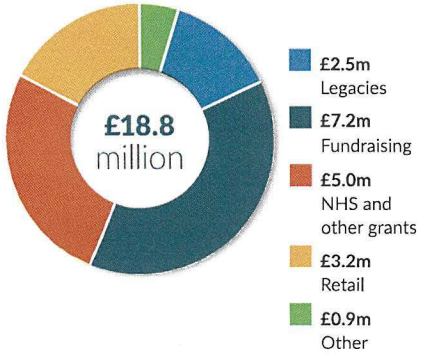
The level of income over expenditure produced a deficit of £1m (2021: surplus £1.5m), before changes in the value of investments.

The stock market increase over the year resulted in a gain on investments of £1.6m (2021: gain £3.8m). This resulted in a surplus of £0.6m, (2021: surplus £5.3m). The investments provided an income stream amounting to £0.9m in the year, which represents 4.6% of the hospices' total income.

The charity received a £1.4m (2021: £1.4m) grant from Coastal West Sussex Clinical Commissioning Group for the adult hospice. The children's hospice received a grant from the Department of Health of £0.6m (2021: £0.4m).

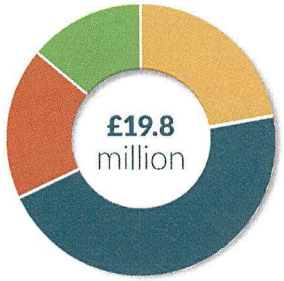
Excluding this year's COVID-19 related grants, almost 70% of the charity's current income comes from voluntary sources, such as fundraising, lottery, legacies, and retail shops. Only 17% of our income derives from NHS main grants and NHS funding for services provided. This equates to 23% of St Barnabas House care costs and 24% of Chestnut Tree House care costs being funded by the NHS. Of the total expenditure, 68% was spent on providing care services by both hospices.

Income



- £2.5m Legacies
- £7.2m Fundraising
- £5.0m NHS and other grants
- £3.2m Retail
- £0.9m Other

Expenditure



- £4.4m Chestnut Tree
- £9.1m St Barnabas
- £3.6m Fundraising
- £2.7m Retail

Reserves policy

Reserves are held by the charity to ensure that it is able to remain sustainable and it continues to meet the needs of its service users, following reasonably foreseeable adverse events. It is intended to strengthen the charity's resilience and capacity to manage unforeseen financial difficulties.

The Trustees review the reserves policy each year and the decision has been taken to change the basis of calculation of the amount of reserves that the charity should hold to a risk basis. This calculation involves considering the risk associated with each of the charity's income streams and any other significant risks on the risk register that may result in a decline in income or adversely affect the overall financial position of the charity.

Based on budgeted figures for next year, this calculation results in a target figure of £14m. This would enable the charity to continue its activities during a period of reduced income due to changes in fundraising success or other factors. The policy further states that the target reserves should be within a 30% range of the amount calculated by this method. The target range is therefore £12.6m to £16.8m.

Free reserves are defined as those reserves that are not restricted, designated, held as fixed assets or in the revaluation reserve. The table below shows the calculation of the amount of free reserves that are available to be held as reserves as at 31 March 2022.

	£'000
Total funds held at 31 March 2022	**47,748**
Less: Restricted funds	(1,047)
Amounts held as tangible fixed assets	(13,429)
Less: other designated funds:	
Revaluation reserve	(4,010)
Service development fund	(10,721)
CTH capital development fund	(1,500)
STB capital development fund	(1,000)
Free reserves at 31 March 2021	**16,041**

The Trustees of the charity and the senior leadership team have created a new designated reserve, called the Service Development fund, of £10.7m to cover the anticipated budgetary challenges over the next three financial years. During this time, the charity will explore how we can grow and diversify our income in the current economic climate to allow us to cover the extraordinary cost pressures all charities and businesses are facing. We will continue to provide our services, dealing with the increased demands of our community and the significant changes in how and where our work is carried out and needed.

Previously, the charity held a designated fund called the Legacy Equalisation fund. This fund represented the risk to our legacy receipts in any one year. These funds could be used to make up any shortfall in the legacy budget in future years by transfer to the general unrestricted fund. As the basis of our reserves policy has changed to a risk-based approach, the calculation of the risk associated with legacies is now included in the overall risk calculation. Therefore, this fund has been transferred to the unrestricted general fund.

Investment policy and objectives

The Trustees intend that the charity's invested assets are secured and enhanced, where possible, by investing in an equities, fixed income, property, and cash portfolio. Each year, the Trustees decide on the portfolio's appropriate rate of return.

Annually, the Trustees review the brief given to the investment managers regarding the proportion of investments to be held in each asset class within the portfolio, the level of acceptable risk, and the level of income required. The charity does not make investments in any stocks considered unethical in the context of the charity's objectives.

Investment performance

The investment income received was £0.86m (2021 – £0.72m) which represents a yield of 3.0% on the closing portfolio value for the period. The Trustees are satisfied that the investment managers have met the objectives set.

Going concern

That the charity holds sufficient reserves to deem the going concern basis appropriate, as explained in note 1.2 to the financial statements.

Internal controls and risk management

The Trustees are responsible for ensuring that there are effective risk management and appropriate internal control processes, focusing on the six potential areas of risk: strategic, financial, services, premises, workforce, and information.

Engagement with suppliers, customers and others

During the period the charity worked to strengthen its supplier and customer relationships, as ensuring that the company maintains an efficient and effective supply chain is critical to its long-term success.

Throughout the period, the charity continued to actively engage with its customer base, building and strengthening its relationships and establishing clear lines of communication.

The charity continues to build on its business relationships in all areas; to promote best practice, increase efficiencies, and secure long-term, sustainable success.

Disclosure of information to the auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have undertaken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.





Structure, governance and accountability

St Barnabas Hospices (Sussex) Ltd is a company limited by Guarantee (company number 00930107) and registered with Companies House, and is a charity registered in England and Wales (256789). It is regulated by the Charity Commission.

Our governing Board of Trustees is committed to maintaining a high standard of corporate governance. Its members, all of whom are non-executive, bring a broad range of relevant experience and skills to Trustee discussions. Trustees are appointed by the Board, subject to approval by the Association at the AGM. They serve a maximum of nine years (three terms of three years). They have full access to the e-learning induction programme for staff, with some modules being mandatory for all Trustees.

There are six committees of the board:

- The Quality & Performance Committee
- Finance Committee
- Audit Committee
- People Committee
- Income Generation & Communications Committee
- Remuneration Committee

Committees may include specialists who are not members of the Board, but who volunteer to use their expertise to assist the committees. There are clear distinctions between the roles of the Trustees and the leadership team, to whom day-to-day management is delegated. Matters such as policy and strategic plans are prepared by the leadership team, for consideration and approval by the Trustees.

St Barnabas Hospices (Sussex) Ltd owns two subsidiary companies:

- St Barnabas Hospice (Worthing) Projects Limited, whose principal activity was to design, manage and build the new adult hospice. This company is currently dormant.
- St Barnabas Hospices (Sussex) Trading Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to St Barnabas Hospices (Sussex) Limited.

Remuneration

St Barnabas Hospices' policy on remuneration is to ensure that the reward package offered to staff is competitive within the market, and affordable for an organisation of our size. Retention and recruitment are the primary drivers. Our pay structure is currently undergoing a review, the results of which will be rolled out in the current financial year. All staff are paid at least the national living wage.

The charity undertakes full and fair consideration of all applications for employment from people with disabilities where the candidate's aptitudes and abilities are consistent with adequately meeting the requirements of the role. Opportunities are available to employees with disabilities for training, career development and promotion. Where existing employees become disabled, it is the charity's policy to provide continuing employment wherever practical in the same or in an alternative position assisted by appropriate training.

Gender pay gap

The gender pay gap is a measure of the difference between the average earnings of men and women across the organisation. It is expressed as a percentage of men's earnings.

As of 5 April 2021, the organisation employed 453 people. The total number of employees has decreased by 7.36% from twelve months earlier. The proportion of men to women also remains stable, with 10% of the workforce being men and 90% being women.

Difference in hourly rate of pay – mean	(2.16%)
Difference in hourly rate of pay – median	(2.77%)
Difference in bonus pay – mean	(102.26%)
Difference in bonus pay - median	(102.50%)
Percentage of employees who received bonus pay – male	6.38%
Percentage of employees who received bonus pay – female	2.46%

Band	Description	Males	Females
A	Includes all employees whose standard hourly rate places them at or below the lower quartile	13%	87%
B	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median	8%	92%
C	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile	14%	86%
D	Includes all employees whose standard hourly rate places them above the upper quartile	8%	92%

1. Our **mean gender pay gap** is (2.16)%. On average, the hourly rate of pay for female employees is 2.16% higher than for male employees; equating to a difference of £0.34ph in monetary terms. This is a slight increase on last year's gap of (0.48%)

   Our **median gender pay gap** is 2.77%.

2. The analysis of **pay gap by quartile** (Bands A to D in the table above) again shows insignificant change from the previous year across the quartiles.

   There is a notable imbalance in the proportion of male and female employees. Although this is to be expected in the sector we operate within, we will continue to ensure St Barnabas appeals as an employer of choice, to all people equally.

Trustees statement of compliance with duty to promote the success of the charity

This statement is intended by the Board of Trustees to set out how they have approached and met their responsibilities under s172(1)(a) to (f) of the Companies Act 2006 in the financial period ending 31 March 2022.

Stakeholders of the charity include employees, patients, suppliers and the community in which it operates. The Trustees, both individually and collectively, consider that they have acted in good faith to promote the success of the charity for the benefit of its stakeholders as a whole (having regard to the matters set out in s172 of the Act) in the decisions taken during the period. In particular:

- To ensure the Board take account of the likely consequences of their decisions in the long term, they receive regular and timely information on all the key areas of the business including financial performance, operational matters, health & safety, environmental reports, risks and opportunities. The charity's performance and progress is also reviewed regularly at Board and senior leadership meetings.
- The charity's employees are fundamental to the success of the charity and as such the Board continually enhance its methods of engagement. The senior leadership team routinely provide employees with information on matters of concern, including performance and the financial position, using a variety of formats, including face to face meetings and, since COVID, video briefings. Staff are consulted on matters which are likely to affect their interests, both in groups and, where appropriate, on an individual basis. Interest groups, such as the Employee Engagement Group, are also consulted and informed about potential changes.
- Patient care is at the heart of the charity, and it is essential to provide sustainable healthcare true to the charities values; caring, courageous and connected. The services have been shaped by various factors such as advances in medicines, increased demand and pressure on the wider healthcare system, which have provided the Board with the opportunity to formulate a new strategy that ensure services and facilities are fit for purpose and available to all those that need them.

The Trustees' intentions are to behave responsibly toward all stakeholders and treat them fairly and equally, so that they all benefit from the long-term success of the charity. The Trustees have overall responsibility for determining the charity's vision, mission, values and strategy and for ensuring high standards of governance.

The primary aim of the Trustees is to promote the charity's mission to provide comfort, dignity and choice for adults, young people and children with life limiting illness through specialist and supportive care, ensuring the sustainable success of the charity, and contributing to the wider society.

Throughout 2022-23, the Board will continue to review and challenge how the charity can improve its service to patients and engagement with its employees and other stakeholders.

The law requires the Trustees, who also act as directors for the purpose of Company Law, prepare the Trustees' Annual Report (including the Strategic Report), and the financial statements for each financial year, which give a true and fair view of the charity's current status and of its results for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles of the Charities SORP (FRS 102) 2019
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards are being followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis, unless it is inappropriate to assume that the charity will continue in business

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

- The charity is operating efficiently and effectively
- Its assets are safeguarded against unauthorised use or disposition
- Appropriate records are maintained, and financial information used within the charity or for publication is reliable
- The charity complies with relevant laws and regulations
- A system of effective clinical governance is in place

The systems of internal controls are designed to provide reasonable, but not absolute, assurance against material miss-statement or loss. They include:

- An annual budget approved by the Board of Trustees
- Regular forecasts to predict the likely outcome for the financial year
- Regular monitoring of actual performance against budgets and forecast
- Delegation of authority to managers for expenditure within budget limits
- Segregation of duties
- Identification and management of risks

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as Company Directors. Approved and authorised for issue by the Trustees on, and signed on their behalf, by:

M Rymer, Chair

M Godsmark, Honorary Treasurer

2nd August 2022

Independent Auditors' Report

To the Members of St Barnabas Hospices (Sussex) Limited

Opinion

We have audited the financial statements of St Barnabas Hospices (Sussex) Limited ("the charitable company") for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (incorporating the Strategic Report and the Directors' Report) 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 have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud.

Based on our understanding of the charity and sector as a whole, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission (CQC) regulations, restrictions imposed by charity law on the use of restricted funds, health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies

Act 2006 and Charities SORP (FRS 102) 2019. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as legacy income recognition. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities including the most recent CQC inspection reports; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



Simon Webber BA(Hons) DchA FCA (Senior Statutory Auditor)
For and on behalf of Kreston Reeves LLP
Chartered Accountants and Statutory Auditor
Chichester
Date: 23rd August 2022

Our President and Patrons

President

Lord Henry, Earl of Arundel

Vice-presidents

Kathy Gore OBE, DL

Sally Gunnell OBE, DL

Ambrose Harcourt

Dr Alan Kingsbury

Mrs Elizabeth M Naunton

Miss Margaret Stroud

Major Tom Wye, DL

Honorary officers

Patricia Woolgar, Chair of Trustees (term ended September 2021)

Mike Rymer, Chair of Trustees (appointed September 2021)

Ruth Taylor, Deputy Chair of Trustees

Martin Godsmark, Treasurer

Leadership Team

Amanda Fadero, Interim CEO (appointed October 2021)

Dave Hays, Director of HR, Research and Education (resigned May 2021)

Becki Jupp, Director of People, Communications & Income Generation

Nicole Singh, Director of Finance & Business Services

Cathy Stone, Clinical Director (resigned July 2021)

Anna Jones, Director of Children's Services (appointed November 2021)

Ellie Hayter, Director of Clinical Improvement, Education & Research

The Trustees

Neil Blanchard (stepped down September 2021)

Ros Britton (joined September 2021)

Jill Carnie

Tony Clark

Neil Gatley

Vicci Johnson (joined November 2021)

Lisa Kenna

Tony Moss

Stuart Palma

David Pegler (stepped down November 2021)

Ian Sellwood

David Rennie

Patricia Woolgar (term ended September 2021)

Mike Rymer (joined April 2021)

Registered address

St Barnabas House
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Chestnut Tree House
Dover Lane
Arundel
West Sussex
BN18 9PX

Principal bankers

NatWest Bank PLC
5 Broadwater Street East
Worthing
West Sussex
BN14 9AB

Investment advisers

Aberdeen Standard Capital
Bow Bells House
1 Bread Street
London
EC4M 9HH

Solicitors

DMH Stallard LLP
Griffin House
135 High Street
Crawley
West Sussex
RH10 1DQ

Independent auditors

Kreston Reeves LLP
9 Donnington Park
85 Birdham Road
Chichester,
West Sussex
PO20 7AJ



Statement of Financial Activities
(including Income and Expenditure Account)

Company Registered no. 0930107

For the year ended 31 March 2022

	Note	Restricted Funds 2022 £000	Unrestricted Funds 2022 £000	Total Funds 2022 £000	*Total Funds 2021 £000*
Income from:					
Income from charitable activities	2	4,077	873	4,950	*7,725*
Investment income	3	-	861	861	*724*
Donations and legacies	4	1,047	6,244	7,291	*7,152*
Income from trading activities	5	-	5,660	5,660	*4,380*
Other		-	34	34	*14*
Total income	7	5,124	13,672	18,796	*19,995*
Expenditure on:					
Raising funds	6	-	6,261	6,261	*4,973*
Charitable activities	6	4,220	9,316	13,536	*13,508*
Total expenditure	6	4,220	15,577	19,797	*18,481*
Net income/(expenditure) before gains/(losses) on investments	7	**904**	**(1,905)**	**(1,001)**	***1,514***
Net gains/(losses) on investments	12	-	1,626	1,626	*3,829*
Net income/(expenditure)		**904**	**(279)**	**625**	***5,343***
Transfers between funds	15	-	-	-	-
Net movement in funds for the year		**904**	**(279)**	**625**	***5,343***
Reconciliation of funds:					
Total funds at 1 April 2021		143	46,980	47,123	*41,780*
Total funds at 31 March 2022	15	**1,047**	**46,701**	**47,748**	***47,123***

All activities relate to continuing operations.

The charity has no recognised gains or losses other than the net movement in funds for the year.

The notes on page 32 to 56 form part of these financial statements.

Balance Sheet
As at 31 March 2022

Company Registered no. 0930107

	Note	£000	2022 £000	£000	*2021 £000*
Fixed assets					
Tangible assets	11		13,556		*13,901*
Investments	12		29,056		*27,549*
			42,612		*41,450*
Current assets					
Stocks		17		*14*	
Debtors	13	2,075		*1,736*	
Cash at bank		4,308		*5,838*	
		6,400		*7,588*	
Creditors: amounts falling due within one year	14	(1,264)		*(1,915)*	
Net current assets			5,136		*5,673*
Total assets less current liabilities			47,748		*47,123*
NET ASSETS			47,748		*47,123*
Charity funds					
Restricted funds	15		1,047		*143*
Unrestricted funds:					
General fund	15	16,041		*22,672*	
Designated funds	15	26,650		*21,609*	
Revaluation reserve	15	4,010		*2,699*	
Total unrestricted funds			46,701		*46,980*
TOTAL FUNDS			47,748		*47,123*

The notes on pages 32 to 56 form part of these financial statements.

Approved and authorised for issue by the Trustees on 2nd August 2022 and signed on their behalf, by:

M Rymer, Chair

M Godsmark, Honorary Treasurer

Cash Flow Statement

Company Registered no. 0930107

For the year ended 31 March 2022

	Note	2022 £000	2021 £000
Net cash inflow/(outflow) from operating activities	17	(1,985)	1,992
Cash flows from investing activities			
Income from investments	3	861	724
Payments to acquire tangible fixed assets	11	(525)	(1,423)
Payments to acquire listed investments	12	(4,109)	(7,132)
Receipts from sales of listed investments	12	4,228	7,153
Net cash inflow / (outflow) from investing activities		455	(678)
Increase/(Decrease) in cash and cash equivalents		(1,530)	1,314
Cash and cash equivalents at 1 April 2021		5,838	4,524
Cash and cash equivalents at 31 March 2022		**4,308**	**5,838**
Cash and cash equivalents consist of:			
Cash at bank and in hand		**4,308**	**5,838**

The notes on pages 32 to 56 form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2022

1. Accounting policies

1.1 Basis of preparation of financial statements

The charitable company is a private company limited by guarantee incorporated in the UK and registered in England & Wales and constitutes a Public Benefit Entity as defined by FRS 102. The registered office is St Barnabas House, Titnore Lane, Worthing, West Sussex, BN12 6NZ. The financial statements have been prepared under the historical cost convention, with the exception of certain items which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2020.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest thousand pounds.

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

The charitable company does not need to prepare group accounts and these financial statements only refer to the parent undertaking, not the group. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated accounts on the grounds that under section 405 both of its subsidiary undertakings could be excluded from consolidation as their inclusion is not material.

1.2 Going concern

The financial statements are prepared on a going concern basis as the Trustees' believe that no material uncertainties exist. After reviewing the charity's forecasts and projections, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

Whilst the impact of COVID-19 has been assessed by the Board, due to its unprecedented impact on the wider economy it is difficult to evaluate with any certainty the potential effect on the charity's activities and the related income and expenditure. However, taking into consideration the UK Government's response, including the grants received by the charity to date, as well as how the charity has adapted to reduce non-core costs, the charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 Income

Income received is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. All donations and other forms of voluntary income are recorded when the charity has been notified of the amounts and settlement is expected. Other income, including investment income, is recorded on an accruals basis.

Legacies receivable are included in the financial statements when they satisfy the following three criteria:

- Entitlement – the earlier of the charity being notified of an impending distribution or the legacy being received;
- Probable – receipt is more likely than not and;
- Measurement – the monetary value can be sufficiently reliably measured.

Legacies received as equities are valued as advised by the investment managers. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Donated facilities and donated professional services are recognised as an income at their fair value where the provider of the service has incurred a financial cost. Fair value is determined on the basis of the value of the gift to the charity. A corresponding amount is recognised in expenditure. Volunteer time is not included in the financial statements.

Grants are recognised in full in the Statement of Financial Activities in the year the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. Grants for the purchase of fixed assets are credited to restricted income when receivable.

Gifts in kind donated for resale are included at fair value. Where it is impracticable to fair value the items on donation due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from trading activities'.

1.4 Expenditure

Expenditure is recognised on an accruals basis.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity comprising the salary and overhead costs of the central function is apportioned on an estimate of the staff time attributable to each activity.

Fundraising costs comprise costs incurred in encouraging people and organisations to contribute financially to the charity's work. Costs of charitable activities are those costs incurred in relation to the objectives of the charity.

Governance costs are associated with meeting the constitutional and statutory arrangements of the charity, including external audit and the cost of preparing statutory accounts, the cost of Trustees' meetings and other costs involved with the charity's strategic management.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at deemed cost less depreciation.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	–	straight line over 30 years
Leasehold property: shops	–	straight line over period of the lease
Leasehold property: children's hospice	–	straight line over 30 years
Motor vehicles	–	25% per annum straight line
Fixtures, fittings and equipment	–	10 or 25% per annum straight line
Freehold land	–	not depreciated

Assets costing less than £5,000, and all computer equipment, are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

1.6 Debtors and creditors receivable / payable within one year

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

1.7 Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

1.8 Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in the year in which they fall due.

1.9 Investments

Listed investments are stated at market value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities and investment income plus associated tax recoverable, is credited to income on an accruals basis. Investment management costs are charged as expenditure out of the relevant income funds.

Investments in subsidiaries are stated at cost less provision for diminution in value.

1.10 Pension costs

The charity has operated a defined benefit scheme on behalf of its employees – the NHS Pension Scheme. This scheme is a multi employer scheme where assets and liabilities of the scheme, applicable to each employer, are not separately identified. Therefore, the pension charge recorded in these financial statements is the amount of contributions payable on a defined contribution basis in the accounting year, plus any deficit funding agreed during the year to be paid in future years, in accordance with Financial Reporting Standard 102.

In addition, one defined contribution scheme is operated by the charity. Contributions payable are charged in the period to which they relate. Further information on the pension schemes can be found in note 18.

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Judgements and key sources of estimation uncertainty

In applying the above accounting policies, the Trustees are required to make judgements and estimates. The key judgements applied in these financial statements are in determining the allocation of funds as restricted or designated. The key sources of estimation uncertainty relate to the recognition of income from legacies where the actual amount received may differ from that initially recognised. Tangible fixed assets are stated at their deemed cost less provision for depreciation. The charity at acquisition determines the reliable estimates for the useful life of the asset and its residual value. These estimates are based upon factors such as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors that indicate that there would be a need to reconsider the estimates used.

1.13 Termination benefits

It is the charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives or by constructive obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the charity with future economic benefits therefore it is their policy to recognise them as an expense in the profit or loss immediately.

2. Income from charitable activities

	Restricted Funds 2022 £000	Unrestricted Funds 2022 £000	Total funds 2022 £000	*Restricted Funds 2021 £000*	*Unrestricted Funds 2021 £000*	*Total funds 2021 £000*
NHS grants	2,036	-	**2,036**	*1,765*	-	**1,765**
Contractual income	870	252	**1,122**	*777*	*307*	**1,084**
NHSE grants	739	-	**739**	-	-	-
Other grants	432	581	**1,013**	-	*4,849*	**4,849**
Education income	-	40	**40**	-	*27*	**27**
	4,077	873	4,950	*2,542*	*5,183*	*7,725*

The charity received a restricted grant from the Coastal West Sussex Clinical Commissioning Group (CCG) of £1,394k (2021: £1,387k) for the adult hospice. The charity received a restricted grant from Department of Health of £642k (2021: £378k) for the children's hospice.

Statutory contract income of £1,122k (2021: £1,084k) was received for the provision of care at both hospices from local county councils and Coastal West Sussex CCG.

NHSE grants of £739k (2021: £nil) were to support the NHS Covid-19 response. Other grant income of £1,013k (£4,849k) included government grants for the following: Coronavirus Job Retention Scheme £13k (2021: £536k), Hospices UK Covid-19 response £234k (2021: £3,420k) and additional covid monies from the local CCGs of £397k (2021: £867k).

3. Investment income

	2022 £000	*2021 £000*
Income from listed investments	**860**	*720*
Interest receivable	**1**	*4*
Total unrestricted investment income	**861**	*724*

4. Income from donations and legacies

	Restricted Funds 2022 £000	Unrestricted Funds 2022 £000	Total funds 2022 £000	*Restricted Funds 2021 £000*	*Unrestricted Funds 2021 £000*	*Total funds 2021 £000*
Retail gift aid donations	-	185	**185**	-	*44*	*44*
Donations	1,047	3,529	**4,576**	*245*	*4,044*	*4,289*
Legacies	-	2,530	**2,530**	-	*2,819*	*2,819*
	1,047	6,244	7,291	*245*	*6,907*	*7,152*

The Charity has £1,044k (2021: £276k) in contingent assets in respect of potential legacy income. This relates to outstanding legacies at the year-end, expected to be received in the next financial year.

5. Income and expenditure from raising funds

	Retail 2022 £000	Fundraising 2022 £000	Total 2022 £000	*Total 2021 £000*
Legacies (note 4)	-	2,530	**2,530**	*2,819*
Donations and retail gift aid donations (note 4)	185	4,576	**4,761**	*4,333*
Income from trading activities	3,015	2,645	**5,660**	*4,380*
Income from raising funds	3,200	9,751	**12,951**	*11,532*
Salary costs (note 6)	(1,325)	(1,691)	**(3,016)**	*(2,736)*
Other costs (note 6)	(911)	(1,390)	**(2,301)**	*(1,488)*
Expenditure on raising funds	(2,236)	(3,081)	(5,317)	*(4,224)*
Surplus before support costs and depreciation	964	6,670	**7,634**	*7,308*
Support costs (note 6)	(453)	(491)	**(944)**	*(749)*
Total contribution from raising funds	511	6,179	6,690	*6,559*

Support salaries are included in support costs. Included within the income from trading activities are retail sales of £740k (2021: £175k) relating to the proceeds of sales made on behalf of donors under the retail gift aid scheme. The associated gift aid claimed of £185k (2021: £44k) is shown as donations.

In the year ended 31 March 2022, of the total income from trading activities, £nil (2021: £nil) was to restricted funds. Included in Retail trading income are local county council grants of £97k (2021: £675k).

Comparative information	*Retail 2021 £000*	*Fundraising 2021 £000*	*Total 2021 £000*
Legacies (note 4)	-	*2,819*	*2,819*
Donations (note 4)	*44*	*4,289*	*4,333*
Income from trading activities	*1,907*	*2,473*	*4,380*
Income from raising funds	*1,951*	*9,581*	*11,532*
Salary costs (note 6)	*(1,207)*	*(1,529)*	*(2,736)*
Other costs excluding depreciation (note 6)	*(764)*	*(724)*	*(1,488)*
Expenditure on raising funds	*(1,971)*	*(2,253)*	*(4,224)*
Surplus before support costs and depreciation	*(20)*	*7,328*	*7,308*
Support costs (note 6)	*388*	*361*	*749*
Total contribution from raising funds	*(408)*	*6,967*	*6,559*

6. Total expenditure

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2022 £000	*Total 2021 £000*
Charitable activities					
St Barnabas House					
Inpatient services	2,696	816	513	**4,025**	*3,978*
Community team services	1,432	106	242	**1,780**	*1,935*
Hospice at home	1,112	92	245	**1,449**	*1,283*
Day hospice	315	224	90	**629**	*683*
Outpatients service	349	79	86	**514**	*524*
Family services	365	78	82	**525**	*489*
Education	118	63	29	**210**	*269*
	6,387	1,458	1,287	**9,132**	*9,161*
Chestnut Tree House					
In house services	2,807	825	757	**4,389**	*3,062*
Community team services	-	-	-	**-**	*1,266*
Education	11	1	3	**15**	*19*
	2,818	826	760	**4,404**	*4,347*
Total charitable activities	9,205	2,284	2,047	**13,536**	*13,508*
Raising funds					
Fundraising	1,691	1,390	491	**3,572**	*2,614*
Retail	1,325	911	453	**2,689**	*2,359*
	3,016	2,301	944	6,261	*4,973*
Total expenditure	**12,221**	**4,585**	**2,991**	**19,797**	***18,481***

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2022 £000	*Total 2021 £000*
Support staff costs	427	926	**1,353**	*1,240*
Premises, technology and other costs	517	1,121	**1,638**	*1,319*
	944	**2,047**	**2,991**	***2,559***

In the year ended 31 March 2022, £4,220 of the total expenditure on charitable activities was from restricted funds, (2021: £2,771k).

Governance costs of £20k (2021: £19k) relating to auditors remuneration (note 10), Trustees' insurance and expenses (note 8) are included within 'Premises, technology and other costs'.

Total Expenditure (continued)

Comparative information	*Staff costs excluding support salaries £000*	*Other costs £000*	*Support costs including support salaries £000*	*Total 2021 £000*
Charitable activities				
St Barnabas House				
Inpatient services	*2,715*	*831*	*432*	*3,978*
Community team services	*1,578*	*128*	*229*	*1,935*
Hospice at home	*981*	*110*	*192*	*1,283*
Day hospice	*314*	*280*	*89*	*683*
Outpatients service	*309*	*136*	*79*	*524*
Family services	*329*	*95*	*65*	*489*
Education	*146*	*96*	*27*	*269*
	6,372	*1,676*	*1,113*	*9,161*
Chestnut Tree House				
In house services	*1,988*	*636*	*438*	*3,062*
Community team services	*825*	*184*	*257*	*1,266*
Education	*14*	*3*	*2*	*19*
	2,827	*823*	*697*	*4,347*
Total charitable activities	*9,199*	*2,499*	*1,810*	*13,508*
Raising funds				
Fundraising	*1,529*	*724*	*361*	*2,614*
Retail	*1,207*	*764*	*388*	*2,359*
	2,736	*1,488*	*749*	*4,973*
Total expenditure	***11,935***	***3,987***	***2,559***	***18,481***

Support cost allocation	*Raising funds £000*	*Charitable activities £000*	*2021 £000*
Support staff costs	*390*	*850*	*1,240*
Premises, technology and other costs	*359*	*960*	*1,319*
	749	***1,810***	***2,559***

7. Income and expenditure split between the hospices

	St Barnabas House £000	Chestnut Tree House £000	Total 2022 £000	*Total 2021 £000*
Income from charitable activities (note 2)	3,768	1,182	**4,950**	*7,725*
Investment income (note 3)	775	86	**861**	*724*
Legacies (note 4 and 5)	1,781	749	**2,530**	*2,819*
Fundraising and trading (note 5)	2,215	5,006	**7,221**	*6,762*
Retail (note 5)	1,751	1,449	**3,200**	*1,951*
Other income	32	2	**34**	*14*
Total income	**10,322**	**8,474**	**18,796**	*19,995*
St Barnabas House care costs	9,132	-	**9,132**	*9,161*
Chestnut Tree House care costs	-	4,404	**4,404**	*4,347*
Fundraising	1,488	2,084	**3,572**	*2,614*
Retail	1,364	1,325	**2,689**	*2,359*
Total expenditure (note 6)	**11,984**	**7,813**	**19,797**	*18,481*
Net income/(expenditure) before gains on investments	**(1,662)**	**661**	**(1,001)**	*1,514*

Comparative information	St Barnabas House £000	Chestnut Tree House £000	Total 2021 £000
Income from charitable activities (note 2)	*6,439*	*1,286*	*7,725*
Investment income (note 3)	*652*	*72*	*724*
Legacies (note 4 and 5)	*1,483*	*1,336*	*2,819*
Fundraising donations and trading (note 5)	*2,373*	*4,389*	*6,762*
Retail (note 5)	*1,047*	*904*	*1,951*
Other income	*12*	*2*	*14*
Total income	*12,006*	*7,989*	*19,995*
St Barnabas House care costs	*9,161*	-	*9,161*
Chestnut Tree House care costs	-	*4,347*	*4,347*
Fundraising donations and trading	*1,211*	*1,403*	*2,614*
Retail	*1,176*	*1,183*	*2,359*
Total expenditure (note 6)	*11,548*	*6,933*	*18,481*
Net expenditure before (losses) / gains on investments	*458*	*1,056*	*1,514*

8. Trustees and key management personnel remuneration and expenses

None of the Trustees (or any persons connected with them) received any remuneration during this or the previous year. Trustees were reimbursed for governance subscriptions and travelling expenses of £nil (2021: £226). Trustees' indemnity insurance of £5,257 (2021: £1,607) is paid by the charity.

The total amount of employee remuneration and benefits received by key management personnel (defined as the Senior Leadership Team) was £473,258 (2021: £590,315).

9. Staff costs

The average monthly number of employees during the year was as follows:	2022 number	*2021 number*
St Barnabas House	148	*152*
Chestnut Tree House	84	*89*
Education	3	*4*
Income generation	103	*100*
Governance	1	*1*
TOTAL	**339**	*346*

The average number of employees above is based on full time equivalents. The average monthly head count was 507 (2021 – 468).

The number of higher paid employees was:	2022 number	*2021 number*
In the band £60,001 – £70,000	1	*2*
In the band £70,001 – £80,000	-	*3*
In the band £80,001 – £90,000	4	*2*
In the band £90,001 – £100,000	2	*2*
TOTAL	**7**	*9*

The aggregate pension contributions made by the charity on behalf of higher paid staff was £53,696 (2021: £68,564). The number of higher paid staff accruing benefits in defined contribution and defined benefit pension schemes was 3 and 4 respectively (2021: 5 and 4).

Employment costs	2022 £000	*2021 £000*
Wages and salaries	11,494	*11,311*
Social security costs	1,023	*1,008*
Other pension costs	896	*931*
TOTAL	**13,413**	*13,250*

10. Net (expenditure)/income

Net (expenditure)/income is stated after charging:	2022 £000	2021 £000
Depreciation of tangible fixed assets (note 11)	870	1,092
Operating lease rentals – land and building	435	451
Auditors' remuneration – audit fees	17	16
Auditors' remuneration – other services	1	1

11. Tangible fixed assets

	Freehold property shops £000	Freehold land & buildings £000	Leasehold property £000	Leasehold improvements £000	Fixtures, fittings & equipment £000	Motor vehicles £000	Total £000
Cost or valuation							
Balance b/f	495	13,015	5,333	966	4,908	520	**25,237**
Additions	-	-	-	340	185	-	**525**
Disposals	-	-	-	-	(29)	-	**(29)**
Balance c/f	495	13,015	5,333	1,306	5,064	520	**25,733**
Depreciation							
Balance b/f	133	3,510	3,035	-	4,174	484	**11,336**
Charge for the year	19	351	177	-	301	22	**870**
Disposals	-	-	-	-	*(29)*	-	**(29)**
Balance c/f	152	3,861	3,212	-	4,446	506	**12,177**
Net book value							
At 31 March 2022	**343**	**9,154**	**2,121**	**1,306**	**618**	**14**	**13,556**
At 31 March 2021	*362*	*9,505*	*2,298*	*966*	*734*	*36*	*13,901*

The Freehold property shops, consisting of units at Rustington, Wick and Ferring, were professionally valued in March 2014 by C G Spratt and Son Limited, estate agents, surveyors and valuers, on an open market basis at £125,000, £220,000 and £150,000 respectively (total of £495,000) and are recognised as deemed cost on transition to SORP 2015 (FRS 102). These assets are being depreciated from their valuation date.

The historic cost of these shops at Rustington, Wick and Ferring is £45,000, £124,716 and £142,500 respectively.

Leasehold property, above, relates to leasehold property with less than 30 years remaining at the balance sheet date. There are no leases with more than 30 years remaining at the balance sheet date.

The leasehold improvements commenced during the year ended 31 March 2021 and were completed by 31 March 2022. Depreciation will be charged from 1 April 2022.

12. Fixed Asset Investments

Listed investments	2022 £000	2021 £000
Market value 1 April 2021	27,549	*23,741*
Disposals	(4,228)	*(7,153)*
Acquisitions	4,109	*7,132*
Revaluations	1,626	*3,829*
Market value 31 March 2022	29,056	*27,549*
Historic cost 31 March 2022	25,173	*24,984*

Investments in subsidiaries	Country of registration or incorporation	Class	Shares held %
St Barnabas Hospice (Worthing) Projects Ltd, co reg 3827427	England and Wales	Ordinary	100
St Barnabas Hospice (Sussex) Trading Ltd, co reg 07157835	England and Wales	Ordinary	100

The aggregate value of capital and reserves and the results for these undertakings for the financial year are as follows:

	Turnover £000	Expenditure £000	Profit for the year £000	Capital and reserves £000
St Barnabas Hospice (Worthing) Projects Limited	-	-	-	-
St Barnabas Hospice (Sussex) Trading Limited	160,621	118,401	42,220	-

The profit of £42,220 (2021: £51,528) was gift aided from St Barnabas Hospices (Sussex) Trading Ltd to St Barnabas Hospices (Sussex) Ltd.

13. Debtors

	2022 £000	2021 £000
Other debtors	695	*655*
Prepayments and accrued income	1,380	*1,081*
	2,075	*1,736*

14. Creditors: Amounts falling due within one year

	2022 £000	2021 £000
Trade creditors	542	*382*
Other taxation and social security	263	*283*
Other creditors	163	*290*
Accruals and deferred income	296	*960*
	1,264	*1,915*

15. Statement of funds

Unrestricted funds	Brought forward £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Carried forward £000
Designated funds						
Tangible fixed assets (at cost)	13,767	-	(870)	532	-	13,429
Legacy equalisation	5,908	-	-	(5,908)	-	-
CTH capital development	434	-	-	1,066	-	1,500
STBH capital development	1,500	-	-	(500)	-	1,000
Service Development fund	-	-	-	10,721	-	10,721
	21,609	**-**	**(870)**	**5,911**	**-**	**26,650**
Other unrestricted funds						
General funds	22,672	13,672	(14,707)	(5,596)	-	16,041
Revaluation reserve (tangible fixed assets and investments)	2,699	-	-	(315)	1,626	4,010
	25,371	13,672	(14,707)	(5,911)	1,626	20,051
Total unrestricted funds	**46,980**	**13,672**	**(15,577)**	**-**	**1,626**	**46,701**

The Trustees have designated funds in several areas:-

- The tangible fixed assets fund represents charitable funds invested in operational fixed assets (at cost). The assets will be used throughout the time of activity of the charity. At 31 March 2022 this excludes £127k which is shown within the revaluation reserve to give the total tangible fixed asset value of £13,556k.
- The CTH capital development fund exists to support the hospice's 5-year capital plan. The main items of expenditure will relate to the regeneration of the CTH Hospice. This includes redevelopment of the children's wing, redesign of the CTH children's activities and family areas and the renovation of the general use office accommodations.
- The STBH capital development fund exists to support the hospice's 5-year capital plan. The main item of expenditure relates to the revitalisation of the IPU service at the St. Barnabas Hospice. This includes the Living Well centre, to support more instances of Well Being amongst our patient base and a revitalisation of the IPU units.
- Previously the charity held a designated Legacy equalisation fund. This fund represented the risk to our legacy receipts in any one year and was used to make up any shortfall in the legacy budget in future years by transfer to the general unrestricted fund. As the basis of our reserves policy has changed to a risk-based approach, the calculation of the risk associated with legacies is now included in the overall risk calculation. Therefore, this fund has been transferred to the unrestricted general fund.
- In addition, the Trustees of the charity have created a new designated reserve called the Service Development fund. This fund currently stands at £10.7m and will be utilised to cover the anticipated budgetary challenges over the next three financial years. During this time, the charity will explore how we can grow and diversify our income in the current economic climate to allow us to cover the extraordinary cost pressures the charity is facing.

Statement of funds (continued)

Expenditure from the fixed assets designated fund represents the annual depreciation on the deemed cost of those assets. The transfer into the fixed assets designated fund relates to the element of the depreciation charge in excess of that charged on the historic cost. The transfer from the revaluation reserve into general funds relates to net gains and losses on investments that have now been realised.

	Brought forward £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Carried forward £000
Restricted funds						
Operating and equipment fund	143	1,245	(342)	-	-	1,046
NHS Coastal CCG grant – adult hospice	-	1,394	(1,394)	-	-	-
Department of Health – children's hospice	-	642	(642)	-	-	-
Contracted income	-	870	(869)	-	-	1
NHSE	-	739	(739)	-	-	-
Hospice UK	-	234	(234)	-	-	-
Total restricted funds	**143**	**5,124**	**(4,220)**	**-**	**-**	**1,047**
Total funds	**47,123**	**18,796**	**(19,797)**	**-**	**1,626**	**47,748**

Restricted funds for the charity are split into five main areas: -

- The adult and children's hospice operating and equipment funds represent donations made for specific equipment purchases and running costs in the hospices. When specific assets are purchased a transfer is made to move the value from restricted funds to designated funds held as tangible fixed assets.
- The NHS Coastal West Sussex CCG grant is provided to cover partial operating costs of the adult hospice and the Department of Health grant is provided to cover partial operating costs in the children's hospice.
- Coastal West Sussex CCG and Local County Councils provide contracted income for adults and children respectively for the relevant hospice.
- The contracted income fund represents specific income towards the Hospice at Home service and Funded Nights.
- The NHSE grant was restricted towards the hospice providing patient care to support the NHS COVID-19 response. NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.
- The Hospice UK grant was restricted towards providing patient care to support the NHS COVID-19 response.

16. Analysis of net assets between funds

	Restricted funds 2022 £000	Unrestricted funds 2022 £000	Total funds 2022 £000
Tangible fixed assets	-	13,556	13,556
Fixed asset investments	-	29,056	29,056
Current assets	1,047	5,803	6,400
Creditors due within one year	-	(1,264)	(1,264)
	1,047	46,701	47,748

Comparative information	*Restricted funds 2021 £000*	*Unrestricted funds 2021 £000*	*Total funds 2021 £000*
Tangible fixed assets	-	*13,901*	*13,901*
Fixed asset investments	-	*27,549*	*27,549*
Current assets	*143*	*7,445*	*7,588*
Creditors due within one year	-	*(1,915)*	*(1,915)*
	143	*46,980*	*47,123*

17. Reconciliation of net expenditure to net cash flow from operating activities

	2022 £000	2021 £000
Net (expenditure)/income for year	625	*5,343*
Deduct: interest and dividend income shown in investing activities	(861)	*(724)*
Adjust for non-cash items:		
Depreciation of tangible fixed assets	870	*1,092*
Net loss/(gains) on investments	(1,626)	*(3,829)*
Adjust for working capital:		
(Increase)/Decrease in stocks	(3)	*5*
(Increase)/Decrease in debtors	(339)	*(859)*
Increase/(Decrease) in creditors	(651)	*964*
Net cash inflow from operating activities	**(1,985)**	*1,992*

18. Pensions

Royal London Group Personal Pension Plan

This scheme is a defined contribution scheme, open to all employees under auto enrolment.

NHS Pension Scheme

The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and employees of other approved organisations. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. As such, it is not possible for St Barnabas to identify its share of the assets and liabilities of the underlying scheme.

The Exchequer also funds the year-on-year difference between the Scheme's contribution income and the actuarially assessed growth in scheme liability, interest charges and other in year increases in liability.

19. Commitments under operating leases

At 31 March 2022 the Charity had future minimum lease payments under non cancellable operating leases as follows:

Land & buildings	2022 £000	*2021 £000*
Falling due:		
Not later than 1 year	127	*261*
Later than 1 year and not later than 5 years	352	*298*
Later than 5 years	714	*43*
	1,193	*602*

20. Related party transactions

During the year the charity made the following related party transactions

St Barnabas Hospices (Sussex) Trading Ltd (a wholly owned subsidiary)

The turnover of the subsidiary is generated from sales at shops owned by the charity. Income of £160,621 (2021: £104,281) was received by the charity on behalf of the subsidiary. Associated costs were recharged by the charity to the subsidiary of £72,249 (2021: £52,786). Gifted income of £42,220 (2021: £51,528) was received from the subsidiary. At the balance sheet date, the amount due to the charity was £13,592 (2021: £10,596).

Leo House Children's Hospice

During the year, the charity received £75k (2021: £50k) from Leo House Children's Hospice. This was receipt of a grant for the work carried out by community nurses at Chestnut Tree House. This grant arrangement has been in place for a number of years. Mr A Clark is a Trustee of both Leo House and St Barnabas Hospices (Sussex) Limited. The grant agreement was already in place before Mr A Clark was appointed a Trustee for the charity.

21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

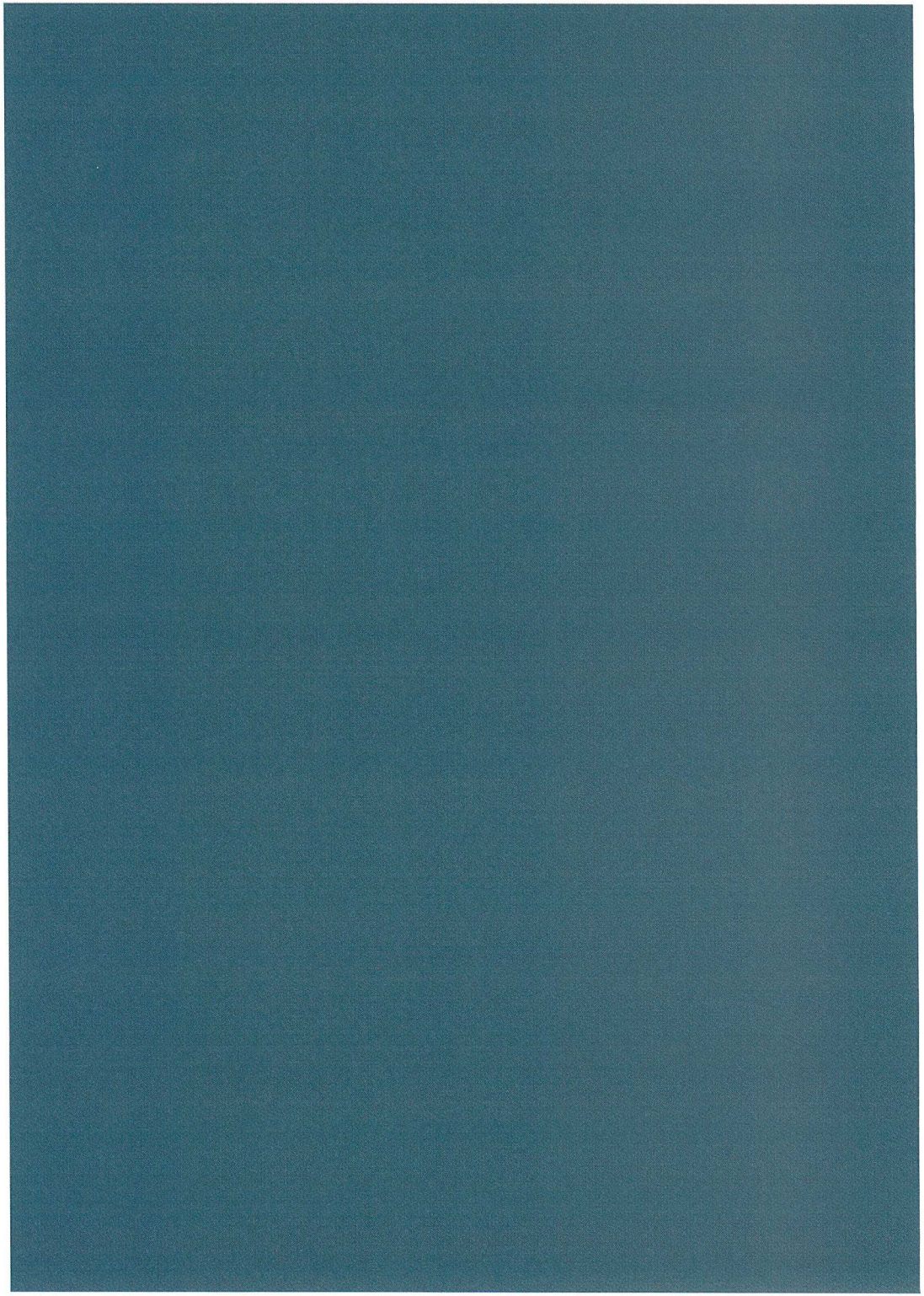
	2022	2021
Financial assets:	**£000**	**£000**
Measured at fair value through net expenditure:		
- Fixed asset listed investments (note 12)	29,056	27,549

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

	2022	2021
Income and expense:	**£000**	**£000**
Income from financial assets measured at fair value through net expenditure	860	720
Interest income from financial assets measured at amortised cost	1	4
Net gains and losses (including changes in fair value):		
Gains on financial assets measured at fair value through net expenditure	1,626	3,829

22. Post balance sheet events

After the balance sheet date, the investment portfolio held with ABRDN reduced in value following world events such as the war in Ukraine. At the end of 27 July 2022, the investment portfolio had fallen in value by 4.6%. As stated in the Trustees' Annual Report, the Charity continues to take a long-term view of its investments and seeks to avoid short-term measures that would limit its longer-term impact solely because of the market movements. As a result, the Charity is taking the necessary steps to ensure that its finances are effectively managed.



St Barnabas House
Registered Office:
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Tel: **01903 706300**
info@stbh.org.uk
www.stbarnabas-hospice.org.uk

Chestnut Tree House
Dover Lane
Arundel
West Sussex
BN18 9PX

Tel: **01903 871800**
hello@chestnut-tree-house.org.uk
www.chestnut-tree-house.org.uk

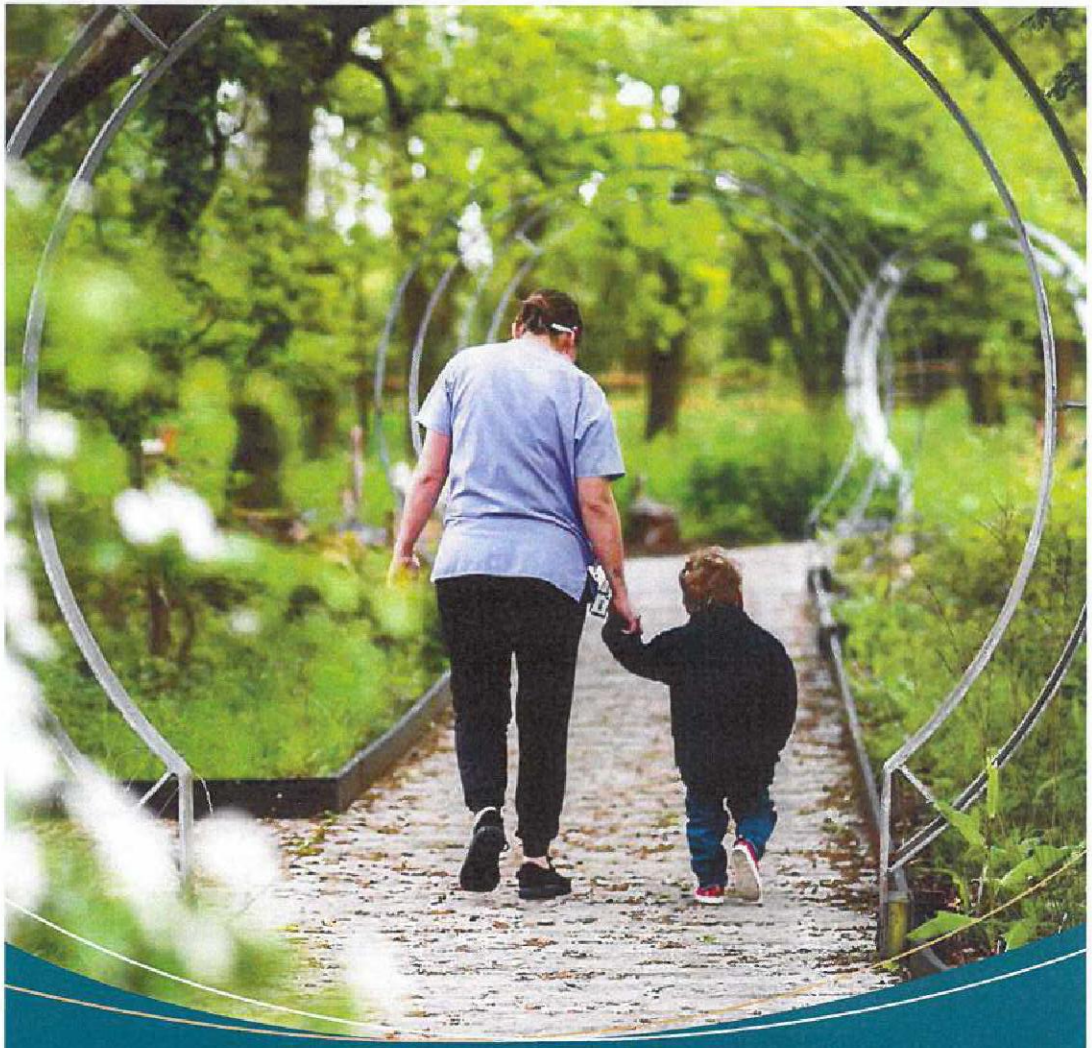
St Barnabas Hospices

Charity no. 256789. Company no. 00930107

Southern Hospice Group

England & Wales - Charity number 256789

Accounts



Annual report & accounts

2021

St Barnabas Hospices



Contents

Introduction from our Chair	Page 4
Coping with COVID-19	Page 6
2020/21 Highlights	Page 7
Our impact in numbers	Page 8
Our mission and the year ahead	Page 10
Making progress	Page 12
Risks and challenges	Page 16
Fundraising	Page 18
Structure, governance and accountability	Page 20
Financial Review	Page 22
Quality Account 2020/21	Page 26
Priorities for improvement	Page 28
Mandatory statements	Page 32
Our Presidents, Patrons and Ambassadors	Page 38
Independent Auditors' report	Page 40

An introduction from our Chair



I'm delighted to introduce our annual report and accounts for 2021. This was an astonishing and extremely challenging year for all of us, and I want to thank our staff, volunteers, patients, families and the wider community for their commitment, resilience and perseverance.

The COVID-19 pandemic has placed enormous pressure on the whole health service, including our hospices. As you'll read overleaf, we acted quickly to adapt our services and keep delivering the best quality care and support to our patients and their families. Our ability to fundraise was severely impacted, with our retail shops closed and our events programme largely shut down for much of last year.

Despite all the challenges, we managed to close the year with a financial surplus, which is reassuring as we approach the year ahead. This is partly due to the support we've received from additional government grants, but it's also thanks to the incredibly generous support the local community has shown in response to our appeals and fundraising efforts.

This was a year like no other and we're still seeing the impacts of the COVID crisis, with more children and adults than ever needing our services. With your help, we can continue caring for them, and I want to end by saying a huge thank you from all of us at St Barnabas House and Chestnut Tree House for all your hard work and support.

Best wishes

Patricia Woolgar

Coping with COVID-19

In one of the most difficult years we've ever faced, our incredible care teams, staff and volunteers have continued caring for our patients and their loved ones.

When the pandemic hit, we worked quickly and efficiently to put robust safety measures and systems in place to protect our staff and patients. We provided all staff who could work from home with equipment and adapted working practices to support them. Many are still successfully working this way, and their commitment and motivation is outstanding.

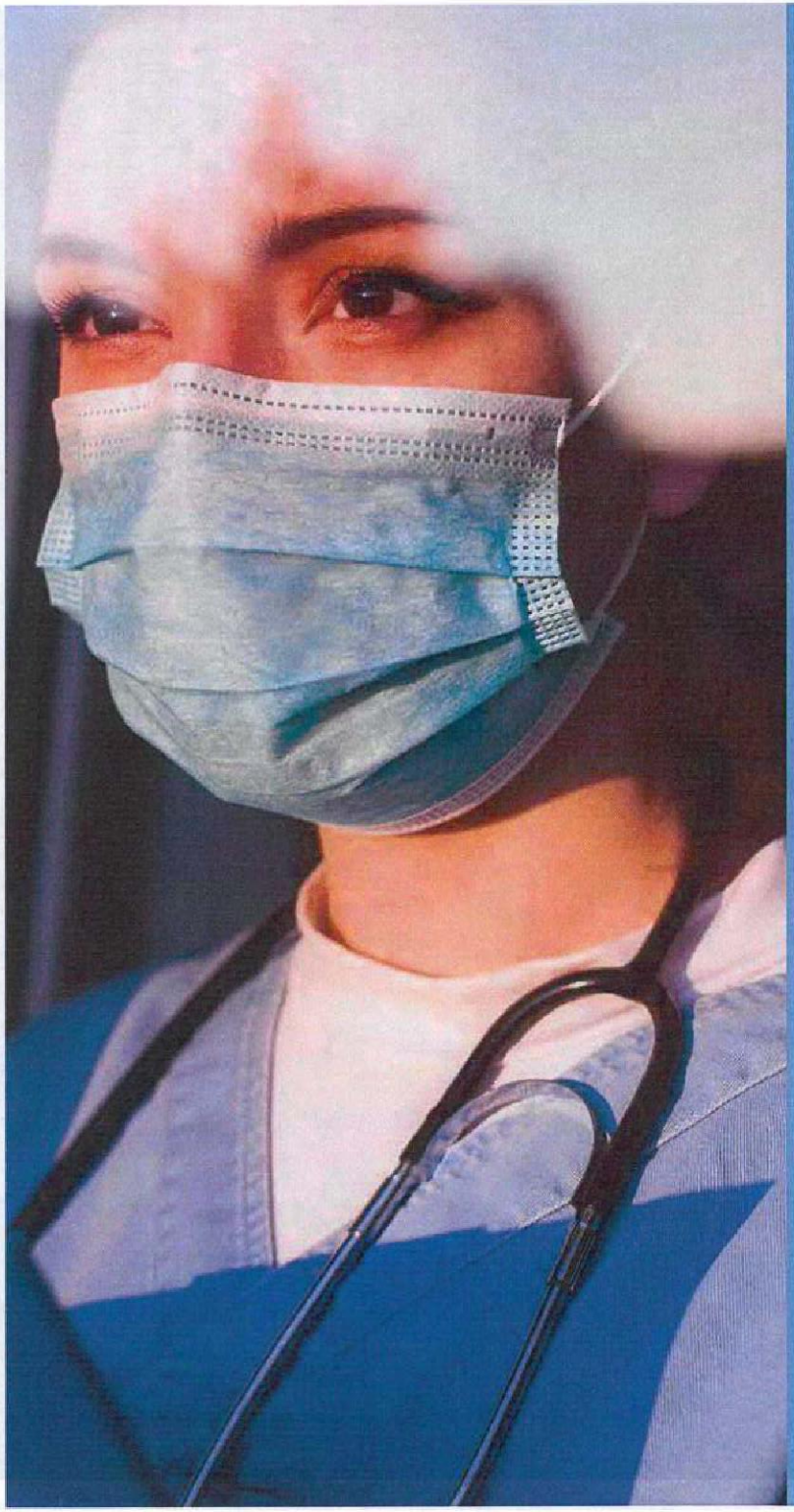
Our clinical teams have also worked tirelessly to maintain the high levels of patient care we're known for. St Barnabas House has stayed open throughout the pandemic – the only hospice in the area to do so. This is due to our first-class systems and infection control.

The In-patient Unit at St Barnabas House has run at a consistently high capacity of over 80%, with additional beds being made ready should our acute service colleagues need them. Contact with families and relatives is a key part of our care, and during the pandemic, in line with government guidance, we were able to ensure families could still visit loved ones at the end of life.

Sadly, we've experienced a surge in the number of patients who missed crucial diagnosis and treatment as a result of the pandemic. Our community teams have been busier than ever providing end of life care for more people at home, but the length of time we're caring for them has been much shorter, with many passing away within a few days.

At Chestnut Tree House, we've had to limit in-house visits due to the extreme vulnerability of our patients. However, we've continued reaching out to families via telephone, email, virtual appointments and COVID-19-safe home visits to those still happy to receive them. We have also remained open for end of life care throughout.

Although the months ahead are still uncertain, the vaccine roll out means the outlook is looking brighter, and we're confident that the changes and improvements we've made will see us through any future crises. We couldn't have done it without the support of our families and community, and we can't thank them enough.



Highlights 2020/21

Our patients remained our top priority, with staff working tirelessly to deliver high quality, compassionate care.

We developed our Helping Hands service in response to community needs. It provides shopping and other vital services to those most vulnerable and unable to go out.

St Barnabas House remained open throughout 2020/21 and was able to help care for patients from other hospices that had to close.

Our Clinical Manager Anna Jones was shortlisted in the child health category of the RCNi Nurse Awards – testament to her hard work, skills and innovation.

A serious case review panel commended Chestnut Tree House for its transparent approach and excellent services.

Although our fundraising events were severely curtailed, we received overwhelming support from the community in response to our appeals.

Our educational support programme for parents losing a baby was developed and delivered across the county.

We started a programme of refurbishment at Chestnut Tree House.

In response to patients' needs, the latter part of 2020 saw the establishment of an overnight Hospice at Home service. This is working incredibly well.

Our impact in numbers

St Barnabas House

1,949 patients received our services – a 122% increase in the last 10 years

508 patients were referred to the Hospice at Home Team for 'hands on care' at home

3,637 pre and post bereavement support sessions were provided by hospice and volunteer counsellors and Social Workers both virtually, via telephone and face-to-face

4,939 patient appointments were completed for **1,318** patients by our Community Palliative Care Nurses

2,240 Physiotherapy, **535** Occupational Therapy and **375** Complementary Therapy sessions were carried out

1,122 new patients were referred

43,804 patients and their families have been cared for since the hospice was foundec in 1973

14,981 telephone contacts were made between the Community Palliative Care Teams and patients, families and carers

434 patients were admitted to the In-patient Unit

11,833 day and **267** night visits were made to patients in their homes by our Hospice at Home Team

Life-limiting conditions sadly affect people of all ages and last year **17%** of our patients were under the age of 65

Chestnut Tree House

274 children were cared for

819 fun activity packs were sent out by our Activities Team, to help keep children entertained during lockdowns

990 counselling and therapy support sessions were provided for children with life-shortening conditions, their parents/carers and siblings

596 COVID-safe visits were made by the Community Nursing Team

60 activity day sessions were held from August to November, when restrictions were lifted

13 neonatal babies were referred to the hospice

35 young adults aged over 16 years are being supported with transition to appropriate adult services

46 new referrals were accepted

1,015 patients and their families have been cared for since the hospice was founded in 2003

There for those who need us

Our mission and the year ahead

The pandemic has shown that we can adapt and change successfully to keep meeting the needs of our patients and their loved ones. Now, as restrictions ease, we can build on what we've achieved, maintain the hospices and our outreach services to the highest standards and continue providing dignity, comfort and care to those who need it

Our strategic aims and ambitions remain:

- **To excel in all we do, acting with compassion, integrity and innovation**
- **To reach everyone who needs our help**
- **To be leaders and innovators in research and education**
- **To provide sustainable healthcare that stays true to our values**

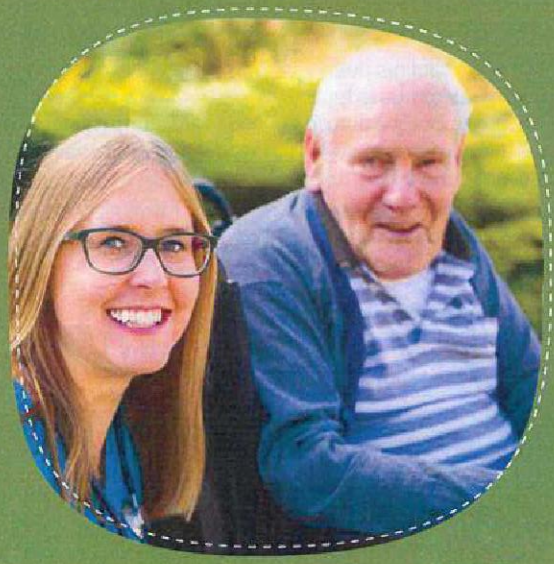


Our commitment to delivering excellent patient care underpins all these aims, with significant changes and improvements being implemented to enhance our productivity and care services:

- A change in provision from our Day Hospice to a holistic Living Well centre is underway, enabling more patients to access support in a flexible and appropriate way that is built around their needs.
- The refurbishment of Chestnut Tree House is due to be completed in the current financial year, improving privacy and accessibility for the increasing number of young adults we care for.
- Fundraising continues to be a priority. All streams of income generation are being reviewed with a view to increased growth in the future.
- A new HR system will be implemented, enabling better access and management of staff and payroll data.
- The IT review will be completed, and work will be rolled out to replace and upgrade systems.

"To all the St Barnabas Nurses and Care Assistants who tended my father in his last illness. I want to thank you from the bottom of my heart for all the care and attention you lavished on him. I was astonished at the level of love and respect you showed from the moment you first attended him, particularly when he was no longer able to communicate his intentions. I shall remember your behaviour with admiration for the rest of my life."

"To all you wonderful girls who have helped me over all these months to have a life a little like normal. I have so much affection for you all. I hope you enjoy your goodies in your staff room. God bless you and much love to you all."



Making progress

In what was an unprecedented year, we remained focused on our mission and strategic aims, achieving much we can be proud of. Here's how we performed against our strategic aims and ambitions.

1. To excel in all we do, acting with compassion, integrity and innovation

We are instrumental in ensuring children and adults are cared for at the right time in the right environment

How did we do?

The impact of COVID-19 on all areas of the health service cannot be underestimated, and constraints imposed at a national level had a significant impact on the provision of care our hospices could provide. However, both hospices remained open throughout, offering a full range of inpatient end of life services combined with a comprehensive community service provision. What's more, St Barnabas House was able to work closely with other hospices and local hospitals, providing mutual aid to patients and families when their services were closed due to pandemic restrictions.

Both the In-patient Unit and community services, including our Family Services Team, provided increased levels of care throughout 2020/21. The In-patient Unit increased its potential bed capacity by five beds, and all our community services visited increased numbers of patients while providing care to a highly complex caseload. The community services review was fully implemented and, in response to the changing needs of the population, continued to develop.

The Hospice at Home service continued to provide an exemplary standard of care throughout the pandemic, despite an increased caseload. The latter part of the year also saw the establishment of an overnight Hospice at Home service, developed in response to patient needs, which has worked incredibly well in its first few months.

Unfortunately, COVID-19 constraints meant we had to suspend the development of our iron infusion service and the expansion of condition-specific services.

Both paediatric and adult caseloads were fully reviewed throughout the year. This ensured that our patients and their families had a greater consistency of access to all our services.

At Chestnut Tree House, the review of therapy services combined with the review of the Allied Health Professionals ensured that services were aligned to the needs of our patients.

Now, just as they always have been, the needs of our patients and their families are at the centre of everything we do. In order to fulfil these needs, the hospices have processes and policies in place to meet and exceed fundamental standards set by the CQC. Governance assurance is provided through a number of routes in line with the appropriate Laws and Regulations.

We have a comprehensive internal statutory and mandatory training programme, aligned to national standards. Our current compliance level is 94% against a target of 95%.

Chestnut Tree House undertook a full review of hard-to-reach groups as well as developing targeted care plans. This gave us positive outcomes in engaging for the first time with multicultural families and also gained the support and confidence of the community. We shared the outcomes with the local health community partners, and this led to the development of a full suite of multicultural pan-professional pathways.

Prior to the pandemic, staff at St Barnabas House had begun working with the homeless community and we were adapting our In-patient Unit to be more dementia friendly. Unfortunately, restrictions mean that both projects have been put on hold.

The pandemic has also impacted on how we interact with our patients and families. While face-to-face engagement was not always possible, a great deal of thought has gone into staying in touch with families and carers via regular phone calls or online contact, as well as providing virtual classes such as chair yoga and music therapy. Although the Day Hospice at St Barnabas House had to close due to lockdown constraints, the development of our new Living Well service introduces an innovative, accessible way to deliver support to those who need it and will extend the reach of the hospice.

Social media links were enhanced, and hundreds of activity packs were distributed to children and families across Sussex and South-East Hampshire. Meanwhile, our Helping Hands project provided practical support to adults and families within the community.

In anticipation of reopening services fully, Chestnut Tree House began a comprehensive refurbishment programme, including raising ceilings and improving the swimming pool facilities. This will enable the hospice to meet the future needs of children and young people, while also increasing the number of children able to use the facilities at any one time. We also used the quiet times to redecorate and create a bright and airy house full of sunshine. All the improvements were made in partnership with children and young people.

2. To reach everyone who needs our help

We will work collaboratively to provide care and support in the patient's place of choice

How did we do?

Prior to the pandemic, we were identifying and assessing those groups who are unable to access our facilities and services. A large part of this work has been put on hold due to restrictions, however we plan to resume it during 2021/22.

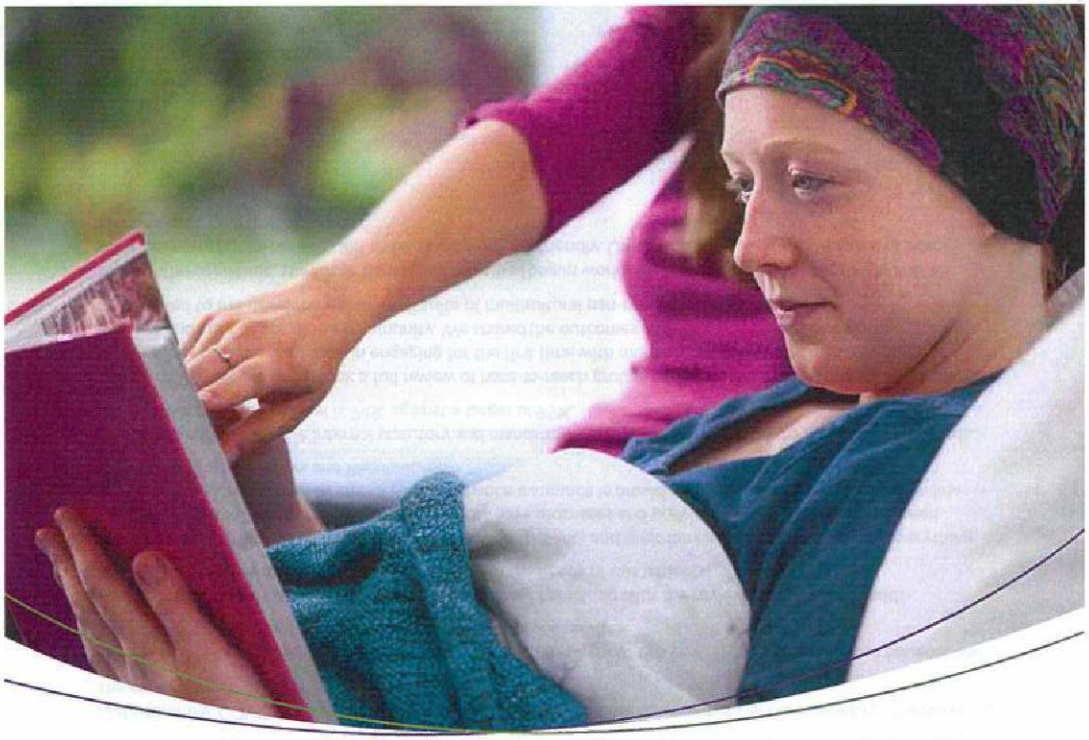
Like many organisations, we've had to move towards remote working and enabling staff to work from home. A number of processes have been reviewed and moved online to aid these new working practices.

St Barnabas House is one of seven adult hospices across Sussex, and we're working as part of a collaboration that was developed during the year. We've been involved in a number of projects, most notably the ECHO care home project. This brought all seven hospices together to support the local community and offer specialist palliative care training to care home staff.

As part of our response to the pandemic, staff from both St Barnabas House and Chestnut Tree House were seconded to neighbouring NHS organisations to support the workforce requirement. The hospice medical consultant provision to the Acute Trust was increased, ensuring the skills and expertise of our teams were available in the acute setting.

In recognition of the contribution made by both hospices, commissioning groups made additional funding available to help cover the increased provision of inpatient and community services. We engaged fully with Hospice UK to ensure our contribution to statutory care was recognised, and to raise awareness of the financial impact this has had on hospice charities.

Our enhanced engagement with local voluntary charities and statutory agencies has strengthened awareness of the hospices within our community, resulting in a greater uptake of services. This is evidenced by the increased number of children from South-East Hampshire who are accessing Chestnut Tree House services. Engagement with other health care providers has also resulted in wider access and uptake of all our adult services across the catchment area.



3. To be leaders and innovators in research and education

We will strive to provide a focus of expertise in palliative and end of life care through research and best practice

How did we do?

A new research lead has been appointed to the organisation and a Research Interest Group has been established. This will enable the hospices to respond more quickly to requests to participate in research studies.

We recruited participants for the following studies:

- DIScOVER (Disability Over Time)
- MND Register (Motor Neurone Disease)
- CovPall (COVID-19 Palliative Care) Survey and Cohort

Our St Barnabas House data is currently included in three published papers with more to follow as we receive outputs from the CovPall research.

Research capacity and capability across the organisation is being increased via the publication and sharing of research, and by sharing experiences and learning through lectures and training.

We're using assessment tools and patient reported outcome measures to support and develop our new Living Well service.

Both hospices continue to actively engage with Together for Short Lives and Hospice UK, although the pandemic has reduced opportunities to link with partners on topics outside the immediate COVID crisis.

4. To provide sustainable healthcare that stays true to our values

We strive to find the balance between economic, social and environmental needs over the long term

How did we do?

Environmental sustainability is important to us as an organisation, and we've put systems in place to minimise our environmental impact where possible.

We have reported all emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. We have calculated and reported our emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020 (reference "Introduction guidance"). The reporting period is the financial year 2020/2021, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

Our organisation, like many others, has been impacted by the COVID pandemic, which slowed our ability to progress as much as we would have liked. However, we still have a longstanding commitment to tackling climate change. Our calculated carbon footprint for our current financial year is 559.13 tCO2e, while energy consumption was 2,062,365.38 kWh (2,062.3 MWh).

Scope 1, 2 and 3 intensity metric **1.114 tCO2e**

(1,114 kg CO2e/average per person employed during the financial year)

Our emissions have increased slightly by 3.6%. This is primarily due to the inclusion of electricity transmission and distribution emissions in this financial year.

Efficiency measures taken

1. Our boilers at St Barnabas House have been replaced with more efficient units
2. Tyre pressures are checked and outlined across the entire fleet
3. Lighting quotes have been sourced to upgrade current stock with LEDs
4. Two of our largest HVAC condensers have been upgraded with more efficient units
5. Video conferencing and online meetings (as opposed to face-to-face meetings) have been expanded

Objectives for 2021/2022

1. Discussions with landlords regarding supply contracts with a view to using a larger percentage of renewable energy
2. Continual review of existing office equipment and company policies
3. Review of ESOS recommendations and preparations for ESOS phase 3



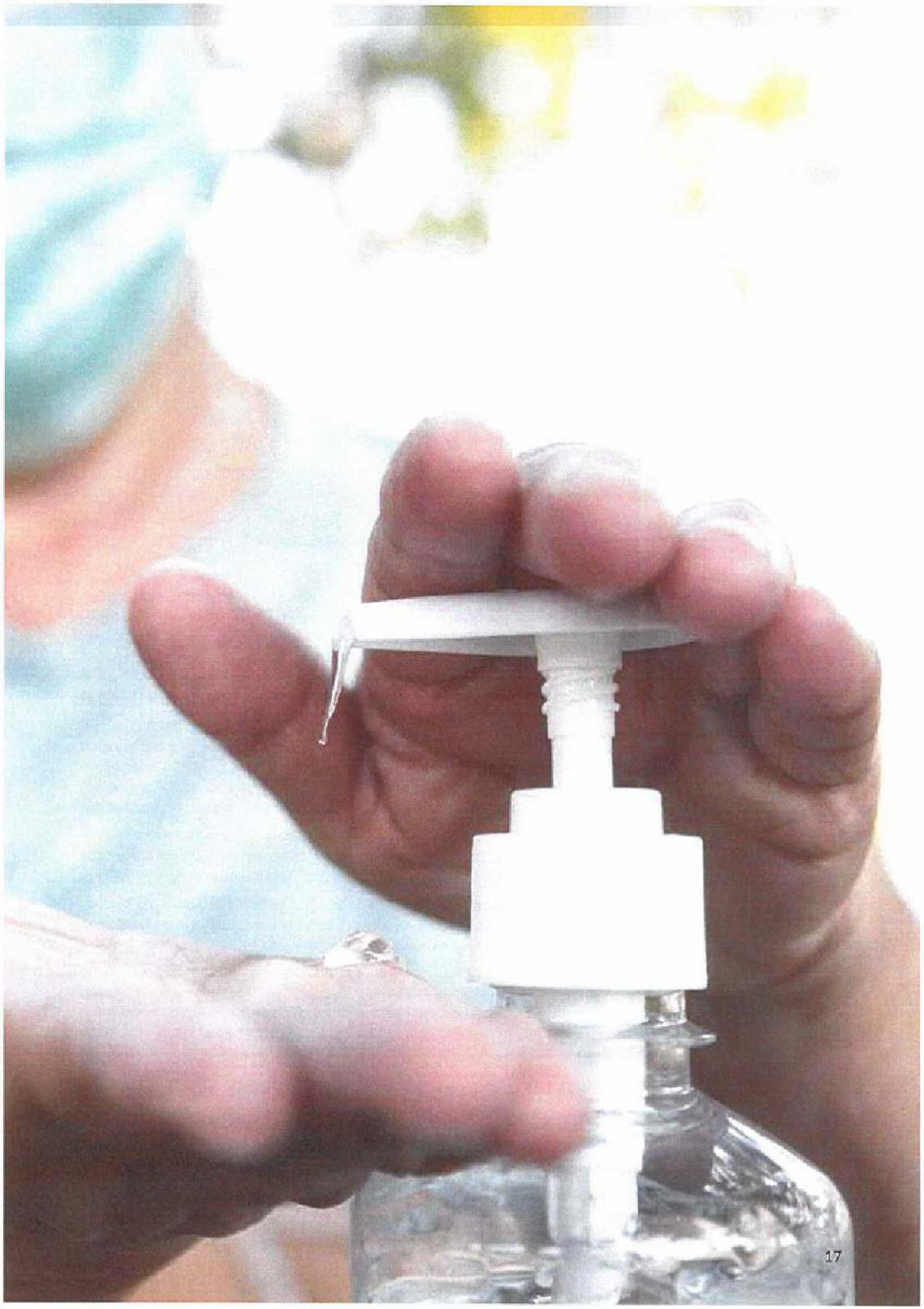


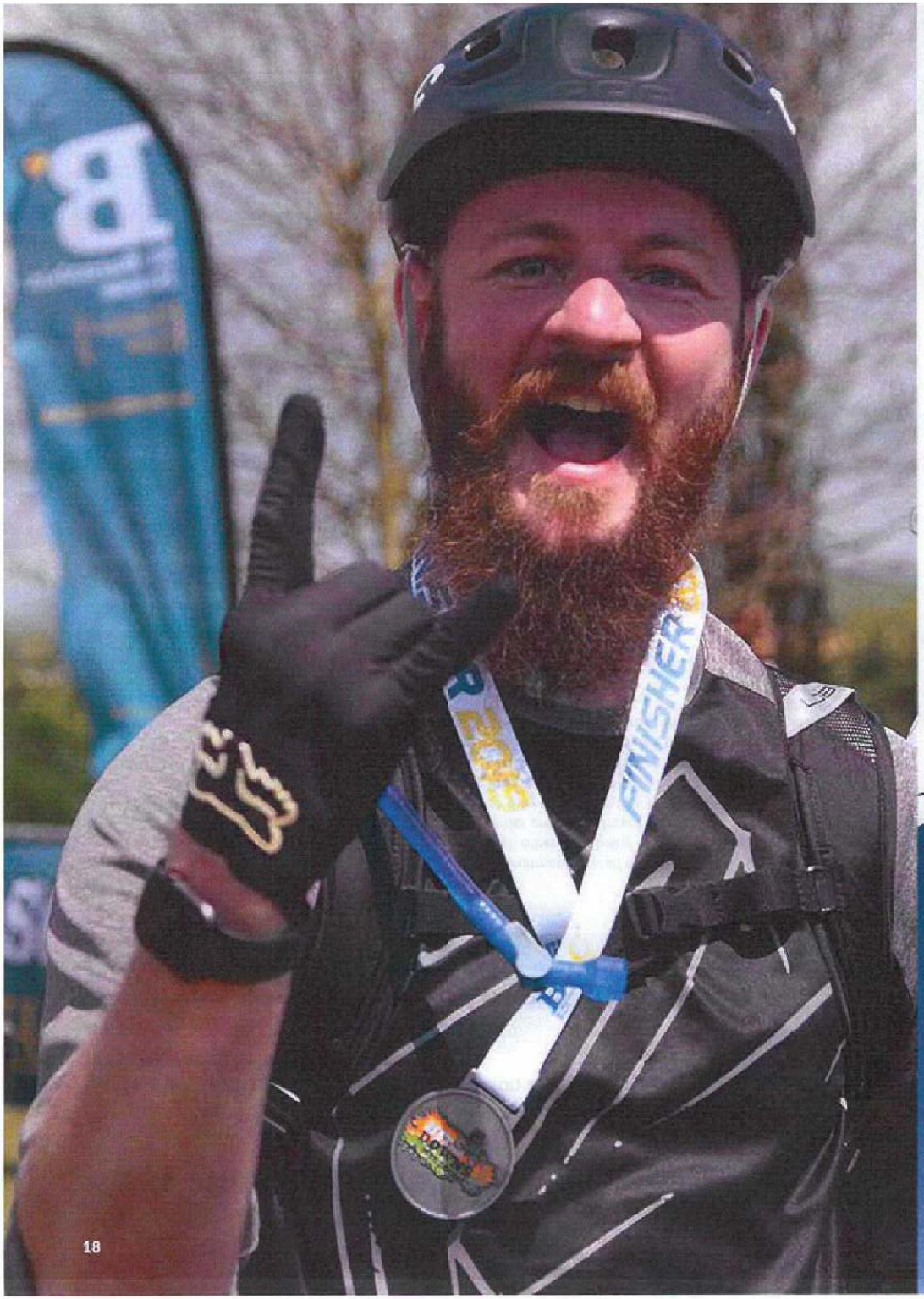
Risks and challenges

The safety and wellbeing of our care teams, staff, volunteers, patients and their families is crucial to us, with risk identification and its management being key processes at all levels of our organisation.

The major risks and challenges facing the organisation are:

RISK	MITIGATION
Increased demand for hospice services as a result of the pandemic Late diagnoses, short prognosis, lack of treatment options and an increase in urgent referrals, combined with high levels of staff fatigue and a changing environment that could impact on the ability to consistently deliver quality of care.	Recruitment of staff is ongoing as budget allows, with other staff being realigned to boost services under pressure. Urgent cases are being prioritised so they can still be actioned within 24 hours. Regular staff supervision and daily team meetings are taking place to support staff and encourage them to talk and take rest time when needed. Additional Occupational Health support has been put in place.
Reduced income due to coronavirus restrictions This has resulted in cancelled events and community fundraising, and closed hospice retail outlets. In addition, the investment portfolio could be affected by a volatile economic climate, and donations could be impacted by possible recession.	Investment is being made into areas less likely to be impacted by further restrictions. Flexible and adaptable plans are being developed for events and other fundraising channels. Processes are now in place to open and close retail outlets at speed, minimising downtime.
Lack of resilience in IT Infrastructure and threat of malicious or fraudulent attack	A full IT review is underway, with financial provision to invest in a new system within 2021/22 budgets.





Fundraising

We rely on the generosity of our supporters, but raising funds has been extremely challenging in the past 18 months.

When lockdown first started in March 2020, our income streams were hit by up to 70%, with the biggest impact being seen in the obvious areas of retail, events and corporate giving. Our retail stores lost several months of trading, with staff furloughed and donations halted. Meanwhile, our Events Team had to cancel and reschedule nearly all our main events. In addition, our corporate supporters were unable to help at the levels we've seen previously, due to economic worries and their staff being furloughed.

We've successfully adapted some of our fundraising to a virtual world, with the novelty of online get togethers, quizzes and challenges. But it remains to be seen how long this can be sustained, particularly when it comes to keeping communities engaged in online activities as the country reopens.

Thankfully, while our fundraising practices have temporarily changed, the relationships we have with our supporters are stronger than ever. Throughout the pandemic, their kind and generous donations have been all the more vital to us, and we've been overwhelmed by their support.

We are striving to be more transparent in our fundraising and are monitoring returns on investment to make the best financial decisions. While most of our work is done in house, there are occasions where it is more cost effective to work alongside professional fundraising teams and commercial organisations. All our partners undergo due diligence and a programme of training. Regular visits are also put in place to ensure the services delivered meet our stringent standards.

St Barnabas Hospices is a member of the Fundraising Regulator and abides by the direct marketing code of practice and the fundraising code of practice. In this financial year, we received 27 fundraising complaints from members of the public, however, none were received via the regulator, and they were all resolved by us. We take all feedback seriously and have recently established a Supporter Care team to strengthen our relationships with supporters. The experience they have while interacting with us is extremely important and underpins the positive connections we have.



Structure, governance and accountability

St Barnabas Hospices (Sussex) Ltd is a company limited by Guarantee (company number 00930107) and registered with Companies House, and is a charity registered in England and Wales (256789). It is regulated by the Charity Commission.

Our governing Board of Trustees is committed to maintaining a high standard of corporate governance. Its members, all of whom are non-executive, bring a broad range of relevant experience and skills to Trustee discussions.

Trustees are appointed by the Board, subject to approva by the Association at the AGM. They serve a maximum of nine years (three terms of three years). They have full access to the e-learning induction programme for staff, with some modules being mandatory for all Trustees.

There are six committees of the board:

- The Quality Assurance Committee
- Finance & IT Committee
- HR Committee
- Fundraising & Communications Committee
- Remuneration and Nominations Committee
- Board Governance Committee

Committees may include specialists who are not members of the Board, but who volunteer to use their expertise to assist the committees. There are clear distinctions between the roles of the Trustees and the leadership team, to whom day-to-day management is delegated. Matters such as policy and strategic plans are prepared by the executive leadership team for consideration and approval by the Trustees.

St Barnabas Hospices (Sussex) Ltd owns two subsidiary companies:

- St Barnabas Hospice (Worthing) Projects Limited, whcse principal activity was to design, manage and build the new adult hospice
- St Barnabas Hospices (Sussex) Trading Limited, whose purpose is to facilitate, in a tax compliant manner for the charity, certain activities such as trading bought-in goods. All the profits from the trading company are donated to St Barnabas Hospices (Sussex) Limited.

Remuneration

St Barnabas Hospices' policy on remuneration is to ensure that the reward package offered to staff is competitive with other organisations in the areas where we work. Ths is in terms of geography and type of role and is to ensure we can recruit and retain staff.

As of April 2021, the salary of the CEO was £120,000 – :he highest salary in the organisation. There is no bonus scheme or car allowance, and the CEO has the same pension rights as other (non-NHS pension) staff. All staff are paid at least the national living wage.

Gender pay gap

The gender pay gap is a measure of the difference between the average earnings of men and women across the organisation and is expressed as a percentage of men's earnings.

As of 5 April 2020, the organisation employed 489 peope, 419 of whom were contracted on regular hours, with the remainder categorised as 'bank' staff, working ad hoc hours. The total number of employees is stable, having increased just 2.3% from twelve months earlier. The proportion of men to women also remains stable, with 11% of the workforce being men and 89% being women.



Difference in hourly rate of pay – mean	(0.48)%
Difference in hourly rate of pay – median	2.29%
Difference in bonus pay – mean	(86.44)%
Difference in bonus pay - median	(165.58)%
Percentage of employees who received bonus pay – male	5.77%
Percentage of employees who received bonus pay – female	5.03%

Band	Description	Males	Females
A	Includes all employees whose standard hourly rate places them at or below the lower quartile	13%	87%
B	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median	8%	92%
C	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile	14%	86%
D	Includes all employees whose standard hourly rate places them above the upper quartile	8%	92%

1. Our **mean gender pay gap** is (0.48)%. On average, the hourly rate of pay female employees receive is 0.48% higher than male employees; this equates to a difference of £0.07ph in monetary terms. Comparing this year's mean figure to that of April 2019 (5.0)%, there has been an improvement in reducing any gap, and we have just about achieved the target of 0%.

   Our **median gender pay gap** is 2.29%.

2. The analysis of **pay gap by quartile** (Bands A to D in the tatle above) again shows insignificant change from the previous year across the quartiles.

   There is a notable imbalance in the proportion of male and female employees. Although this is to be expected in the sector in which we operate, we will continue to ensure that St Barnabas appeals as an employer of choice, to men and women equally.

Financial review

As we emerge from what has hopefully been the worst of the pandemic and adapt to the 'new norm' there's lots to reflect on and consider, including how we can meet the changing needs of our patients and those closest to them with the resources we have.

2020 was a very tough year for charities, including hospices. Urgent actions to address the impacts of the pandemic created huge challenges to delivering our charitable objectives. With demand for services increasing, hospices have had to rethink their delivery model to meet these objectives.

At St Barnabas House, we experienced a growth in demand, resulting in the provision of five additional beds in our In-patient Unit. This increased our costs at a time when we were experiencing a drop in income due to shop closures and cancelled fundraising events. Despite these challenges, the hospice managed well over the year, by focusing on innovative income generation and managing its cost base.

Results for the year are shown in the Statement of Financial Activities

Income totalled £20.0m (2020 - £17.0m) representing a 17.8% increase from the previous year. Of this increase, over £5m came from various government grants, including the Coronavirus Job Retention Scheme, Hospice UK, the Retail, Hospitality and Leisure grant and from our local clinical commissioning groups. This income was offset by a £2.1m decrease in trading activities.

The level of income over expenditure produced a surplus of £1.5m (2020 – deficit £3.2m), before changes in the value of investments.

The stock market increase over the year resulted in a gain on investments of £3.8m (2020 – loss £1.6m). This resulted in a surplus of £5.3m, (2020 – loss £4.8m). The investments provided an income stream amounting to £0.72m in the year, which represents 3.6% of the hospices' total income.

The charity received a £1.4m (2020 – £1.4m) grant from Coastal West Sussex Clinical Commissioning Group for the adult hospice. The children's hospice received a grant from the Department of Health of £0.4m (2020 – £0.3m).

Excluding this year's COVID-19 related grants, almost 60% of the charity's current income comes from voluntary sources, such as fundraising, lottery, legacies, and retail shops. Only 14% of our income derives from NHS funding. This equates to 18% of St Barnabas House care costs and just 9% of Chestnut Tree House care costs being funded by the NHS. Of the total expenditure, 73% was spent on providing direct care services at the hospices.

Reserves policy

The organisational reserves policy seeks to achieve a balance between spending the maximum amount of income raised as soon as possible, with maintaining a level of reserves to ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

St Barnabas Hospices hold reserves to improve both the financial security and operational flexibility of the two houses. The Trustees consider that the level of reserves held should be sufficient to cover the risks the charity is exposed to, including safeguarding against the volatility of key income streams.

The organisation's income is heavily dependent on the generosity of the public. 60% of last year's income was raised through voluntary sources and charity shops (representing 41% of St Barnabas House, and 83% of Chestnut Tree House's income). The Trustees recognise that unforeseen fluctuations in the flow of funds from the public could seriously reduce the charity's ability to operate on a day-to-day basis.

A key objective of the hospices' services is to simplify their provision, while maintaining the highest standard of care and support our communities have rightly come to expect. The Trustees cannot countenance any risks to beneficiaries through their care and support being curtailed due to purely financial considerations. It is also prudent and desirable to ensure that any risks and challenges the hospices may face in the short and medium-term can be met without interruption to services.

In the last year, statutory funding covered just 15.4% of annual costs. This increases both the financial and liquidity risks to the charity, as the largest proportion of our income is received from voluntary sources and can vary against on-going annual costs that are relatively fixed.

There is a need to retain free reserves levels to 9-12 months unrestricted annual expenditure, to ensure continuity of services over an extended period. Given the uncertainties and the impact of COVID-19, the Trustees made certain that the charity had sufficient readily available funds and realisable investments to sustain ongoing operations. This meant ensuring a sufficient level of reserves to fully cover the budgeted expenditure for 2020/21, plus any additional unexpected contingency. Having considered this forecast and commitment for future expenditure, together with potential vulnerabilities in income flow, the Trustees consider the level of free reserves at 31st March 2021 sufficient to meet requirements.

The organisational Reserves Policy is reviewed annually, to ensure it is fit for purpose, up to date and reflects the legislative requirements. The purpose and use of each designated fund is explained in note 15.

	£'000
Total funds held at 31st March 2021	**47,123**
Less: Restricted funds	(143)
Amounts held as tangible fixed assets	(13,901)
Less: other designated funds:	
Revaluation reserve (excluding tangible fixed assets)	(2,565)
Legacy equalisation fund	(5,908)
CTH development fund	(434)
STB development fund	(1,500)
Free reserves at 31st March 2021	**22,672**

Investment policy and objectives

The Trustees intend that the charity's invested assets are secured and enhanced, where possible, by investing in an equities, fixed income, property, and cash portfolio. Each year, the Trustees decide on the portfolio's appropriate rate of return.

Annually, the Trustees review the brief given to the investment managers regarding the proportion of investments to be held in each asset class within the portfolio, the level of acceptable risk, and the level of income required. The charity does not make investments in any stocks considered unethical in the context of the charity's objectives.

Investment performance

The investment income received was £0.72m (2020 – £0.73m) which represents a yield on the weighted average of the portfolio of 2.9% (2020 – 3.3%). The Trustees are satisfied that the investment managers have met the objectives set.

Going concern

These financial statements have been prepared on a going concern basis. The Trustees consider that the charity holds sufficient reserves to deem the going concern basis appropriate, as explained in note 1.2 to the financial statements.

Internal controls and risk management

The Trustees are responsible for ensuring that there are effective risk management and appropriate internal control processes, focusing on the six potential areas of risk: strategic, financial, services, premises, workforce, and information.

Engagement with suppliers, customers and others

During the period the charity worked to strengthen its supplier and customer relationships, as ensuring that the company maintains an efficient and effective supply chain is critical to its long term success.

Throughout the period, the charity continued to actively engage with its customer base, building and strengthening its relationships and establishing clear lines of communication.

The charity continues to build on its business relationships in all areas; to promote best practice, increase efficiencies, and secure long-term, sustainable success.

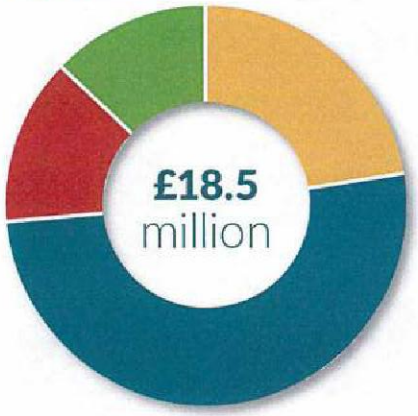
Consolidated statement of financial activities

Income

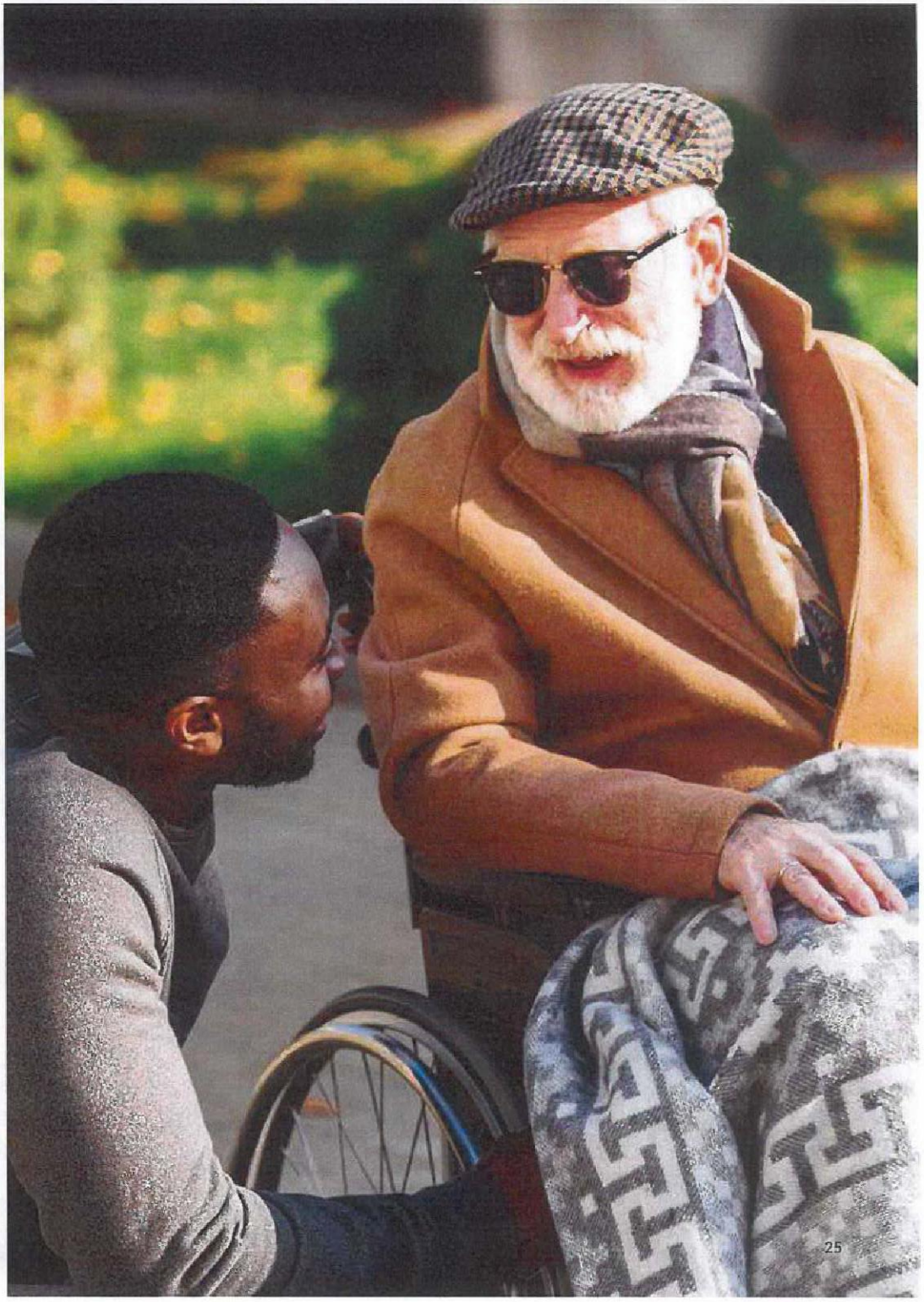


- £2.8m – Legacies
- £6.8m – Fundraising
- £2.8m – NHS
- £5.5m – Covid Grant
- £1.3m – Retail
- £0.8m – Other

Expenditure



- £4.3m – Chestnut Tree
- £9.2m – St Barnabas
- £2.6m – Fundraising
- £2.4m – Retail



Quality account 2020/21

The Board of Trustees' commitment to quality

The Board of Trustees continues to be fully committed to the quality agenda. During what has been an extraordinary twelve months, quality has remained a priority. Models of care and business delivery have evolved and continue to do so, but excellent patient care and quality has remained a focus.

Assurance for the Board has been maintained through our Quality Assurance Committee which meets quarterly and includes at least one member of the Trustee Board. This ensures the Board of Trustees maintain an active role in guaranteeing the hospice provides a high-quality service in accordance with its terms of reference. Ordinarily, two members of the Board of Trustees undertake unannounced visits twice a year. Although this has been more difficult given COVID-19 restrictions, contact has continued via frequent virtual meetings.

The Trustees remain assured that the quality management across both hospices remains excellent.

Patricia Woolgar,
Chair of Trustees



Clinical Director's statement

This Quality Account is a means by which we can publicly share information about the quality of care services provided by St Barnabas House and Chestnut Tree House. This year, we have changed our format and will be publishing the Quality Account as part of our overall Annual Report and Accounts. Doing this enables us to provide more of the context of the organisation and to present our quality information alongside other metrics.

The report has been prepared jointly by the Clinical Director and Communications Director, and is endorsed by the Board of Trustees.

I've been immensely proud to be part of St Barnabas House and Chestnut Tree House this year. Against an unprecedented backdrop, patient care and safety have remained paramount, and excellent teamwork has kept both hospices open throughout the pandemic – providing high quality care at all times. All staff across the organisation need to be commended and recognised for this.

To the best of my knowledge, the information within this Quality Account is accurate and a fair representation of the quality of care services provided by both St Barnabas House and Chestnut Tree House.

Cathy Stone,
Clinical Director

Priorities for improvement

St Barnabas House

Priority 1 – Learning from the Coronavirus pandemic

What we set out to do

At the beginning of 2020, we had to adapt and change our service delivery model in response to the pandemic. In order to achieve this, we deployed staff from Chestnut Tree House to work with colleagues at St Barnabas House. This helped meet the needs of both the community and our In-patient Unit.

We wanted to use what we learned from this experience to strengthen integration across both sites, to include clinical and non-clinical services.

What we achieved

We have continued to assess staffing structures across all our teams, with a view to maintaining quality and safe staffing alongside value for money. There was a positive reaction to Chestnut Tree House colleagues coming over to help St Barnabas House, and both sites benefited from the experience. Non-clinical teams now work across both hospices, and we have learned crucial lessons that we can build on, should circumstances change again.

Priority 2 – Strengthening collaborations within the new local health economy landscape

What we set out to do

We wanted to maintain our care provision within the top decile across all services, and ensure we were meeting our patients' physical and emotional needs and wishes.

A new landscape was being established across the local health economy. Several Clinical Commissioning Groups had merged, establishing an integrated care system, and we wanted to continue strengthening our collaboration within the local health economy and forge new relationships in the emerging health and social care environment.

What we achieved

We've collaborated on a number of projects involving all seven adult hospices in Sussex – most notably the Care Home project (ECHO) which supports the local community and offers specialist palliative care training to care home staff.

As part of our response to the pandemic, staff from both hospices were seconded to neighbouring NHS organisations to support the workforce requirement. The hospice medical consultant provision to the Acute Trust was increased, ensuring the skills and expertise of the hospice were available in the acute setting.

Our enhanced engagement with local voluntary charities and statutory agencies has led to increased awareness of the hospice and more engagement within the community. This has resulted in wider access and a greater uptake of all our adult services across the catchment area.

Chestnut tree house

Priority 1 – Refurbishment project

What we set out to do

Having carried out a feasibility study to identify areas where improvements could be made, we were keen to ensure the environment, facilities and related activities were fit-for-purpose and future-proofed. Although work was delayed in 2020 due to COVID-19, we entered 2021 eager to see it completed.

What we achieved

After a thorough scoping project and comprehensive tender, the refurbishment commenced in January 2021. At the time of writing, the building work is ongoing, with a completion date planned for autumn 2021.

Priority 2 – Integrated care model

What we set out to do

Following a research study with our families in 2018, we began to re-evaluate how our care services were meeting the needs of the children and families we support. We made improvements based on our findings, however we still wanted to complete our Hard to Reach project, to ascertain any unmet needs and better understand the barriers facing communities that do not access our facilities or care and support services.

We wanted to continue fully assessing the feasibility of expanding and developing additional services identified during the research study. We also wanted to maximise the understanding and experience we gained in the pandemic and implement cross-site working with St Barnabas House.

What we achieved

We carried out a full review of Hard to Reach groups and developed targeted care plans. This provided positive outcomes for first-time engagement with multicultural families, while gaining the support and confidence of the community. We shared our findings with our local health community partners, leading to the development of a full suite of multicultural multi-professional pathways.

As mentioned above, the cross site working between Chestnut Tree House and St Barnabas House was beneficial to both teams and we will continue to build on the lessons we've learned.

St Barnabas House and Chestnut Tree House

Priority 3 – Implement the next stage of the Research Strategy

What we set out to do

We wanted to strengthen our Research Strategy by carrying out our own research projects, with the overarching goal of providing the most appropriate care to our patients.

Our immediate focus was to continue participating in local and national research programmes, and to nurture the relationships already forged with local, regional and national research organisations.

What we achieved

We established a Research Interest Group, enabling both hospices to respond quickly to requests to participate in research studies.

We recruited participants for the following studies:

- DIScOVER (Disability Over Time)
- MND Register study (Motor Neurone Disease)
- CovPall (COVID-19 Palliative Care) Survey and Cohort studies

St Barnabas House data is currently included in three published papers with more to follow as outputs from the CovPall research emerge.

Research capacity and capability across the organisation is being built up by focusing on the publication and sharing of research, as well as sharing experiences and learning through lectures and training.

Our new Living Well service is being supported by progressive use of assessment tools and patient reported outcome measures.

Both hospices continue to actively engage with Together for Short Lives and Hospice UK, although the impact of the pandemic reduced the opportunity to link with partners on topics outside the immediate COVID-19 crisis.



Looking forward: 2021/22

Our priorities are in line with our 3-Year Patient-Led Strategy and our focus remains on ensuring services are fit-for-purpose and future-proofed. The pandemic has impacted our ability to progress some areas as we'd hoped and, to reflect this, our key quality improvement priorities continue to be:

1. Working with and learning from the Coronavirus pandemic. How do we become fit for the future?
2. Building on and strengthening collaborations across the local health economy.
3. Completing the refurbishment work at Chestnut Tree House.

Priority 1 – Working with and learning from the Coronavirus pandemic. How do we become fit for the future?

The pandemic continues to impact on our delivery of care, and while our teams are working tirelessly to deliver excellent patient service, thoughts need to turn to the future.

To deliver long-term support at both hospices, planning and adjustments need to be made. We are moving away from our Day Hospice model and launching a Living Well service, which will better respond to patients' needs and enable us to help more people through different channels. The implementation of an integrated care team at Chestnut Tree House has ensured our staffing provision stays consistent with the needs of children and their families, and we need to build on this.

As an organisation, we are working on producing a three-year operational plan, which will take the above into account and focus on growth and future need, particularly given the post-COVID-19 world we are now operating in.

Priority 2 – To build on and strengthen collaborations across the local health economy

Understandably, the local health economy has focused on dealing with the pandemic. As we move through this and look to the future, our priority is to strengthen the relationships we've built with our healthcare partners and local hospices. We also wish to continue maintaining good working relationships with both Together for Short Lives and Hospice UK.

Priority 3 – Complete the refurbishment work at Chestnut Tree House

The existing refurbishment is ongoing, and work is due to complete in September 2021. During the course of the refurbishment, additional maintenance works have been identified, and we intend to complete these. We also intend to look at further updating and improving the house to provide the best practice care and support for our children and their families.

Mandatory statements

Review of services for the period 1st April 2020 – 31st March 2021

St Barnabas House has provided four NHS services, as follows:

- In-patient and outpatient support, Specialist Community Palliative Care service and a Hospice at Home service.
- Our Day Hospice provision was put on hold due to the restrictions in the pandemic.

Chestnut Tree House provided the following services:

- End of life care, specialist palliative care, bereavement support and on-going respite and management of children with life-limiting conditions across both in-house and community support provision.

St Barnabas House and Chestnut Tree House have reviewed all available quality of care data across all NHS services. The total income generated from the NHS for these services, reviewed in 2020/21 represents 100% of the total income expended by both hospices for the provision of these services. The income generated from the NHS represents approximately 13% of the costs of these services at St Barnabas House, which is a 2% decrease from the 15% reported for the previous 12-month period. The income generated from the NHS represents 2.4% of the costs of running these services at Chestnut Tree House, which is a 2.4% decrease from the 4.8% reported for the previous 12-month period.

National audit

There were no national audits applicable to either St Barnabas House or Chestnut Tree House during the 2020/21 period.

Local audit

The annual multi-professional audit programme is reviewed monthly at Clinical Governance meetings. The programme covers both local and national audits and includes statutory activities.

Clinical governance – audits and reports 2020/21

Statutory / Legal Audits			
Audit	Group Reporting To	Completed	Outcome
Controlled Drugs	Formulary & Medicines Management	Nov 2020	Compliant
Accountable Officer Controlled Drugs	Formulary & Medicines Management	Dec 2020	Compliant

Clinical research

During the 2020/21 period, the number of patients receiving NHS services provided or subcontracted by Chestnut Tree House who were recruited to participate in research approved by a research ethics committee was 0. The number of patients recruited for St Barnabas House was 38.

10 patients were recruited to participate in **DIScOVER** (Disability Over Time), an observational cohort study comparing disability in activities of daily living over time, among adults with advanced lung cancer or respiratory disease.

19 patients were recruited to **CovPall** (COVID-19 Palliative Care), a rapid evaluation of the COVID-19 pandemic response in palliative and end of life care – looking at national delivery, workforce and symptom management.

Nine patients were recruited to the MND Register study (Motor Neurone Disease), which will establish a national register capturing every case of MND.

We aim to provide palliative and end of life care shaped by research, in which healthcare professionals are empowered to deliver services based on the latest evidence and to develop new and innovative approaches to improve patients' outcomes. We will continue to build on this approach as part of our Research Strategy.

What the Care Quality Commission (CQC) says about us

St Barnabas House and Chestnut Tree House are required to register with the CQC, which is the regulatory body that ensures we meet our legal obligations in all aspects of care.

St Barnabas House has had four unannounced inspections since opening the new hospice in 2011. The last one was in February 2016, when the highest rating of 'Outstanding' was awarded.

Chestnut Tree House has had one unannounced inspection, in August 2014. Following this inspection, the CQC gave Chestnut Tree House an overall rating of 'Good'.

Between April 2020 and March 2021, no further inspections were carried out at either hospice.

The registered manager liaises regularly with the local care quality commission representative. The CQC are launching a new strategy in April 2022, and the organisation is currently reviewing its position against this.

Registered manager

There is a robust governance structure in place to provide compliance against CQC standards. Our Clinical Director, Cathy Stone, is the CQC Registered Manager for both St Barnabas House and Chestnut Tree House, and leads the governance work. Our quality assurance software ensures we are aligned with the CQC fundamental standards and hosts all our clinical procedures. It also has a robust facility for maintaining version control and review updates.

Accuracy of our data

St Barnabas House shares recorded information in accordance with the Data Protection Act and monitors the handling of data through our Information Governance Working Group.

NHS number and the General Medical Practice code

During 2020/21, St Barnabas House did not submit records to the Secondary Uses Service for inclusion in the Hospital Episodes Statistics. This is because St Barnabas House is not eligible to participate in this scheme.

Self-assessment score

All organisations with access to NHS patient information must provide assurances that they are practising good information governance. An annual assessment is made and submitted against the NHS Data Security and Protection Toolkit. In 2020/21, both hospices met the required standards.

Clinical coding errors

St Barnabas House was not subject to Payment by Results clinical audit coding by the Audit Commission during 2020/21.

Mandatory training

Our staff have easy access to both training and required timelines. Monthly monitoring of compliance with mandatory and statutory training is undertaken via the internal HR Dashboard and reviewed by the Executive Leadership Team. Our overall average target for completion of mandatory training is 95%, and we achieved 94% in 2020/21.

Alongside mandatory training, we are continuing to implement an enhanced education programme across both hospices. Work is underway to strengthen our education team and our level of provision both in house and externally.

NICE guidance

We regularly audit against both the NICE Quality Standard [QS13] for End of Life Care for Adults (published in 2011, updated March 2017), and the NICE Guideline [NG142] for End of Life Care for Adults: Service Delivery (published October 2019).

The NICE Quality Standard for End of Life Care for Infants, Children and Young People was published in 2017. Chestnut Tree House regularly reviews the guidance to ensure ongoing compliance.

Quality monitoring requirements

Both hospices are required to report to NHS Commissioners on the quality of services.

Both hospices perform in the top decile of these care metrics. Where applicable, incidents are reported in a timely manner both to the Clinical Commissioning Groups and Care Quality Commission.

Patient safety incidents

St Barnabas House Hospices continues to report incidents and clinical events of concern and there is evidence of organisational learning. The Risk Register, when tested, reflects concerns and issues consistent with those identified at ward level. The Quality Assurance Committee review themes, trends and improvements relating to serious and other untoward incidents (for both staff and patients). The Committee reviews recommendations from site-based clinical and non-clinical governance reviews.

Duty of candour

NHS England requires providers to indicate how they are implementing Duty of Candour. The Duty relates to the culture as well as the practice of being open and transparent regarding care and treatment with service users and relevant stakeholders. Any serious clinical incidents reported will be subject to Duty of Candour.

Infection control

St Barnabas House Hospices have an excellent record of infection control which continued through 2020/21, despite the pandemic. All Public Health England guidance has and continues to be implemented in relation to the care and management of both suspected and confirmed cases of COVID-19. At no time during this year were St Barnabas House or Chestnut Tree House closed because of infection of any type.

There were no hospice-attributable outbreaks of MRSA, C-difficile, or Norovirus. There is a schedule of ongoing review and audit for infection control compliance.

Safeguarding

There have been no serious safeguarding incident reviews during 2020/21 at either St Barnabas House or Chestnut Tree House.

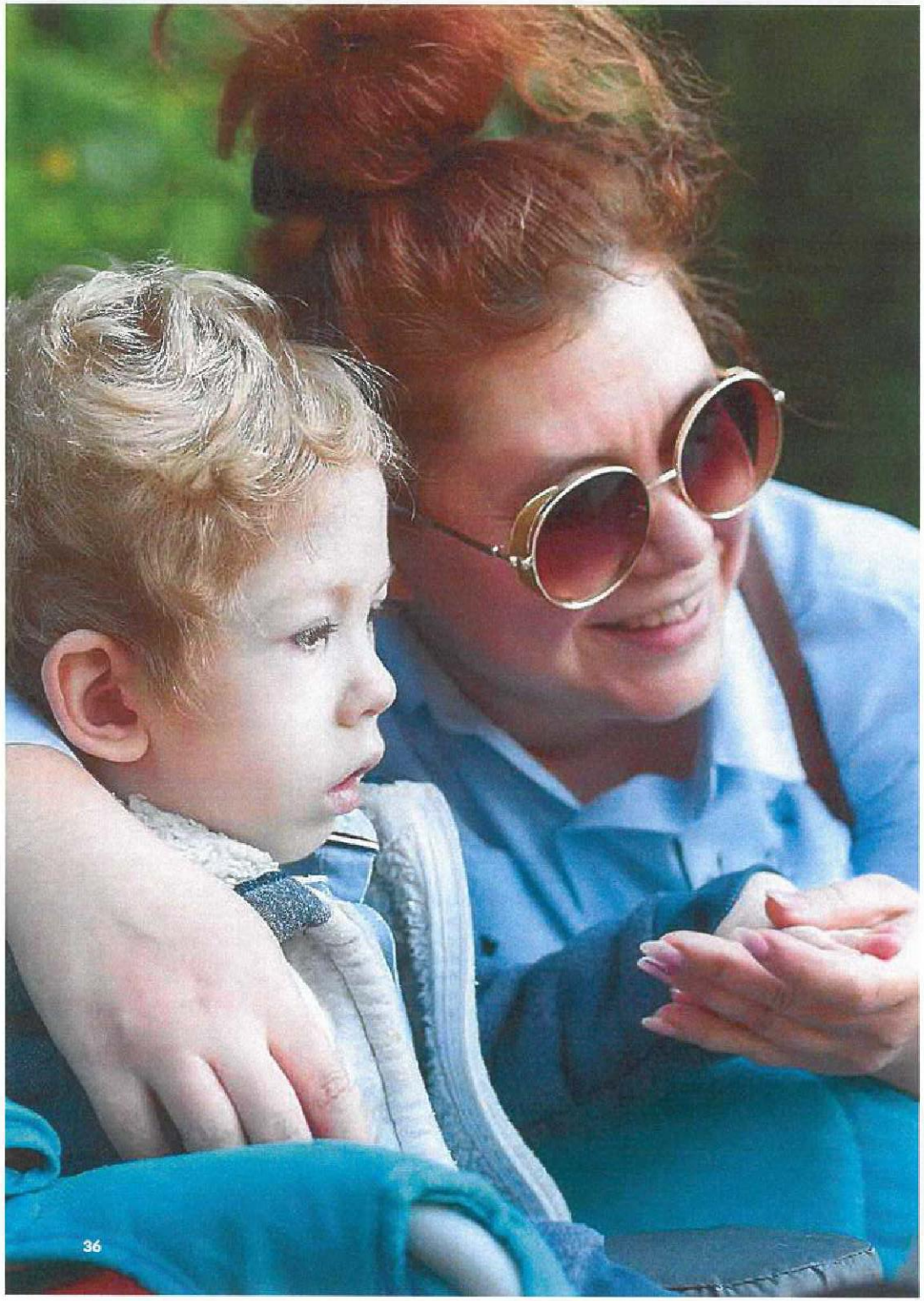
Complaints

The number of complaints received during 2020/21 was five, reflecting the positive care we offer our patients. All complaints, whether formal or informal, were fully investigated and resolved in a timely and acceptable manner. A review of these complaints has not identified any theme relating to staff members or absence of training.

Quality account feedback

This report has been shared with Healthwatch and the CCG in line with NHS requirements.





Statement of Trustees' responsibilities

The law requires the Trustees, who also act as directors for the purpose of Company Law, prepare the Trustees' Annual Report (including the Strategic Report), and the financial statements for each financial year, which give a true and fair view of the charity's current status and of its results for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them cons stently
- Observe the methods and principles of the Charities SORP (FRS 102) 2019
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards are being followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis, unless it is inappropriate to assume that the charity will continue in business

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

- The charity is operating efficiently and effectively
- Its assets are safeguarded against unauthorised use or disposition
- Appropriate records are maintained, and financial information used within the charity or for publication is reliable
- The charity complies with relevant laws and regulations
- A system of effective clinical governance is in place

The systems of internal controls are designed to provide reasonable, but not absolute, assurance against material miss-statement or loss. They include:

- An annual budget approved by the Board of Trustees
- Regular forecasts to predict the likely outcome for the financial year
- Regular monitoring of actual performance against budgets and forecast
- Delegation of authority to managers for expenditure within budget limits
- Segregation of duties
- Identification and management of risks

Approved and authorised for issue by the trustees on, 24th August 2021 **and signed on their behalf, by:**

P Woolgar, Chair

M Godsmark, Honorary Treasurer

Our President, Patrons and Ambassadors

President

Lord Henry, Earl of Arundel

Vice-presidents

Kathy Gore OBE, DL
Sally Gunnell OBE, DL
Ambrose Harcourt
Dr Alan Kingsbury
Mrs Elizabeth M Naunton
Miss Margaret Stroud
Major Tom Wye, DL

Patrons / Ambassadors

St Barnabas House

The Lord Lieutenant of West Sussex, Mrs Susan Pyper
Margaret Bamford OBE, DL
Sir Peter Bottomley MP
Lady Cable-Alexander SRN
Sir Patrick Cable-Alexander Bt
Nick Gibb MP
Derwyn Jones
Timothy Loughton MP
Nick Neale
Caroline Nicholls, DL

Chestnut Tree House

The Lord Lieutenant of West Sussex, Mrs Susan Pyper
Peter Andre
Linda and Tony Bloom
Sir Peter Bottomley MP
Tim Breden
Raymond Briggs CBE
Jason Burrill
Michael Chowen CBE, DL
Nick Gibb MP
Julie Graham
Barry and Jacquie Hinves
Paul and Annette Jones
Jodie Kidd
Timothy Loughton MP
Robbie and Debi Raggio
Matt Turner

Honorary officers

Patricia Woolgar, Chair
Ruth Taylor, Vice-chair
Martin Godsmark, Treasurer

Executive Leadership Team

Max Caunhye, Director of Finance & IT (resigned June 2020)
Rosemarie Finley, Chief Executive (resigned October 2020)
Dave Hays, Director of HR, Research and Education
Becki Jupp, Director of Fundraising & Communications
Nicole Singh, Director of Finance (appointed February 2021)
Cathy Stone, Clinical Director (Interim CEO, Oct 2020 – April 2021)

The Trustees

Neil Blanchard
Jill Carnie
Maureen Chowen (term completed February 2020)
Tony Clark
Neil Gatley
Lisa Kenna
Tony Moss
Stuart Palma
David Pegler
Nicky Torricelli (stepped down September 2020)
Ian Sellwood (to be ratified at AGM September 2021)
David Rennie (to be ratified at AGM September 2021)

Principal bankers

NatWest Bank PLC
5 Broadwater Street East
Worthing
West Sussex
BN14 9AB

Solicitors

DMH Stallard LLP
Griffin House
135 High Street
Crawley
West Sussex
RH10 1DQ

Investment advisers

Aberdeen Standard Capital
Bow Bells House
1 Bread Street
London
EC4M 9HH

Independent auditors

Kreston Reeves LLP
9 Donnington Park
85 Birdham Road
Chichester,
West Sussex
PO20 7AJ

Registered address

St Barnabas House
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Chestnut Tree House
Dover Lane
Arundel
West Sussex
BN18 9PX



Independent Auditors' Report

To the Members of St Barnabas Hospices (Sussex) Limited

Opinion

We have audited the financial statements of St Barnabas Hospices (Sussex) Limited ("the charitable company") for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (incorporating the Strategic Report and the Directors' Report) 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 have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and sector as a whole, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission (CQC) regulations, restrictions imposed by charity law on the use of restricted funds, health and safety and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies

Act 2006 and Charities SORP (FRS 102) 2019. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as legacy income recognition. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities including the most recent CQC inspection reports; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



Simon Webber BA(Hons) DchA FCA (Senior Statutory Auditor)
For and on behalf of Kreston Reeves LLP
Chartered Accountants and Statutory Auditor
Chichester

Date: 8 November 2021

Statement of Financial Activities
(including Income and Expenditure Account)

Company Registered no. 0930107

For the year ended 31 March 2021

	Note	Restricted Funds 2021 £000	Unrestricted Funds 2021 £000	Total Funds 2021 £000	*Total Funds 2020 £000*
Income from:					
Income from charitable activities	2	2,542	5,183	7,725	*2,643*
Investment income	3	-	724	724	*779*
Donations and legacies	4	245	6,907	7,152	*7,551*
Income from trading activities	5	-	4,380	4,380	*5,964*
Other		-	14	14	*58*
Total income	7	2,787	17,208	19,995	*16,995*
Expenditure on:					
Raising funds	6	-	4,973	4,973	*6,592*
Charitable activities	6	2,771	10,737	13,508	*13,604*
Total expenditure	6	2,771	15,710	18,481	*20,196*
Net income/(expenditure) before gains/(losses) on investments	7	16	1,498	1,514	*(3,201)*
Net gains/(losses) on investments	12	-	3,829	3,829	*(1,589)*
Net income/(expenditure)		16	5,327	5,343	*(4,790)*
Transfers between funds	15	(65)	65	-	-
Net movement in funds for the year		(49)	5,392	5,343	*(4,790)*
Reconciliation of funds:					
Total funds at 1 April 2020		192	41,588	41,780	*46,570*
Total funds at 31 March 2021	15	143	46,980	47,123	*41,780*

All activities relate to continuing operations.

The charity has no recognised gains or losses other than the net movement in funds for the year.

The notes on page 47 onwards form part of these financial statements.

Balance Sheet

Company Registered no. 0930107

As at 31 March 2021

	Note	£000	2021 £000	£000	*2020 £000*
Fixed assets					
Tangible assets	11		13,901		*13,570*
Investments	12		27,549		*23,741*
			41,450		*37,311*
Current assets					
Stocks		14		*19*	
Debtors	13	1,736		*877*	
Cash at bank		5,838		*4,524*	
		7,588		*5,420*	
Creditors: amounts falling due within one year	14	(1,915)		*(951)*	
Net current assets			5,673		*4,469*
Total assets less current liabilities			47,123		*41,780*
NET ASSETS			47,123		*41,780*
Charity funds					
Restricted funds	15		143		*192*
Unrestricted funds:					
General fund	15	22,672		*18,241*	
Designated funds	15	21,609		*23,206*	
Revaluation reserve	15	2,699		*141*	
Total unrestricted funds			46,980		*41,588*
TOTAL FUNDS			47,123		*41,780*

The notes on page 47 onwards form part of these financial statements.

Approved and authorised for issue by the trustees on, 24th August 2021
and signed on their behalf, by:

P Woolgar, Chair

M Godsmark, Honorary Treasurer

Cash Flow Statement

Company Registered no. 0930107

For the year ended 31 March 2021

	Note	2021 £000	2020 £000
Net cash inflow/(outflow) from operating activities	17	1,992	(3,239)
Cash flows from investing activities			
Income from investments	3	724	779
Payments to acquire tangible fixed assets	11	(1,423)	(264)
Payments to acquire listed investments	12	(7,132)	(23,050)
Receipts from sales of listed investments	12	7,153	21,623
Net cash outflow from investing activities		(678)	(912)
Increase/(Decrease) in cash and cash equivalents		1,314	(4,151)
Cash and cash equivalents at 1 April 2020		4,524	8,675
Cash and cash equivalents at 31 March 2021		5,838	4,524
Cash and cash equivalents consist of:			
Cash at bank and in hand		5,838	4,524

The notes on page 47 onwards form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

The charitable company is a private company limited by guarantee incorporated in the UK and registered in England & Wales and constitutes a Public Benefit Entity as defined by FRS 102. The registered office is St Barnabas House, Titnore Lane, Worthing, West Sussex, BN12 6NZ. The financial statements have been prepared under the historical cost convention, with the exception of certain items which are included at market value. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2020.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest thousand pounds.

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

The charitable company does not need to prepare group accounts and these financial statements only refer to the parent undertaking, not the group. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated accounts on the grounds that under section 405 both of its subsidiary undertakings could be excluded from consolidation as their inclusion is not material.

1.2 Going concern

The financial statements are prepared on a going concern basis as the Trustees believe that no material uncertainties exist. After reviewing the charity's forecasts and projections, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

Whilst the impact of COVID-19 has been assessed by the Board, due to its unprecedented impact on the wider economy it is difficult to evaluate with any certainty the potential effect on the charity's activities and the related income and expenditure. However, taking into consideration the UK Government's response, including the grants received by the charity to date, as well as how the charity has adapted to reduce non-core costs, the charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 Income

Income received is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. All donations and other forms of voluntary income are recorded when the charity has been notified of the amounts and settlement is expected. Other income, including investment income, is recorded on an accruals basis.

Legacies receivable are included in the financial statements when they satisfy the following three criteria:

- Entitlement – the earlier of the charity being notified of an impending distribution or the legacy being received;
- Probable – receipt is more likely than not and;
- Measurement – the monetary value can be sufficiently reliably measured.

Legacies received as equities are valued as advised by the investment managers. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Donated facilities and donated professional services are recognised as an income at their fair value where the provider of the service has incurred a financial cost. Fair value is determined on the basis of the value of the gift to the charity. A corresponding amount is recognised in expenditure. Volunteer time is not included in the financial statements.

Grants are recognised in full in the Statement of Financial Activities in the year the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. Grants for the purchase of fixed assets are credited to restricted income when receivable.

Gifts in kind donated for resale are included at fair value. Where it is impracticable to fair value the items on donation due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from trading activities'.

1.4 Expenditure

Expenditure is recognised on an accruals basis.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity comprising the salary and overhead costs of the central function is apportioned on an estimate of the staff time attributable to each activity.

Fundraising costs comprise costs incurred in encouraging people and organisations to contribute financially to the charity's work. Costs of charitable activities are those costs incurred in relation to the objectives of the charity.

Governance costs are associated with meeting the constitutional and statutory arrangements of the charity, including external audit and the cost of preparing statutory accounts, the cost of trustees' meetings and other costs involved with the charity's strategic management.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at deemed cost less depreciation.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	–	straight line over 30 years
Leasehold property: shops	–	straight line over period of the lease
Leasehold property: children's hospice	–	straight line over 30 years
Motor vehicles	–	25% per annum straight line
Fixtures, fittings and equipment	–	10 or 25% per annum straight line
Freehold land	–	not depreciated

Assets costing less than £5,000, and all computer equipment, are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

1.6 Debtors and creditors receivable / payable within one year

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

1.7 Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1.8 Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in the year in which they fall due.

1.9 Investments

Listed investments are stated at market value. Realised and unrealised gains and losses on investments are dealt with in the Statement of Financial Activities and investment income plus associated tax recoverable, is credited to income on an accruals basis. Investment management costs are charged as expenditure out of the relevant income funds.

Investments in subsidiaries are stated at cost less provision for diminution in value.

1.10 Pension costs

The charity has operated a defined benefit scheme on behalf of its employees – the NHS Pension Scheme. This scheme is a multi employer scheme where assets and liabilities of the scheme, applicable to each employer, are not separately identified. Therefore, the pension charge recorded in these financial statements is the amount of contributions payable on a defined contribution basis in the accounting year, plus any deficit funding agreed during the year to be paid in future years, in accordance with Financial Reporting Standard 102.

In addition, one defined contribution scheme is operated by the charity. Contributions payable are charged in the period to which they relate. Further information on the pension schemes can be found in note 18.

1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Judgements and key sources of estimation uncertainty

In applying the above accounting policies, the Trustees are required to make judgements and estimates. The key judgements applied in these financial statements are in determining the allocation of funds as restricted or designated. The key sources of estimation uncertainty relate to the recognition of income from legacies where the actual amount received may differ from that initially recognised. Tangible fixed assets are stated at their deemed cost less provision for depreciation. The charity at acquisition determines the reliable estimates for the useful life of the asset and its residual value. These estimates are based upon factors such as the expected use of the acquired asset and market conditions. At subsequent reporting dates the trustees consider whether there are any factors that indicate that there would be a need to reconsider the estimates used.

1.13 Termination benefits

It is the charity's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives or by constructive obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the charity with future economic benefits therefore it is their policy to recognise them as an expense in the profit or loss immediately.

2. Income from charitable activities

	Restricted Funds 2021 £000	Unrestricted Funds 2021 £000	Total funds 2021 £000	*Restricted Funds 2020 £000*	*Unrestricted Funds 2020 £000*	*Total funds 2020 £000*
NHS grants	1,765	-	1,765	*1,607*	-	*1,607*
Contractual income	777	307	1,084	*914*	*46*	*960*
Other grants	-	4,849	4,849	-	*15*	*15*
Education income	-	27	27	-	*61*	*61*
	2,542	5,183	7,725	2,521	122	2,643

The charity received a restricted grant from the Coasta West Sussex Clinical Commissioning Group (CCG) of £1,387k (2020: £1,355k) for the adult hospice. The charity received a restricted grant from NHS England of £378k (2020: £252k) for the children's hospice.

Statutory contract income of £1,084k (2020: £960k) was received for the provision of care at both hospices from local county councils and Coastal West Sussex CCG.

Included with other grants for 2021 are various government grants the charity received, these were for the following; Coronavirus Job Retention Scheme £536k, Hospice UK £3,420k and from the local CCGs £867k.

3. Investment income

	2021 £000	*2020 £000*
Income from listed investments	720	*720*
Interest receivable	4	*59*
Total unrestricted investment income	724	*779*

4. Income from donations and legacies

	Restricted Funds 2021 £000	Unrestricted Funds 2021 £000	Total funds 2021 £000	*Restricted Funds 2020 £000*	*Unrestricted Funds 2020 £000*	*Total funds 2020 £000*
Retail gift aid donations	-	44	44	-	*189*	*189*
Donations	245	4,044	4,289	*36*	*3,619*	*3,655*
Legacies	-	2,819	2,819	-	*3,707*	*3,707*
	245	6,907	7,152	*36*	*7,515*	*7,551*

The charity has £276k (2020: £385k) in contingent assets in respect of potential legacy income. This relates to outstanding legacies at the year-end, expected to be received in the next financial year.

5. Income and expenditure from raising funds

	Retail 2021 £000	Fundraising 2021 £000	Total 2021 £000	*Total 2020 £000*
Legacies (note 4)	-	2,819	2,819	*3,707*
Donations and retail gift aid donations (note 4)	44	4,289	4,333	*3,844*
Income from trading activities	1,907	2,473	4,380	*5,964*
Income from raising funds	1,951	9,581	11,532	*13,515*
Salary costs (note 6)	1,207	1,529	2,736	*2,846*
Other costs (note 6)	764	724	1,488	*2,937*
Expenditure on raising funds	1,971	2,253	4,224	*5,783*
Surplus before support costs and depreciation	(20)	7,328	7,308	*7,732*
Support costs (note 6)	388	361	749	*809*
Total contribution from raising funds	(408)	6,967	6,559	*6,923*

Support salaries are included in support costs.

Included within the income from trading activities are retail sales of £175k (2020: £756k) relating to the proceeds of sales made on behalf of donors under the retail gift aid scheme. The associated gift aid claimed of £44k (2020: £189k) is shown as donations.

In the year ended 31 March 2021, of the total income from trading activities, £nil (2020: £36k) was to restricted funds.

Included in Retail trading income of £1,907k are local county council grants of £675k (2020: £nil).

Comparative information	*Retail 2020 £000*	*Fundraising 2020 £000*	*Total 2020 £000*
Legacies (note 4)	-	*3,707*	*3,707*
Donations (note 4)	*189*	*3,655*	*3,844*
Income from trading activities	*2,878*	*3,086*	*5,964*
Income from raising funds	*3,067*	*10,448*	*13,515*
Salary costs (note 6)	*1,253*	*1,593*	*2,846*
Other costs (note 6)	*947*	*1,990*	*2,937*
Expenditure on raising funds	*2,200*	*3,583*	*5,783*
Surplus before support costs and depreciation	*867*	*6,865*	*7,732*
Support costs (note 6)	*378*	*431*	*809*
Total contribution from raising funds	*489*	*6,434*	*6,923*

6. Total expenditure

	Staff costs excluding support salaries £000	Other costs £000	Support costs including support salaries £000	Total 2021 £000	*Total 2020 £000*
Charitable activities					
St Barnabas House					
Inpatient services	2,715	831	432	**3,978**	*3,852*
Community team services	1,578	128	229	**1,935**	*1,871*
Hospice at home	981	110	192	**1,283**	*1,254*
Day hospice	314	280	89	**683**	*746*
Outpatients service	309	136	79	**524**	*478*
Family services	329	95	65	**489**	*473*
Education	146	96	27	**269**	*266*
	6,372	1,676	1,113	**9,161**	*8,940*
Chestnut Tree House					
In house services	1,988	636	438	**3,062**	*3,211*
Community team services	825	184	257	**1,266**	*1,433*
Education	14	3	2	**19**	*20*
	2,827	823	697	**4,347**	*4,664*
Raising funds					
Fundraising	1,529	724	361	**2,614**	*4,014*
Retail	1,207	764	388	**2,359**	*2,578*
	2,736	1,488	749	4,973	*6,592*
Total expenditure	**11,935**	**3,987**	**2,559**	**18,481**	*20,196*

Support cost allocation	Raising funds £000	Charitable activities £000	Total 2021 £000	*Total 2020 £000*
Support staff costs	390	850	**1,240**	*1,243*
Premises, technology and other costs	359	960	**1,319**	*1,320*
	749	**1,810**	**2,559**	*2,563*

In the year ended March 2021, £2,771k of the total expenditure on charitable activities was from restricted funds, (2020: £2,554k).

Governance costs of £19k (2020: £19k) relating to auditors remuneration (note 10), trustees' insurance and expenses (note 8) are included within 'Premises, technology and other costs'.

Total Expenditure (continued)

Comparative information	*Staff costs excluding support salaries £000*	*Other costs £000*	*Support costs including support salaries £000*	*Total 2020 £000*
Charitable activities				
St Barnabas House				
Inpatient services	*2,593*	*844*	*415*	*3,852*
Community team services	*1,495*	*154*	*222*	*1,871*
Hospice at home	*950*	*117*	*187*	*1,254*
Day hospice	*358*	*303*	*85*	*746*
Outpatients service	*282*	*127*	*69*	*478*
Family services	*304*	*107*	*62*	*473*
Education	*161*	*80*	*25*	*266*
	6,143	*1,732*	*1,065*	*8,940*
Chestnut Tree House				
In house services	*2,173*	*613*	*425*	*3,211*
Community team services	*941*	*230*	*262*	*1,433*
Education	*16*	*2*	*2*	*20*
	3,130	*845*	*689*	*4,664*
Total charitable activities	*9,273*	*2,577*	*1,754*	*13,604*
Raising funds				
Fundraising	*1,593*	*1,990*	*431*	*4,014*
Retail	*1,253*	*947*	*378*	*2,578*
	2,846	*2,937*	*809*	*6,592*
Total expenditure	*12,119*	*5,514*	*2,563*	*20,196*

Support cost allocation	*Raising funds £000*	*Charitable activities £000*	*2020 £000*
Support staff costs	*392*	*851*	*1,243*
Premises, technology and other costs	*417*	*903*	*1,320*
	809	*1,754*	*2,563*

7. Income and expenditure split between the hospices

	St Barnabas House £000	Chestnut Tree House £000	Total 2021 £000	*Total 2020 £000*
Income from charitable activities (note 2)	6,439	1,286	7,725	*2,643*
Investment income (note 3)	652	72	724	*779*
Legacies (note 4 and 5)	1,483	1,336	2,819	*3,707*
Fundraising donations and trading (note 5)	2,373	4,389	6,762	*6,741*
Retail (note 5)	1,047	904	1,951	*3,067*
Other income	12	2	14	*58*
Total income	12,006	7,989	19,995	*16,995*
St Barnabas House care costs	9,161	-	9,161	*8,940*
Chestnut Tree House care costs	-	4,347	4,347	*4,664*
Fundraising donations and trading	1,211	1,403	2,614	*4,014*
Retail	1,176	1,183	2,359	*2,578*
Total expenditure (note 6)	11,548	6,933	18,481	*20,196*
Net expenditure before (losses) / gains on investments	458	1,056	1,514	*(3,201)*

8. Trustees and key management personnel remuneration and expenses

None of the trustees (or any persons connected with them) received any remuneration during this or the previous year. Trustees were reimbursed for governance subscriptions and travelling expenses of £226 (2020: £946). Trustees' indemnity insurance of £1,607 2020: £1,596) is paid by the charity.

The total amount of employee remuneration and benefits received by key management personnel (defined as the Executive Leadership Team) is £590,315 (2020: £438,540).

9. Staff costs

The average monthly number of employees during the year was as follows:	2021 number	*2020 number*
St Barnabas House	152	*153*
Chestnut Tree House	89	*96*
Education	4	*4*
Income generation	100	*105*
Governance	1	*1*
TOTAL	346	*359*

The average number of employees above is based on full time equivalents. The average monthly head count was 468 (2020 - 452).

The number of higher paid employees was:	2021 number	*2020 number*
In the band £60,001 £70,000	2	-
In the band £70,001 £80,000	3	5
In the band £80,001 £90,000	2	*2*
In the band £90,001 £100,000	2	-
TOTAL	9	*7*

The number of higher paid employees was lower in 2020 due to changes in the Executive Team during that year (as shown on page 38). This resulted in some of the Executive Team only receiving remuneration for part of the financial year which was therefore below the relevant thresholds.

The aggregate pension contributions made by the charity or behalf of higher paid staff was £68,564 (2020: £52,036). The number of higher paid staff accruing benefits in defined contribution and defined benefit pension schemes was 5 and 4 respectively (2020: 6 and 1).

Employment costs	2021 £000	*2020 £000*
Wages and salaries	11,311	*11,191*
Social security costs	1,008	*1,000*
Other pension costs	931	*956*
TOTAL	13,250	*13,147*

10. Net (expenditure)/income

Net (expenditure)/income is stated after charging:	2021 £000	*2020 £000*
Depreciation of tangible fixed assets (note 11)	1,092	*1,031*
Operating lease rentals - land and building	451	*399*
Auditors' remuneration - audit fees	16	*16*
Auditors' remuneration - other services	1	*1*

11. Tangible fixed assets

	Freehold property shops £000	Freehold land & buildings £000	Leasehold property £000	Leasehold improvements £000	Fixtures, fittings & equipment £000	Motor vehicles £000	Total £000
Cost or valuation							
Balance b/f	495	13,015	5,333	-	4,451	546	**23,840**
Additions	-	-	-	966	457	-	**1,423**
Disposals	-	-	-	-	-	(26)	**(26)**
Balance c/f	495	13,015	5,333	966	4,908	520	**25,237**
Depreciation							
Balance b/f	114	3,159	2,354	-	3,655	488	**10,270**
Charge for the year	19	351	181	-	519	22	**1,092**
Disposals	-	-	-	-	-	(26)	**(26)**
Balance c/f	133	3,510	3,035	-	4,174	484	**11,336**
Net book value							
At 31 March 2021	**362**	**9,505**	**2,298**	**966**	**734**	**36**	**13,901**
At 31 March 2020	*381*	*9,856*	*2,479*	-	*796*	*58*	*13,570*

The Freehold property shops, consisting of units at Rustington, Wick and Ferring, were professionally valued in March 2014 by C G Spratt and Son Limited, estate agents, surveyors and valuers, on an open market basis at £125,000, £220,000 and £150,000 respectively (total of £495,000) and are recognised as deemed cost on transition to SORP 2015 (FRS 102). These assets are being depreciated from their valuation date.

The historic cost of these shops at Rustington, Wick and Ferring is £45,000, £124,716 and £142,500 respectively.

Leasehold property, above, relates to leasehold property with less than 30 years remaining at the balance sheet date. There are no leases with more than 30 years remaining at the balance sheet date.

The leasehold improvements commenced during the year ended 31 March 2021 but will not be completed until the following year. No depreciation will be charged unti the works are completed and brought into use.

12. Fixed Asset Investments

Listed investments	2021 £000	2020 £000
Market value 1 April 2020	23,741	23,903
Disposals	(7,153)	(21,623)
Acquisitions	7,132	23,050
Revaluations	3,829	(1,589)
Market value 31 March 2021	27,549	23,741
Historic cost 31 March 2021	24,984	25,155

Investments in subsidiaries	Country of registration or incorporation	Class	Shares held %
St Barnabas Hospice (Worthing) Projects Ltd, co reg 3827427	England and Wales	Ordinary	100
St Barnabas Hospice (Sussex) Trading Ltd, co reg 07157835	England and Wales	Ordinary	100

The aggregate value of capital and reserves and the results for these undertakings for the financial year are as follows:

Investments in subsidiaries	Turnover £000	Expenditure £000	Profit for the year £000	Capital and reserves £000
St Barnabas Hospice (Worthing) Projects Limited	-	-	-	-
St Barnabas Hospice (Sussex) Trading Limited	104	(53)	51	-

The profit of £51,528 (2020: £66,130) was gift aided from St Barnabas Hospices (Sussex) Trading Ltd to St Barnabas Hospices (Sussex) Ltd.

13. Debtors

	2021 £000	2020 £000
Other debtors	655	373
Prepayments and accrued income	1,081	504
	1,736	877

14. Creditors: Amounts falling due within one year

	2021 £000	2020 £000
Trade creditors	382	247
Other taxation and social security	283	255
Other creditors	290	208
Accruals and deferred income	960	241
	1,915	951

15. Statement of funds

	Brought forward £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Carried forward £000
Designated funds						
Tangible fixed assets	13,429	-	(1,092)	1,430	-	13,767
Legacy equalisation	6,819	-	-	(911)	-	5,908
CTH development	1,458	-	-	(1,024)	-	434
St Barnabas development	1,500	-	-	-	-	1,500
Designated funds total	23,206	-	(1,092)	(505)	-	21,609
Unrestricted funds						
General fund	18,241	17,238	(14,618)	577	1,264	22,672
Revaluation reserve	141	-	-	(7)	2,565	2,699
Unrestricted funds total	18,382	17,238	(14,618)	570	3,829	25,371
Subtotal	41,588	17,238	(15,710)	65	3,829	46,980

The Trustees have designated funds in several areas:-

- The tangible fixed assets fund represents charitable funds invested in operational fixed assets. The assets will be used throughout the time of activity of the charity.
- The legacy equalisation reserve represents receipts of legacies in any one year over and above 125% of the budget amount and these are then used to make up any shortfall in the legacy budget in any future years through transfers to the General Fund.
- The CTH Development fund represents funds set aside to finance the extension and refurbishment at the children's hospice. In the year ended 31 March 2021 £1m was spent on refurbishments to the building.
- The St Barnabas development fund of £1.5m represents the funds set aside for the development of adult services at the adult hospice.

Expenditure from the fixed assets designated fund represents the annual depreciation on the deemed cost of those assets.

The transfer into the fixed assets designated fund from the general fund relates to the element of the depreciation charge in excess of that charged on the historic cost.

The transfer from the revaluation reserve to the general fund relates to gains on investments that have now been realised.

Statement of funds (continued)

	Brought forward £000	Income £000	Expenditure £000	Transfers in/(out) £000	Gains/ (losses)	Carried forward £000
Restricted funds						
Operating and equipment fund	192	245	(229)	(65)	-	143
NHS Coastal CCG grant – adult hospice	-	1,387	(1,387)	-	-	-
Department of Health – children's hospice	-	378	(378)	-	-	-
Contracted income	-	213	(213)	-	-	-
Hospice at home	-	564	(564)	-	-	-
Restricted funds total	192	2,787	(2,771)	(65)	-	143
Total funds	41,780	19,995	(18,481)	-	3,829	47,123

Restricted funds for the charity are split into four main areas: -

- The adult and children's hospice operating and equipment funds represent donations made for specific equipment purchases and running costs in the hospices. Once purchased a transfer is made to move the value from restricted funds to designated funds held as tangible fixed assets.
- The NHS Coastal West Sussex CCG grant is provided to cover partial operating costs of the adult hospice and the NHS Department of Health grant is provided to cover partial operating costs in the children's hospice.
- Coastal West Sussex CCG and Local County Councils provide contracted income for adults and children respectively for the relevant hospice.
- The Hospice at Home fund represents specific income from the Sussex Community NHS Foundation Trust towards this service.

16. Analysis of net assets between funds

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000
Tangible fixed assets	-	13,901	13,901
Fixed asset investments	-	27,549	27,549
Current assets	143	7,445	7,588
Creditors due within one year	-	(1,915)	(1,915)
	143	46,980	47,123

Comparative information	*Restricted funds 2020 £000*	*Unrestricted funds 2020 £000*	*Total funds 2020 £000*
Tangible fixed assets	-	13,570	13,570
Fixed asset investments		23,741	23,741
Current assets	192	5,228	5,420
Creditors due within one year	-	(951)	(951)
	192	41,588	41,780

17. Reconciliation of net expenditure to net cash flow from operating activities

	2021 £000	2020 £000
Net (expenditure)/income for year	5,343	(4,790)
Deduct: interest and dividend income shown in investing activities	(724)	(779)
Adjust for non-cash items:		
Depreciation of tangible fixed assets	1,092	1,031
Net loss/(gains) on investments	(3,829)	1,589
Adjust for working capital:		
Decrease/(Increase) in stocks	5	(4)
(Increase)/Decrease in debtors	(859)	(145)
Increase/(Decrease) in creditors	964	(141)
Net cash inflow from operating activities	1,992	(3,239)

18. Pensions

Royal London Group Personal Pension Plan

This scheme is a defined contribution scheme, open to all employees under auto enrolment.

NHS Pension Scheme

The NHS Pension Scheme is an unfunded occupational scheme backed by the Exchequer, which is open to all NHS employees and employees of other approved organisations. The Scheme provides pensions, based on final salary, in varying circumstances for employees of participating employers. As such, it is not possible for St Barnabas to identify its share of the assets and liabilities of the underlying scheme.

The Exchequer also funds the year on year difference between the Scheme's contribution income and the actuarially assessed growth in scheme liability, interest charges and other in year increases in liability.

19. Commitments under operating leases

At 31 March 2021 the charity had future minimum lease payments under non cancellable operating leases as follows:

Land & buildings	2021 £000	2020 £000
Falling due:		
Not later than 1 year	261	287
Later than 1 year and not later than 5 years	298	457
Later than 5 years	43	55
	602	799

20. Related party transactions

During the year the charity made the following related party transactions

St Barnabas Hospices (Sussex) Trading Ltd (a wholly owned subsidiary)

The turnover of the subsidiary is generated from sales at shops owned by the charity. Income of £104,281 (2020: £154,723) was received by the charity on behalf of the subsidiary. Associated costs were recharged by the charity to the subsidiary of £52,786 (2020: £88,593). Gifted income of £51,528 (2020: £66,130) was received from the subsidiary. At the balance sheet date, the amount due to the charity was £10,596 (2020: £15,545).

Leo House Children's Hospice

During the year, the charity received £25k (2020: £20k) from Leo House Children's Hospice. This was receipt of a grant for the work carried out by community nurses at Chestnut Tree House. This grant arrangement has been in place for a number of years. Mr A Clark is a Trustee of both Leo House and St Barnabas Hospices (Sussex) Limited. The grant agreement was already in place before Mr A Clark was appointed a Trustee for the charity.

21. Financial instruments

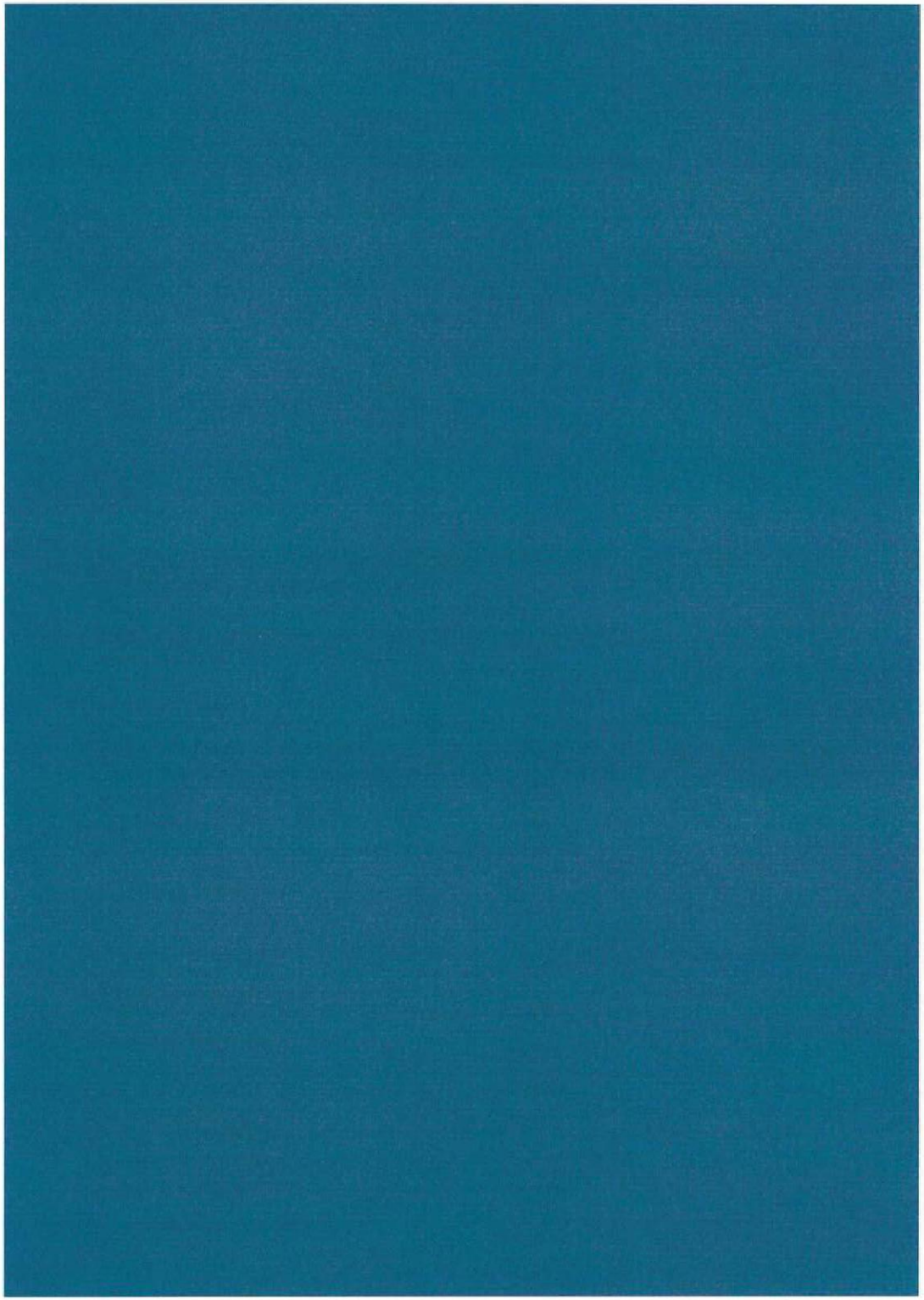
The carrying amounts of the charity's financial instruments are as follows:

Financial assets:	2021 £000	2020 £000
Measured at fair value through net expenditure:		
- Fixed asset listed investments (note 12)	27,549	23,741

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

Income and expense:	2021 £000	2020 £000
Income from financial assets measured at fair value through net expenditure	720	720
Interest income from financial assets measured at amortised cost	4	59
Net gains and losses (including changes in fair value):		
Gains on financial assets measured at fair value through net expenditure	3,829	(1,589)

Notes



St Barnabas House
Registered Office:
Titnore Lane
Worthing
West Sussex
BN12 6NZ

Tel: **01903 706300**
info@stbh.org.uk
www.stbarnabas-hospice.org.uk

Chestnut Tree House
Children's Hospice
Dover Lane
Arundel
West Sussex
BN18 9PX

Tel: **01903 871800**
enquiries@chestnut-tree-house.org.uk
www.chestnut-tree-house.org.uk



St Barnabas Hospices

Charity no. 256789. Company no. 00930107