Moya Cole Hospice

England & Wales · Charity number 258085

Details

Other names	ST ANN'S HOSPICE, ST ANN'S HOSPICE LIMITED
Status	Registered
Legal form	Charitable company
Company number	00947220
Registered	1969-03-05
Register	View on the Charity Commission register

Contact

Address	Moya Cole Hospice 2 Hardy Field Lane Heald Green Cheadle SK8 3SZ
Phone	01614983637
Email	enquiries@moyacole.org.uk
Website	www.moyacole.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF ILLNESS OR SUFFERING BY:- 1. THE EXPERT CARE AND SUPPORT OF PEOPLE WITH PALLIATIVE AND END OF LIFE NEEDS 2. THE PROVISION OF SERVICES TO PROMOTE HEALTH AND WELLBEING FOR PATIENTS AND CARERS 3. THE CARE AND SUPPORT OF FAMILY AND FRIENDS WHO HAVE BEEN BEREAVED 4. THE ADVANCEMENT OF HIGH QUALITY PALLIATIVE AND END OF LIFE CARE THROUGHOUT THE COMMUNITY

Activities: To provide supportive and specialist palliative care services,both within hospices and community settings, enabling individuals with a life limiting illness and their families and carers to maximise the quality of their lives.

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Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** SEE OBJECTS
- Bolton
- Cheshire East
- Manchester City
- Salford City
- Stockport
- Trafford
- Wigan

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£15,524,198	£13,966,937	£28,261,481	247
2024-03-31	£13,146,521	£12,553,289	£26,333,309	243
2023-03-31	£13,833,746	£12,272,328	£25,696,868	287
2022-03-31	£16,040,440	£12,401,941	£23,363,475	324
2021-03-31	£14,573,906	£12,210,448	£18,763,508	350

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Trustees

Name	Role	Appointed
Anita Rolfe	Chair	2024-05-15
Andrea Marie Benson		2026-05-13
Clare Louise Furness		2026-05-13
Darren Holt BA ACA		2019-05-13
Dr Stephanie Gomm		2015-07-27
Fiona Taylor		2016-11-28
MR Steve Wilson		2018-04-05
Melanie Ogden MRPharmS		2019-05-13
Paula Tanner		2024-05-15
Russell Kaminski		2024-05-15
Sarah Ellen Prowse		2026-05-13

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Moya Cole Hospice

England & Wales - Charity number 258085

Accounts

Moya Cole Hospice (formerly St Ann's Hospice) **Annual Report 2024/25**

Moya Cole HOSPICE

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Our purpose, values and aims

Our purpose and our values

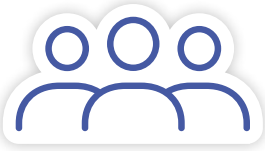
Moya Cole Hospice is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services, caring for people in the place they call home.

Our support means different things to different people. Some people come to us for care at the end of their life, others for help managing their symptoms. Some join our outpatient sessions, while others enjoy complementary therapies or spend time with our counsellors. Our core purpose is to lead specialist care for people impacted by life-limiting illness.

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.

We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.

Our patients and their loved ones are at the heart of everything we do, and always will be. The care we provide is truly holistic.



Our patients are individuals, and our care addresses their unique needs, whatever they may be.

Our values

Our values are a set of guiding principles and behaviours which shape how we go about our day-to-day jobs to achieve our longer-term goals and plans. If you're supported by the hospice, or are a fundraiser, volunteer, shop customer or staff member, you'll experience our values being put into practice. They are what make us so unique and make Moya Cole Hospice such a special place to work.

People matter

People are at the centre of everything we do. We treat each other, and ourselves, with kindness and compassion. We value and celebrate diversity, recognising everyone as an individual.

Lead and learn

We're experts in what we do, and we don't stop there. We're always learning, informing and shaping the sectors we're in through education, training and research. We lead by example, sharing best practice, advancing in our fields and pioneering new approaches.

Brave and bold

We want to grow for the future, not settle. We're not afraid to do things differently, get creative, challenge ourselves and the status quo. We're ambitious in our aims, accountable for our actions and learn from our experiences and successes.

Together we are stronger

Together, we are stronger, and have a bigger impact than we could have alone. As a charity, we work in collaboration with supporters, partners and the communities around us. We think beyond traditional boundaries to make sure we're here for our communities for years to come.

Strategic aims

Our five year strategy covers 2023-2028 and builds on the previous version, outlining our ambitions and what we hope to achieve during the five years.

Our Six Strategic Aims

Strategic Aims 1:

To provide outstanding person-centred care that is innovative and evidence-based.

- We will deliver a consistent level of outstanding care using innovative and holistic approaches to individualised care and support.
- Our care will be evidence-based and aligned to the Greater Manchester Commitments for Palliative and End-of-Life Care. We will use a rehabilitative approach to planning and delivering care to people using a multi-disciplinary framework.
- We will ensure our services are accessible for those in all of our neighbourhoods and communities, whether that is in our hospice buildings or through our community and outreach services.
- We will further develop and foster a cohesive and collaborative partnership approach to care to ensure we achieve the best outcomes for our patients.
- We will further develop and enhance quality improvements using feedback and reported outcomes of care.

Strategic Aims 2:

To lead the sector in education, research and innovation.

- We will provide an outstanding learning experience that enhances the capabilities of individuals, leaders and teams.
- We will enhance our collaboration with university partners to be recognised as a teaching hospice.
- We will build the capacity and capability of our current and future workforce to embrace and actively engage with research and innovation.
- We will build our reputation as a sector leader and centre of excellence for education, research and innovation.

Strategic Aims 3:

To be an organisation of choice for all.

- We will continue to enrich the culture of Moya Cole Hospice by further developing opportunities for staff and volunteers.
- We will ensure that people who need our services are able to choose to access our care and that it is tailored to their needs.
- We will listen and engage with staff and volunteers to support their wellbeing and remain a competitive employer considering terms and conditions and benefits.
- We will listen to, engage with and consider the voice of those using our services to further enhance our clinical services.

Strategic Aims 4:

To sustain and further develop a values-based culture within which there are high-performing people and teams.

- We will continue to support our staff and volunteers to be the best versions of themselves.
- We will ensure our leaders have integrity and credibility and are capable of inspiring others and achieving excellence.
- We will live and breathe our values in everyday activities and ensure good governance is maintained and regularly reviewed throughout the organisation.
- We will work proactively to champion social value through strong and effective leadership, building a shared understanding of social value throughout the hospice.

Strategic Aims 5:

To ensure our buildings, estate and facilities are fit for the future to enable the delivery of outstanding person-centred care.

- We will build and open a new hospice building in Heald Green and further review our Little Hulton site, ensuring it remains fit for the future with the changing needs of the population and demand on services.
- We will ensure our technical facilities are modern, robust and safe to deliver high-quality care, education, training and research.
- We will enhance our inclusive culture to identify and open some of our facilities to the public, building our networks and community cohesion.
- We will review, refresh and promote our brand in readiness for the future.

Strategic Aims 6:

To be financially viable and develop growth in our business for future sustainability.

- We will ensure effective good governance is regularly reviewed and adhered to.
- We will continue to develop our collaborative relationships with supporters and colleagues within the health and social care networks to enhance their financial contribution to care and service provision.
- We will explore opportunities within the health and social care networks for financial sustainability.
- We will review the voluntary income streams including the effectiveness of the Trading Company strategic plan.
- We will develop our entrepreneurial ability to identify diverse and sustainable income streams.
- We will develop agile, efficient and flexible processes to reduce costs, enable prompt decision-making and maintain outstanding care delivery.

Highlights of 2024/25

Moya Cole Hospice in Numbers

Statistics are important to us at Moya Cole Hospice, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

Our community team made

2,404

home visits to our patients.

123

Wedding Dresses were sold at our Bridal shop in Stockport.

Our Trading Company completed **27** House Clearances raising **£28,000** for our hospice.

Our Lymphoedema team held

1,400

face-to-face treatment sessions with their patients.

Patients benefitted from

732

complementary therapy treatments.

25%

of patients were discharged from our Inpatient Units and were able to go home.

There were more than **23,000** entries to our Summer and Winter Raffles.

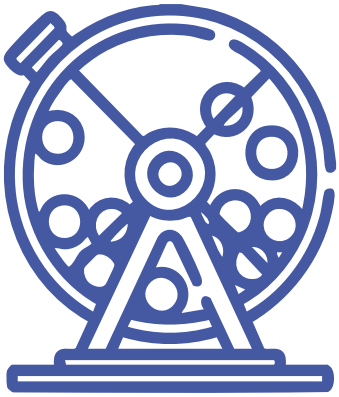
1,895

donors gave us a monthly gift.

£291,344

raised in memory of loves ones.

Over 14,700

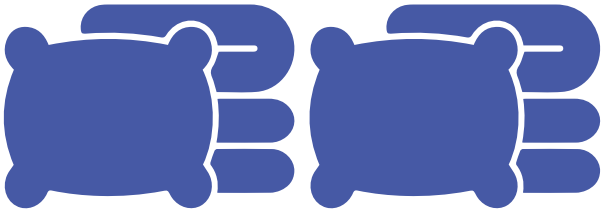


entries to play our lottery every week in 2024/25.

Our housekeeping team washed around

25,700

bed sheets.



89

people left Moya Cole Hospice a gift in their will.

229

runners ran the Great Manchester Run.

We couldn't possibly list everything we've achieved in the last year, but here are a few highlights...

April 2024

Staying silent for Steph. John Ardern of Prestwich honoured his late daughter, Steph Jenkins, who died of cancer at 36, by completing a 10-hour sponsored silence at The Millstone pub in Manchester on April 10, 2024. The event aimed to raise £5,000 for Moya Cole Hospice, where Steph received care. John's silent challenge highlighted the comfort of quiet during grief and continued his support for the hospice.

May 2024

Volunteer complementary therapist Pat giving back to Moya Cole Hospice who cared for her mum. Like many others, Pat has a personal connection to her local hospice, which inspired her to start volunteering. Her mother was cared for at Moya Cole Hospice during the pandemic, and despite restrictions, the staff allowed Pat to spend precious time with her. Deeply moved by the care her mother received, Pat began raising funds for the hospice and later trained in complementary therapy, offering support to patients after retiring from a 37-year teaching career.

June 2024

Building work underway at Moya Cole Hospice's long-awaited Heald Green hospice. Work to develop the new hospice in Heald Green began as Caddick Construction started the main building work to replace the existing hospice on St Ann's Road North. The project followed extensive planning between Caddick and Moya Cole Hospice to realise their vision for future palliative and end-of-life care. The new site includes a 27-bedroom inpatient unit, outpatient services, and support spaces, all set within landscaped gardens.

July 2024

Celebrating Pride. Moya Cole Hospice celebrated Pride Month throughout June and proudly announced its return to the Manchester Pride Parade. Marking what would be the hospice's second consecutive year marching in the parade.

August 2024

Ceremonial Mayor of Salford pledges support to Moya Cole Hospice. The now former Ceremonial Mayor of Salford, Councillor Tanya Burch, chose Moya Cole Hospice as one of the charities she supported during her time in office, alongside the Royal Naval Association (Pendleton). After visiting the Little Hulton site, Cllr Tanya was deeply moved by the warm, joyful atmosphere and compassionate care she witnessed.

September 2024

Patient praises Moya Cole Hospice's staff. John Webber, a former inpatient at Moya Cole Hospice in Heald Green, expressed deep gratitude for the care he received, which enabled him to return home. The 86-year-old from Stockport, living with advanced prostate cancer and a recent second leg amputation, arrived at the hospice in poor condition. Thanks to the dedicated staff and supportive community, John regained strength and was able to return home.

October 2024

We invest in people! Moya Cole Hospice was awarded the prestigious We invest in people platinum accreditation by Investors in People—the highest level possible. Only 7% of assessed organisations achieve platinum, which recognises that everyone at Moya Cole Hospice is committed to supporting one another and continuously improving. The accreditation reflects how deeply embedded people-focused policies and practices are across the hospice, with all staff playing a role in its ongoing success.

November 2024

The Great Mancunian Ball raises over £550,000 for the Moya Cole Hospice new build. The Great Mancunian Ball, hosted by Gary and Emma Neville, raised an impressive £565,980 for Moya Cole Hospice's new build, supporting the construction of a new hospice in Heald Green. Held at Aviva Studios and designed by TLC, the event featured The Swan Band, advanced lighting, and a live recording of The Overlap presents Stick to Football podcast with football stars discussing the sport and Manchester.

December 2024

A day of remembering loved ones at Manchester Cathedral. Supporters of Moya Cole Hospice gathered at Manchester Cathedral for the Light Up a Life services to remember loved ones, many if not all were cared for by the hospice. Three services featured performances from the Rock Choir, poetry readings, and heartfelt tributes from supporters. Paul Bottomley and Lisa Warbrook shared moving reflections on the care their loved ones received, expressing lasting gratitude for the compassion shown by Moya Cole Hospice.

January 2025

Sisters remember their mum who was a 'brilliant character'. Ellie Hayes and Sylvia Constable fondly remembered their late mother Mabel, who was cared for at Moya Cole Hospice for seven months before she passed away. Grateful for the exceptional nursing and support, they, along with Mabel's granddaughter Laura Beth, continue to support the hospice. Sylvia highlighted the hospice's important role in caring not only for patients but also for their families during difficult times.

February 2025

Moya Cole Hospice named as charity partner for 2025 ASO Manchester Half Marathon. Moya Cole Hospice was named a charity partner for the 2025 ASO Manchester Half Marathon, to be held on Sunday, October 12, starting and finishing at Old Trafford. Moya Cole Hospice is encouraging both experienced and first-time runners to join the hospice team, raising vital funds while enjoying the flat, energetic course through Manchester.

March 2025

Hospice Leaders head to Parliament to call for funding reform. Since 2020, hospices in Greater Manchester have faced a 33% rise in costs, mostly covered by local fundraising. The Greater Manchester Hospices Provider Collaborative urged MPs to support a joint letter calling for government commitments in the new 10-year health plan to improve palliative care and reform hospice funding.

Chair and Chief Executive's statement

Joint Statement from the Chair and Chief Executive

As we reflect on 2024/2025, we do so with great pride in our achievements this year, as well as sense of excitement and anticipation for the future.

It has been a year where we have laid many building block – both literally and figuratively – for the long-term health of our organisation. The work we are doing now will ensure the hospice is here for generations to come and many more people in our community will be able to access the care and support we provide.

As you will read in this report, this year has seen huge strides being made on the progress of our new hospice at Heald Green. This is project has been years in the planning and so to see this monumental progress on the building has been wonderful. We have been gifted a permanent vantage point to the construction as our current hospice sits next door to the new site. Staff, volunteers and patients have been able to track progress as the building takes shape, and we look forward to the day we move in very soon.

This new hospice, coupled with our future plans for our Little Hulton site, herald the future of our hospice in outstanding, modern facilities that match the outstanding care being provided within their doors.

This ambitious development of our estate has also been the catalyst for future change as we prepare to change our name from St Ann's Hospice to Moya Cole Hospice in October 2025. This is not a decision that has been taken lightly and has been done with full support of our Trustees and in consultation with staff, volunteers, patients, supporters and our community.

This change honours our inspirational founder, Dr Moya Cole, a pioneering woman who championed the need for hospice care in our region. The move to the new name will ensure we celebrate our long heritage while looking to the future, and ensures we are modern, relevant and welcoming to all.

> *"The work we are doing now will ensure the hospice is here for generations to come and many more people in our community will be able to access the care and support we provide."*

During 2024/2025, we have been preparing for the change, both by engaging with stakeholders and key supporters about the change, but also by reviewing the look of our branding and winding down stocks of patient leaflets and other printed materials to ensure this change is not wasteful.

Dr Moya Cole has always been a huge inspiration and role model for us all and it is an honour and privilege to be able to recognise her huge contribution to our organisation in this way.

In the pages of this report, and every day on our wards, consultation rooms and out in our community, our team embody everything Dr Moya Cole believed in. A spirit of caring and unwavering dedication to the people impacted by life-limiting illnesses we care for, as well as their families and loved one. A drive to continually improve and look for ways to enhance quality in every corner of the organisation. And a passion and determination to fundraise to ensure we are always here for the people of Greater Manchester.

None of this would be possible without the steadfast support of our community. Those who have experienced our care, those who remember a loved one and cherish the time spent in the safe hands of our team, and those who live or work nearby and value the support we offer for the people in their community. We thank you all and look forward to the next chapter for our hospice.

Rachel McMillan
Chief Executive of Moya Cole
10th December 2025

Anita Rolfe
Chair of Moya Cole Hospice
10th December 2025

None of this would be possible without the steadfast support of our community. We thank you all and look forward to the next chapter for our hospice.

Anita Rolfe, Chair of the Board

Trustees' report and financial statement

Trustees' Report including Strategic Report

The Trustees of Moya Cole Hospice, also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31st March 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102). These statements relate to Moya Cole Hospice (formerly St Ann's Hospice), which is referred to throughout this report as Moya Cole Hospice.

Constitution and governing documents

Moya Cole Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

On 13th August 2025 a special resolution was passed which came into effect on 1st October 2025 changing the name of the Charity from St Ann's Hospice to Moya Cole Hospice and also updating the Articles of Association.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

Moya Cole Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport, and Meadowsweet Lane, off Peel Lane, Little Hulton.

The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice @ Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of Moya Cole Hospice have carefully considered the Charity Commission's general guidance on public benefit. Moya Cole Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members. Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction

All new Trustees participate in an induction programme (reviewed annually) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad hoc training events.

Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, risk management, and financial investments.

Section 172

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

- The likely consequences of any decision in the long term;
- The interests of the charity's employees;
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of Moya Cole Hospice include people affected by, or living with life limiting illnesses;
- The impact of the charity's operations on the community and the environment;
- The desirability of the charity maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the charity.

Organisation

The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work.

The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary.

By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making

A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management

The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight

of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant subcommittees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Leadership Team and relevant sub-committees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Efficient risk management remains a cornerstone of our operations at Moya Cole Hospice. In line with our ongoing commitment to operational excellence, we have successfully transitioned our risk registers from Pineapple to Vantage, our comprehensive electronic governance system. This strategic move represents a significant enhancement in our approach to risk management, ensuring that all governance functions are now integrated within a single, cohesive platform.

Vantage has been a trusted system at the hospice for several years, supporting the management of incidents, complaints, and policies. By consolidating our risk registers within Vantage, we have further streamlined our governance processes, making critical information more accessible and manageable across the organisation.

Our staff's familiarity with Vantage has facilitated a seamless transition, minimising any potential disruption to daily operations. The platform's customisable interface allows us to adapt the risk module to our unique requirements, ensuring it aligns with our existing processes and policies. Moreover, Vantage's integration capabilities enable us to manage risks in a more coordinated manner, enhancing our overall risk management and incident response efforts.

This transition underscores our commitment to improving operational efficiency and transparency. By unifying all governance functions under Vantage, we have not only simplified processes but also ensuring greater consistency and accessibility across the hospice. Vantage's interoperability strengthens the connection between risk and incident management, supporting more informed decision-making and proactive risk mitigation strategies across the organisation.

Engaging Stakeholders

Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies, and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders and obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Our Beneficiaries

We are keen to learn from our beneficiaries' experiences at Moya Cole Hospice and actively seek feedback and suggestions that help us make positive changes. Our teams regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision making and help us make continuous improvements.

Our Supporters

We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our newsletter that is sent three times a year. The circular helps keep our supporters up to date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see firsthand the impact it has. We have a significant presence online and across the social media platforms

that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget Me Not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking to them regularly over the phone and inviting them to in-person meet ups with other participants. This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences. Every year we hold a thank-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have. In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff and Volunteers

We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive Leadership team hold a Director's Drop-in. We have several working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in decision making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment. At Moya Cole Hospice, volunteers work across the hospice in a variety of roles and with varying responsibilities.

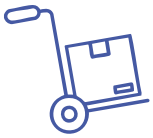
From running our café and providing visitors with a much needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley.

Our volunteers are the lifeblood of the organisation. We want to encourage people, whatever their skills and background, to consider volunteering for us. We also want our volunteers to have every opportunity to develop themselves and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

At Moya Cole Hospice we are committed to providing equal employment opportunities for all candidates. The hospice is proud to be a disability confident employer, ensuring equitable access to vacancies based on the candidates, skills, experience and qualifications. We strive to make reasonable accommodations during the recruitment process, for example, access to interview questions prior to interview and throughout employment to support all employees in the performance of their role and their career development, for example, accessing different learning styles and adapting training as required.

We are dedicated to supporting ongoing career development and are committed to providing a work environment that values diversity, is inclusive, accessible and responsive to the needs of all candidates and employees.

Our Suppliers



Moya Cole Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. A robust procurement process is in place to ensure the highest quality product is delivered at the most cost-effective price point.

Environmental Sustainability

We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development

of a new modern hospice facility, efficiency projects for our existing estate, and working closely with our staff to transform culture and behaviours.

Carbon Dioxide Emissions (CO2e)

Tonnes of CO2e generated by Moya Cole Hospice from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 297.35 tonnes CO2e (2023/24 309.96)
- Electricity = 136.51 tonnes CO2e (2023/24 124.72)
- Business Transport = 8.04 tonnes CO2e (2023/24 5.71)

The total CO2e generated by Moya Cole Hospice during 2024/25 is 441.9 tonnes CO2e (2023/24 453.30).

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible during 2024/25 is 2,235,158 kWh (2023/24 2,243,867 kWh).

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an 'average' car in the government guidance.

Ambulances and vans applied the category of 'Managed Vans; Average; Diesel' for their conversion factor.

Data on distance was taken from fuel invoice information with vehicle mpg information drawn from number of online sources noted in supporting documentation (ESOS calculation spreadsheet).

Current government guidance on all conversion factors was used throughout. The ratio below is based on operational hours for Moya Cole Hospice, this equals:

8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor is:

50.45kg CO2e /operational hour (2023/24 51.74kg CO2e)

Energy Efficiency

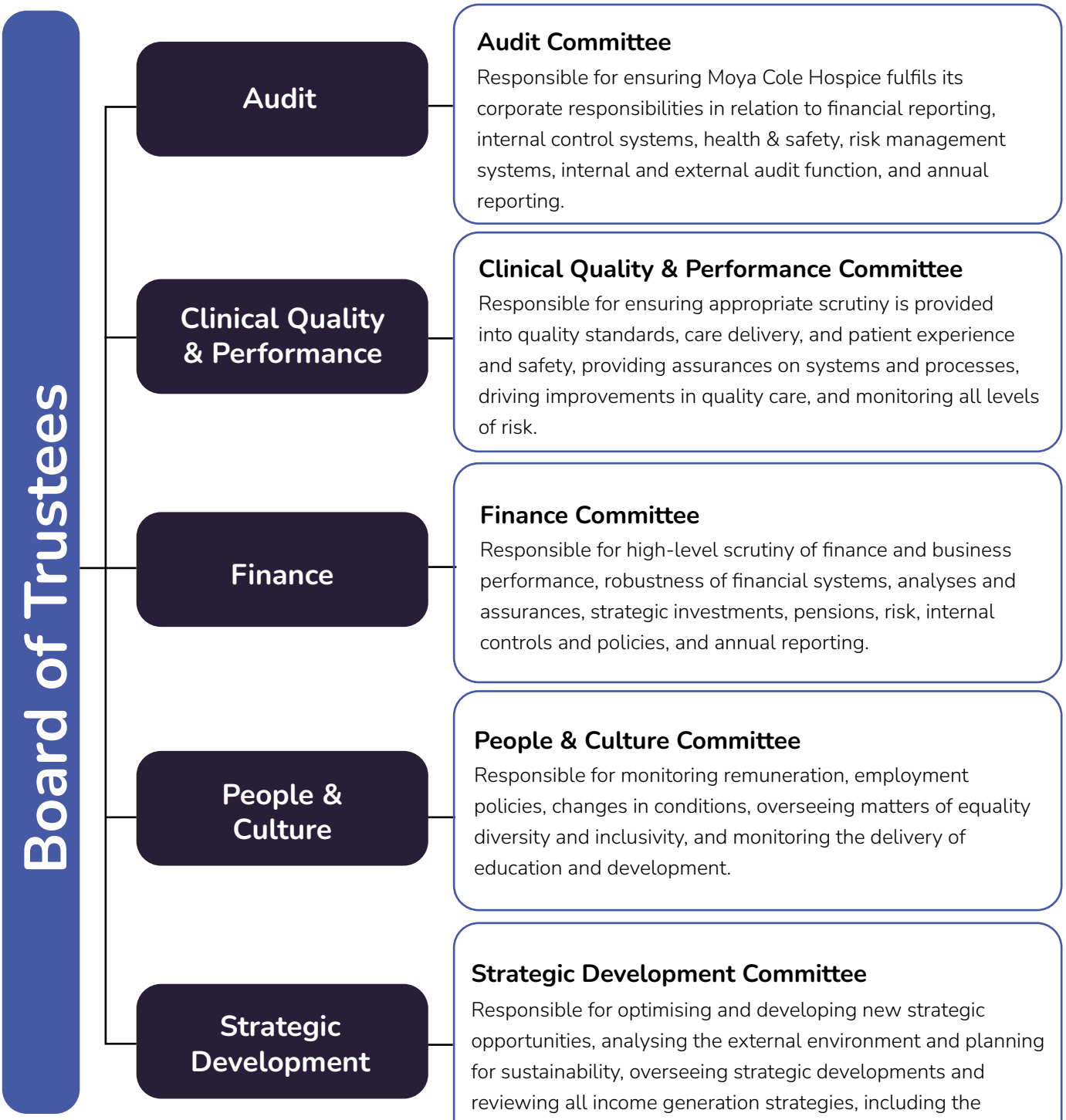
- The hospice reduced its gas consumption by 4.1% over the year reducing its carbon footprint by 13 tons of Co2
- The hospice increased its electricity use by 9.4% over the year increasing its carbon footprint by 12 tons of Co2
- The Hospice increased its car and transport use by reduced fuel consumption by 40.6% equating to 2.32 tons of Co2
- Our new hospice has been designed with air source heat pumps to provide heating and hot water more sustainably
- Our new hospice will have no gas network included so to further reduce carbon footprint

Water Used

The Little Hulton site used 3,688m3 of water in 2024/25 (2023/24 2,364m3) and the Heald Green site used 3,325m3 (2,418m3 2023/24) of water for the same period.

Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.



Audit Committee

Responsible for ensuring Moya Cole Hospice fulfils its corporate responsibilities in relation to financial reporting, internal control systems, health & safety, risk management systems, internal and external audit function, and annual reporting.

Clinical Quality & Performance Committee

Responsible for ensuring appropriate scrutiny is provided into quality standards, care delivery, and patient experience and safety, providing assurances on systems and processes, driving improvements in quality care, and monitoring all levels of risk.

Finance Committee

Responsible for high-level scrutiny of finance and business performance, robustness of financial systems, analyses and assurances, strategic investments, pensions, risk, internal controls and policies, and annual reporting.

People & Culture Committee

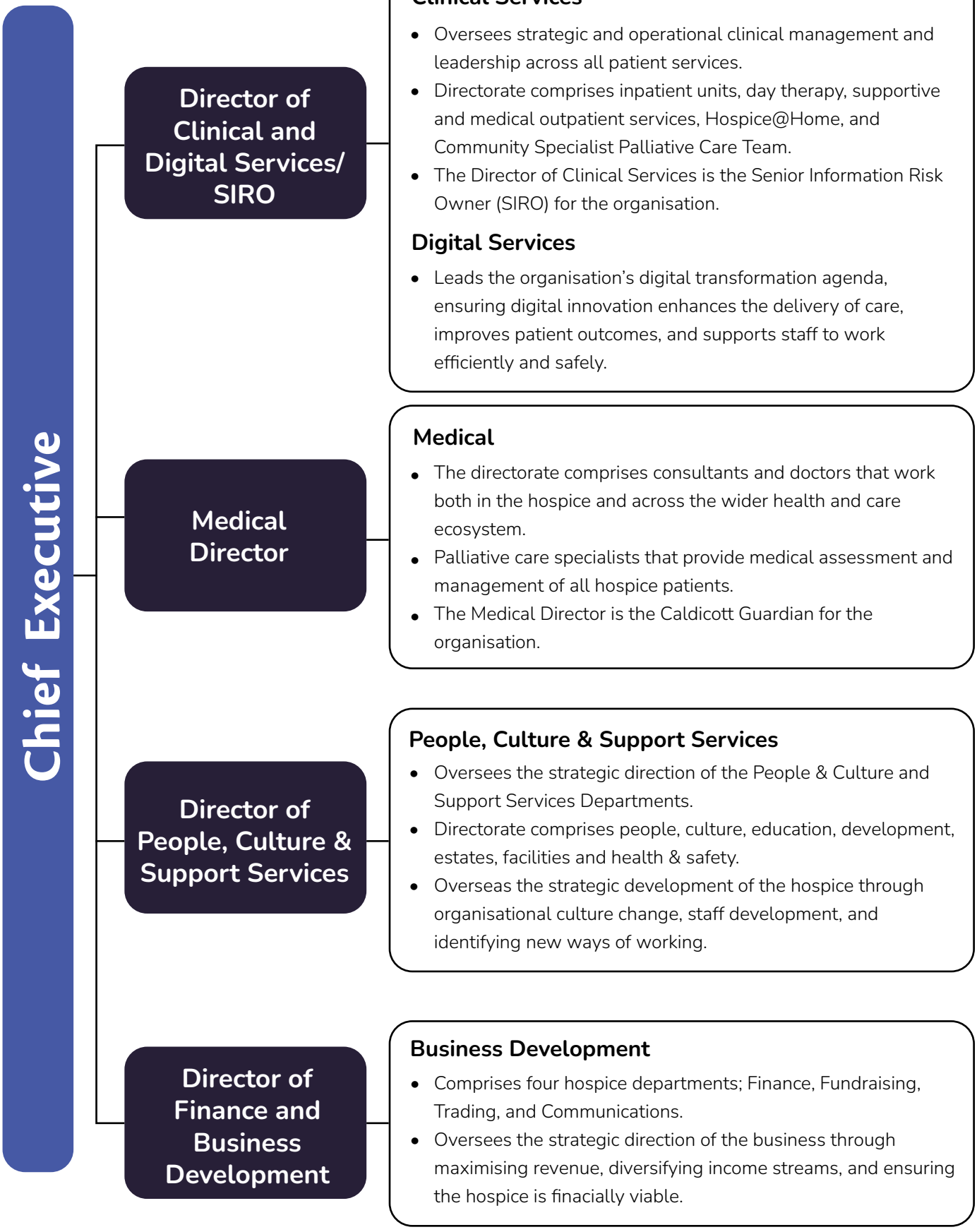
Responsible for monitoring remuneration, employment policies, changes in conditions, overseeing matters of equality diversity and inclusivity, and monitoring the delivery of education and development.

Strategic Development Committee

Responsible for optimising and developing new strategic opportunities, analysing the external environment and planning for sustainability, overseeing strategic developments and reviewing all income generation strategies, including the capital fundraising campaign.

Moya Cole Hospice Directorates

Our Executive Leadership Team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates.



Our reach

Moya Cole Hospice is one of the oldest and largest hospices in the UK and our services span Greater Manchester and Cheshire. We care for thousands of patients from across the area every year and provide support for their loves ones too.

We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:

In 2024/25, Moya Cole Hospice proudly marked the final year of its 2020–2025 Clinical Strategy, continuing to deliver outstanding palliative and end-of-life care across Greater Manchester. We sustained a consultant-led seven-day service, strengthened partnerships with NHS Trusts, and expanded specialist services including tissue viability, speech and language therapy. Collaborative initiatives across the Greater Manchester Hospices Partnership enhanced patient outcomes and resource efficiency.

We also finalised our new 2025–2030 Clinical Strategy, developed through extensive stakeholder engagement. This forward-thinking strategy aligns with regional and national priorities and sets a strong foundation for innovation, equity, and sustainability in care delivery.

Key Highlights:

- Maintained high-quality inpatient and community services, increasing access and continuity of care.
- Advanced staff training, leadership development, and research initiatives, including the Inspire Programme and education partnerships with the University of Salford.
- Delivered numerous quality improvement projects and strengthened governance through full implementation of the Patient Safety Incident
- Response Framework (PSIRF).
  Reinforced our values-based culture, recognising excellence and prioritising staff wellbeing and inclusivity.
- Secured funding extensions and continued provision of our Homeless Palliative Care Service.
- Commenced construction of our new 27-bed hospice at Heald Green, set to open in Winter 2025, and began planning the redevelopment of Little Hulton.

Looking Ahead (2025/26)

We will implement the new Clinical Strategy, complete the transition to our state-of-the-art hospice at Heald Green, enhance digital capabilities (including EMIS integration and e-rostering), and optimise care models to support more patients, particularly those with non-cancer diagnoses and dementia. A continued focus on innovation, workforce development, and service accessibility will underpin our mission to lead specialist palliative care provision for years to come.

Clinical & Medical Services

At Moya Cole Hospice, our clinical teams operate under the leadership of the Director of Clinical and Digital Services, who also serves as the Senior Information Risk Owner (SIRO), Executive Safeguarding Lead and PSIRF Executive Lead. Supporting the Director of Clinical and Digital Services are our Safeguarding Leads: The Head of Clinical Services/CQC Registered Manager/PSIRF Learning Response Lead and the Deputy Head of Clinical Services/Controlled Drug Accountable Officer, CDAO/ PSIRF Engagement Lead.

Inpatient Unit

Throughout 2024/25, our inpatient units have continued to operate at full capacity, delivering comprehensive, round-the-clock care. Our commitment to expanding access to seven-day services has ensured that patients can be admitted on weekends and bank holidays, providing seamless continuity of care. Our dedicated staff have worked tirelessly to support patients and their families, empowering them with the information needed to make informed decisions about their care, including preferred priorities, nutrition and hydration, medication management and visitation.

Being You Centre

Our Being You Centre has continued to provide personalised face-to-face and virtual appointments, ensuring that patients receive tailored medical, rehabilitation, and wellness support. Over the past year, our team has strengthened collaborations with The Christie NHS Foundation Trust Systemic Anti-Cancer Therapy and Phlebotomy Clinic. In addition, our Little Hulton site has provided a joint Heart Failure Clinic. Our outreach service continues to expand, with the team actively engaging with partners across localities to improve access to care.

Community Specialist Palliative Care Team (CSPCT)

In 2024/25, our Community Specialist Palliative Care team has sustained a full range of services, meeting the increasing demand for specialist palliative care. The team has provided expert clinical guidance and support to patients, families, community providers, and acute hospital staff. In response to evolving patient needs, they have remained adaptable, offering video and phone consultations where necessary to ensure timely and effective care.

Hospice@Home

Our Hospice@Home Team has remained a cornerstone of care delivery throughout 2024/25, providing a fully operational service with timely responses to all referrals. The team has consistently triaged referrals within 48 hours, assessed individual patient needs at every visit, and delivered compassionate emotional and psychological support to both patients and their families.

Homeless Palliative Care Service

Originally funded as a five-year Big Lottery project, our homeless palliative care coordinator service has now entered its sixth year following the award of an additional year's funding. Throughout the past year, the coordinators have continued to play a vital role in ensuring that individuals from vulnerable populations receive compassionate and appropriate end-of-life care. They have delivered expert case management, championed the voices of patients, and worked collaboratively with multiple agencies to facilitate high-quality care, signposting individuals to appropriate services as needed.

Rehabilitation Team

Throughout 2024/25, our Rehabilitation Team has continued to champion a rehabilitative approach to hospice care, ensuring patients receive high-quality support tailored to their needs. The team has presented their work at regional and national conferences, contributing to wider discussions on best practices in rehabilitation. The team has maintained its specialist lymphoedema service across Greater Manchester and Cheshire, offering individualised treatment plans, including lymphatic drainage, compression bandaging, and self-care education. These efforts have helped improve patients' quality of life by reducing pain, swelling, and discomfort while promoting independence and self-confidence. In addition, our complementary therapy services supported by volunteers have enabled more patients to benefit from holistic treatments.

Patient and Family Support Team

Over the past year, our Patient and Family Support Team has continued to offer essential services to patients, carers and staff. Their work has remained flexible and responsive, addressing the spiritual, psychological and social needs of those we support.

Clinical Administration Team

Throughout 2024/25, our Clinical Administration Team has provided essential support to clinical and support service teams, ensuring efficient data management and service co-ordination. They have worked innovatively and collaboratively to maintain high standards in administration while supporting the evolving needs of the hospice.

Pharmacy Team

Our Pharmacy Team has remained integral to patient care throughout 2024/25, operating under a service level agreement with Salford and Wythenshawe hospitals. Alongside our advanced clinical practitioners and medical team, they have ensured the safe and effective management of pain, symptoms, medication administration, and discharge planning. In addition, during the last year, the Pharmacy Team has led the implementation of an electronic prescribing and administration system for our inpatient units.

Clinical Volunteers

Our clinical volunteers have continued to play an invaluable role in supporting patient care and assisting clinical teams. Their dedication and commitment have contributed significantly to the high standard of care delivered at the hospice. Notably, our clinical quality volunteer has continued to lead patient interviews across both of our inpatient units. The insights gained from these interviews have been instrumental in identifying areas for improvement and enhancing the overall quality of care we provide.

Medical Teams

Our Medical Teams at Moya Cole Hospice are led by the Medical Director who is our Caldicott Guardian and is supported by our Associate Medical Director. Our Medical Teams consist of:

- Palliative Medicine Consultants
- Associate Specialists
- Speciality doctors
- Rotational resident doctors

Throughout 2024/25, our 24/7 consultant-led medical teams have delivered exceptional care across our inpatient units and the wider communities that we serve. Our medical teams have also continued to provide support for our 24-hour advice line during this period.

24-hour Advice Line

Moya Cole Hospice 24-hour Advice Line is manned by a registered nurse with support from our medical team and pharmacists, and is provided 24-hours a day, seven days a week. The service has been maintained throughout the last 12 months and provides telephone support for both healthcare professionals and patients, families and care givers from across Greater Manchester (Salford, Trafford, Manchester and Stockport).

Quality improvement

Moya Cole Hospice has remained focused on quality improvement within our clinical services during 2024/2025. Our Quality Improvement Group approve, monitor and support all quality improvement projects across our clinical services. In September 2024, we held our second Audit and Quality Improvement Seminar at our Little Hulton site to showcase some of the project work our teams carried out over the previous 12 months. The seminar was well attended and feedback from the afternoon was extremely positive with the attending staff enjoying the event. We plan to continue the seminar on an annual basis, cross-site. During 2024/2025, we have carried out the following quality improvement and service improvement projects:

- Baseline review of inhaler prescribing and administration at Moya Cole Hospice
- A retrospective audit of decision-making and prescribing of VTE prophylaxis
- Aroma patch evaluation project
- Blood transfusion and TACO project
- Inpatient assessment and management of constipation
- Diabetes audit
- Bed rails risk assessment
- Re-audit on the assessment of the implementation of
- IPOS
- Introduction of a medication huddle

In addition, during 2024/2025 we have begun a number of other improvement projects which remain ongoing:

- Digital legacy project
- Hospice advice line project
- Reduction of waste of patient's own Controlled Drugs project
- Improvement of the care and support to patients with
- Metastatic Spinal Cord Compression (MSCC) with a particular focus on skin integrity
- Dysphagia management project
- Tissue viability service improvement project
- SBAR – improving the patient handover process

Over the last year we have continued to facilitate a bi-monthly journal club for hospice staff, which has been extended from medical staff (including medical staff involved in our on-call system) to the wider multidisciplinary team.

Quality Accounts

The hospice produced the Quality Accounts for this reporting period in line with national guidance.

Incident Reporting and Near Misses

At Moya Cole Hospice, all incidents, accidents and near misses are reported at Moya Cole Hospice via our electronic incident management system. Staff are supported by a suite of policies, training, procedures and guidance around incident management within the organisation. Incidents and learning from incidents are discussed at the relevant team, departmental and committee meetings. We have always encouraged openness and honesty, in line with both the professional and legislative duty of candour. Our culture encourages candour, openness and transparency across all departments within the hospice and in any communication with patients and families in relation to both notifiable safety incidents and non-notifiable safety incidents. We have ensured that the requirements to be open when things go wrong are explicit within our complaints, incident management and whistleblowing policies.

People, Culture and Support Services

People and Culture

September 2024 marked a momentous occasion for the hospice, in being recognised as an Investors in People (IIP) Platinum level employer. The IIP award is the highest level of accreditation achievable within the Investors in People framework, signifying exceptional performance in people management and development. It indicates an organisation has embedded practices that support and develop its employees, contributing to sustainable results and a strong workplace culture. Only a small percentage of organisations achieve this level, placing the hospice among the top performers in people management internationally.

Attaining Platinum level accreditation strengthens the hospice's reputation and helps to attract and retain high performing individuals. Our IIP assessor commented "At Moya Cole Hospice, you strive to create a high performing organisation where values, strong leadership and a culture of continuous care for your community, you foster an environment where both patients and team members can thrive".

Wellbeing Programme

The hospice's wellbeing week which takes place in January, has continued this year. The hospice has also welcomed two new Mental Health First Aiders. These, along with other initiatives, ensure staff are supported.

Education and Development

The Education and Development Manager has undertaken a review of the hospice's internal and external education offer, outlining recommendations which will be implemented into a programme of education in the coming year.

The hospice's 3-day palliative care course and student placements have been generating income for the hospice this year.

Leadership Development

Following a rigorous assessment process by the University of Salford, the hospice's Inspire Leadership Development Programme has achieved the University's Quality Continuous Professional Development (QCPD) accreditation. This verifies the professional quality of the hospice's internal leadership programme and its true learning value for its delegates.

The Leadership Exchange Network continued this year; one session focused on the work of William Bridge's 'Managing Transitions'. Leaders were provided with practical tools to effectively navigate change and to support the workforce through the transition to the new building at Head Green.

Organisational Behaviours and Values

Work has continued this year to further embed the hospice's values. The Manager's Guide to Values-Based Interviewing has been reviewed and updated. A section for values-based interview questions has been included on the interview proforma prompting recruiting managers to include values-based interview questions in all interviews.

Digital Developments

An area of focus this year has been the opportunity to fully harness new technology demonstrated through preparing for the implementation of a new People Database and Learning Managing System.

Part of this work has focused on enhancing user experience and maximising online efficiency with a move from paper to digital workforce files. This has created benefits, including improved data security, remote accessibility, which is especially valuable in today's hybrid or remote working environments, facilitating better collaboration and flexibility and more streamlined and efficient environment for managing workforce data and workflows. This development has also enabled the People & Culture Department to meet is social value target.

Support Services

New Building at Heald Green

In June 2024 construction commenced on the new building at Heald Green. This project will create a modern 27 bed inpatient facility with provision for outpatients, a dedicated education centre, Café and enhanced gardens for patients. Providing high quality and accessible services the new building will serve the local and wider community for many years to come. The construction is due to be completed in Autumn 2025 with good progress being made to date.

Redevelopment at Little Hulton

An options study has been conducted for the re-development of the Little Hulton site. This involved engaging with staff members and architects to understand the challenges and opportunities of the current Little Hulton estate and building. Feedback obtained will enable the hospice to plan the redevelopment of the site to further maximise its potential and provide an enhanced environment for its users.

Catering and Housekeeping Services Review

A review has been undertaken of the hospice's Catering and Housekeeping services resulting in changes for the workforce and investment in equipment.

Improved ways of working have resulted in activities being streamlined and duplication of tasks avoided. Investment in new equipment has also supported the working environment and improved the physical effort needed.

The review has supported teams to improve the delivery of Catering and Housekeeping services and also provided time for all staff to take part in education activities and attend individual and team meetings as well be part of other hospice activities, for example Involve group meetings, quarterly Team briefings.

Business Development

Fundraising income from donations and legacies to the 31st March 2025 was £6,758,985 against the previous year of £4,842,542 (2023/24) an increase of 40%.

The 2023-28 five year strategy drives the primary activity within the fundraising team and with the vision to deliver a surplus income of £5m in the financial year of 2027/28.

In line with the strategy, we have delivered the following:

To build a more sustainable base of fundraising income by investing in sustainable income streams including regular giving, in aid of activity, and trusts and foundations, by increasing income by 50% across these streams.

- During 2024/25 we have seen our greatest increases in the following areas: community in aid of income (18%); corporate income (58%) Major Donations (38%), The Great Manchester Run (93%).

To be digital first and digital efficient in the planning and delivery of activity.

- We trialled new donation forms for the Christmas Appeal which delivered increased income and allowed donors to over the cost of processing donations in line with best practice within the industry. This also gives us visibility of donor source to support targeted marketing.
- We used new technology to facilitate the silent auction at the Great Mancunian Ball
- We bought our corporate communications onto the hospice' preferred email client to improve supporter experience and data analysis.
- We have progressed email journeys with the ability to segment audiences into separate journeys.

To increase our capacity to fundraise through recruiting and empowering volunteers.

- We expanded our community volunteering programme with the recruitment of and additional fundraising group to our portfolio.

To protect future income by increasing legacy pledgers by 10% Year on Year.

- We engaged with the Hospice Uk Legacy promotion which took place in March 2025. This was a joint effort to promote the importance of legacies to the hospice sector. In addition, we continued to cultivate and steward our pledgers and increase visibility of legacy giving across the department's communications.
- We currently have 73 legacy pledgers, an increase in year of 1

To deliver sufficient income to build a new hospice at Heald Green.

- We planned and delivered the Great Mancunian Ball raising over £500,000 for the appeal
- We planned and delivered phases 3 and 4 of the public appeal raising over £150,000
- We planned and facilitated 4 open days, in June, November and March for the public to see the developments on site and plans. Alongside these structured events we arranged a number of individual and corporate bespoke visits to the new hospice viewing platform.

To reduce our impact on the world's finite resources.

- We partnered with Play It Green for the Great Mancunian Ball to ensure that the event was delivered in a climate friendly way, including the planting of trees for each participant, no single use plastics, encouragement to use public transport to access the venue and essential print only.
- We changed T Shirts to an option for event sign ups to reduce numbers produced unnecessarily.

Fundraising's key priorities for 2025/26 are to:

- Hold the first cultivation event for legacy givers
- Convert 50% of regular givers to the capital appeal to general giving
- To hold a digital audit of software and systems to ensure effectively manage our data and activities
- To establish a high value giving circle to sustain core activity
- To build on the Great Mancunian Ball with a Lunch under the same brand
- To hold a social value audit and establish meaningful goals for the future
- Update policies and documents to align with the Code of Fundraising Practice 2025.

We ensure all our activities are underpinned with correct governance:

Moya Cole Hospice and Moya Cole Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR). No incidents were reported in the 12 months to 31st March 2025.

We review all new activity in line with our information governance policy. We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity.

In the Year 2024/2025, we received four requests to cease communication through the Fundraising Preference Service. No complaints relating to Fundraising were received during the year.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications. The fundraising team and Trading Company undertake safeguarding training in line with the charity's policy for protecting vulnerable people. We engage with external fundraising contractors who act on our behalf to engage with Trusts and Foundations and carry out lottery promotions.

Trading Company

Trading Company turnover in the year was

£2,519,993

(2023/24 £2,520,135)

Operating profit in the year was

£852,544

(2023/24 £880,934), a **3.22%** decrease on 2023/24.

Goods sold under the Gift Aid Scheme, which are reported as donations in the Charity, totalled

£196,033

(2023/24 £227,905), a 13.98% decrease.

Retail

Retail income for 2024/25 was £1,002,367 (2023/24 £1,004,711), reflecting a decrease of 0.2% on the previous year.

During the year, the Retail Team focused on growing income through both donated and purchased goods, expanding our online presence, and improving operational efficiency. Eight Greater Manchester-based companies supported Moya Cole Hospice by donating new goods for resale, helping diversify stock and increase income.

Online sales income grew significantly to over £150,000 (2023/24 £90,000), supported by the introduction of a new selling platform, Vinted, alongside our existing channels.

House clearance activity continued to support income generation, with 27 completed clearances raising over £28,000.

Our specialist Vintage & bridal shop saw strong performance, with 123 dresses sold, raising over £29,000 and over 2,000 vintage items sold raising over £21,000. We also held 11 Warehouse Sales at our distribution centre, generating over £8,000 and welcoming more than 1,200 customers.

To reduce costs and our environmental impact, LED lighting was installed across all shops, warehouse and office spaces, contributing to lower utility bills and reduced carbon emissions.

In 2025/26, the Retail Team will focus on equipping all shops with laptops and providing digital literacy training to shop managers. This will support access to real-time performance data, enhance online listing capability, and improve the valuation of donated items. Growth in online income will be supported by expanding storage capacity, increasing the number of listing stations, and recruiting additional volunteers.

Lottery

Lottery membership at the end of March 2025 was 16,877 (2023/24 17,446) with an average of 14,730 (86%) of members playing each week. During 2024/25 membership decreased by 3.26%. The decline in lottery membership was due to the continued impact of the cost-of-living crisis and a decrease in new lottery sign ups compared to the previous year.

We continued to promote our lottery by telephone and face to face, including in venues across our hospice service area. These campaigns attracted 1,880 new players. We also attracted new lottery member sign-ups via the lottery website at an average of 2 new online players each week.

In addition to the weekly lottery, a Summer Raffle was promoted in 2024/25 with total ticket sales of over £23,000.

The lottery team launched two campaigns in 2024/25 to increase income from existing lottery players. It is expected that these campaigns will increase lottery income by approximately £34,000 per year.

The lottery team also secured a Full Remote Operating Licence issued by the Gambling Commission.

During the coming year the lottery team will continue to promote our lottery both by telephone and face to face. The team also plan to promote the lottery in venues and at community events throughout the year. Following the success of campaigns to increase income from existing lottery players in 2024/25, these campaigns will be extended in 2025/26 to promote the Pattern Pricing option to more players.

Finance

The commencement of construction of the new Hospice in 2024/25 placed a significant emphasis on optimising cashflow. To support this priority, we ensured the prompt submission of government claims, which facilitated timely funding. Additionally, we conducted regular reviews of our investments to maximise returns and ensure the financial stability necessary to support the ongoing construction and future operations of the Hospice.

Finance continues to drive efficiencies by implementing new systems. In 2024/25 approval was obtained for the integration of cloud-based Payroll and automated invoicing systems. These systems will streamline financial processes through the reduction of manual workloads and the reporting functionality which will enhance access to timely and accurate information.

Marketing and Communications

This year has seen the Communications and Marketing team transformed to bring its key functions in house, rather than depending on agencies and consultants. This has seen two new roles in the department – Graphic Designer and Public Relations Officer.

Both roles, in collaboration with the Marketing and Communications Officer and Digital Marketing and Communications Officer roles have allowed creativity to flourish within the department and has led to an increase in the number of patient and supporter stories that have been shared both on our own website and in the press, as well as on our social media channels.

This move to a larger in-house has been timed to coincide with the build-up to both the opening of the new hospice in Heald Green and the rebrand of the hospice to Moya Cole Hospice. This is intended to make these projects both efficient and cost effective, and allowing a dynamic and proactive approach to the work. At the same time the department continues to work closely with all departments across the organisation to support them in income generation, as well as providing clear and up to date information to our patients and their loved ones.

Review of 2024/25 Priorities

We will sign contracts with the contractor and construction of our new hospice will commence on site.

Our legal team put the finishing touches to the construction contract, which was signed at our Board meeting in May 2024 and construction of our new hospice officially began on 3rd June 2024.

The Capital Fundraising Campaign picked up at pace and has continued throughout the period of the project. Cashflow is being tightly monitored each month and to facilitate timely payments to the contractor, Finance Committee and Board approved changes to our governance procedures for the period of construction.

Negotiations with a developer for the sale of the existing Heald Green site are underway.

We will continue to plan the transition to the new hospice, focussing on stakeholders, logistics, staff engagement, asset management and workforce planning.

We engaged Peak Projects and Consulting to support us with aspects of the new build project to ensure the workforce and hospice services transition to the new Heald Green building.

This includes co-ordinating the procurement of furniture, fixtures and equipment, advising on the technical aspects of soft landings and ensuring there is a plan for move management. Workstreams have been established to support this activity, and regular meetings are held with appropriate internal and external stakeholders.

Leaders have been provided with practical tools to effectively navigate change and to support the workforce through the transition to the new building at Head Green during a Leadership Exchange Newtwork event. William Bridge's Managing Transitions model was used to provide guidance and tools to manage the workforces transition to the new building.

To ensure our staff feel prepared for the transition to the new hospice we held several "New Build and You" sessions. These sessions were open to all staff and volunteers and focused on dealing with change.

Workforce plans have been reviewed to enable a seamless transition focussing on education & development needs and designing & testing workflows across all departments.

We will begin a Digital Transformation project which will impact across the organisation.

We appointed a Head of Digital and Enterprise Architecture who commenced in post in April 2024. This postholder has led a number of projects during 2024/25 which were funded by funds designated by our Board in 2022/23. These projects have included:

- Review of all user hardware, resulting in the updating of
- PC's to laptops and docking stations.
- Server consolidation and decommissioning Implementation of digital signing in process on both sites

In addition to delivering these successful projects, a Digital Strategy for 2025-2028 has been written which focuses on 4 strategic themes:

- Digital innovation
- Data and information
- Service delivery
- Cyber security

Our digital vision is that staff will instinctively think about using digital solutions as their first choice, and where appropriate encourage other stakeholders including our patients and their families to do the same. This vision will be embedded across the Hospice promoted and success will be monitored to ensure we are a modern and sustainable organisation.

We will implement digital prescribing and medication administration software to our Inpatient Units.

Before implementation could begin we conducted a full review of digital hardware and WiFI connectivity to ensure compatibility with system requirements and procuring additional hardware to support the implementation.

We developed contingency plans to cover interruption to internet connectivity.

Key staff undertook training to become superusers and acted as trainers to roll out training to the rest of the team.

Full implementation and rollout of the system took place in late spring 2024.

Since implementation a Hospice User group has been established by the software provider to enable users to share successes, challenges and ways to improve the system for use in a palliative care environment.

Internally we continue to monitor incidents to determine the overall impact on patient safety.

We will develop an infrastructure to support a speaking up culture.

Work has taken place this year on building psychological safety across the workforce. This has included reviewing workforce engagement activities to determine how they support a culture of "speaking up". This has resulted in enhancements being identified, for example, formally recording and reporting themes and actions from monthly director drop-ins.

As part of this work, recommendations have been made and accepted to develop the role of a Freedom to Speak up Guardian.

Our priorities for 2025/26

2025/26 marks year three of Moya Cole Hospice five-year organisational strategy which covers 2023-2028.

The upcoming year will see big changes for the organisation. The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1

Construction of our new Hospice will be completed

We start 2025/26 in week 44 of construction, with practical completion expected in the Winter of 2025.

- We will continue to monitor cashflow closely and ensure the project is completed within budget.
- Capital fundraising will continue for the remainder of the project, with an ambitious target set for the coming months
- We will enter into a contract, following due process, with a developer in order to sell the existing Heald Green land

2

Services will transition to the new Hospice & we will say goodbye to our present site

Following the completion of the new Hospice clinical services and support functions based in Heald Green will move to the new site.

- A programme of testing and commissioning will be developed to bring all facilities online at the new site
- We will develop workforce plans to support our workforce moving to the new building so they can continue to deliver excellent services
- Planning will commence on the relocation of all services to ensure a smooth transition

3

The organisation will be known as Moya Cole Hospice

We will use the milestone of the completion our new Hospice site has as a catalyst for a rebrand to enable us to continue to be a hospice that is relevant and welcoming and inclusive to all in our community.

- We will ensure our patients, families, supporters, staff and volunteers are informed about our plans ahead of the official change.
- Our Heads of Department will lead the transition ensuring all assets are updated and key contacts informed.
- We will complete the legal process to formally change our name of our Hospice and our Trading Company.

4

We will implement a new People and Payroll Database

As we continue to invest in digital solutions and move towards being paper-lite we will introduce a new People Database which will streamline our People and Payroll processes to achieve efficiencies.

- We will launch a new People database, following which Payroll will be transferred to the new solution allowing for integration between the two systems and removing the duplication of data.
- Additional People related activities and processes will be automated with the support of the new People Database.
- The People Database will include a Learning Management System which will support education and development giving staff and leaders improved access to learning

5 We will secure sustainable funding to sustain the Homeless service

- We successfully secured funding to sustain the Homeless Service for the financial year 2025–2026. Work is actively underway to secure sustainable funding for the continuation of the service from 2026 onwards.

6 We will embed a Quality Improvement culture across all departments

In 2025–2026, we launched a new five-year Clinical Strategy with a strong emphasis on quality improvement, alongside our first Digital Strategy, marking a significant step towards becoming digitally fit for the future. Clinical and medical quality improvement projects have been actively managed and monitored through our Quality Improvement Group (QIG), supporting our commitment to embedding a culture of continuous improvement across all clinical departments.

Key initiatives delivered during the year include:

- Introduction of electronically printed patient wristbands across inpatient units to enhance patient safety and reduce the risk of identification errors.
- Implementation of an electronic staff sign-in app across both sites, improving operational efficiency and supporting real-time workforce visibility.

These developments reflect our ongoing dedication to improving care quality, safety, and digital maturity across the organisation.

STAFF
STAFF
STAFF
STAFF
Lisa
'Riordan

Manchester's New Hospice

From April 2024 to March 2025, the new Heald Green hospice building has come a long way. At the beginning of 2024, ground was broken on the site adjacent to the current hospice and what seemed like decades of planning had finally become reality.

There is no doubt that our new hospice in Heald Green will be revolutionary for the care we provide for our local community. The current site is no longer fit for purpose, and this new hospice will provide patients and families with the care and privacy they require in their time of need. It will also provide our staff and volunteers with a building they will be proud to work in, taking their wellbeing into consideration and supporting them to excel in their roles.

The project includes a modernised 27-bedroom inpatient unit to help those impacted by life limiting illnesses across Greater Manchester. The new building will be a specialist care facility in Greater Manchester that local people can access – from the diagnosis of a life-limiting illness through to treatment, and beyond. Our holistic approach to care will meet the complete and complex medical, physical and spiritual needs of our patients and their families, in a world-class environment that is welcoming, caring, and fully equipped with modern facilities.

Those working or visiting Heald Green from April 24 to March 25, have in no doubt been able to notice and appreciate the incredible work being done by Caddick Construction in building the new hospice. Every week, it felt like staff and volunteers would dash to various viewing areas around the hospice for a glimpse at the progress on the site, and it never disappointed.

Below is a detailed look at the progress that has been made in the 12-month period spanning from April 2024 to March 2025.

APRIL 2024

By April, the new build site had been cleared of the shrubbery, and overgrown grass and weeds that made up the vast majority of the premises. Work was quiet as onlookers eagerly anticipated the start of construction.

Various interviews of staff and supporters were posted on the Moya Cole Hospice's social media channels highlighting just how important this new site would be for the people of Greater Manchester.

MAY 2024

In May the ground was fully prepared for the foundations to be dug, and the commencement of construction was imminent. A fly-over video posted to Facebook showed the ground, cleared and ready for the walls to soon go up.

JUNE 2024

June saw the commencement of construction of the new build. Earthworks phase took place which saw the stripping of the topsoil on the site, down to the clay underneath, creating a blank canvas for the next phase of construction. This was also to get the site prepped and ready for drainage works.

JULY 2024

Drainage works commenced in July. Moya Cole Hospice's ambassador, Lee Boardman revisited the site following the spade in the ground event earlier in the year. He described the immense differences between the site between then and his second visit.

"When I was last here, it was like a jungle," Lee remarked.

The team over at Caddick also began laying the foundations of the Inpatient Unit building. A surface water drainage system was also installed to remove excess rainfall, ensuring the site won't be flooded in the future.

The car park was also installed to the rear of the site, for easy access for construction staff and what will eventually make up the official car park for the new hospice building.

AUGUST 2024

The car park was fully installed in August, and the "main base" for Caddick construction was installed at the rear of the car park.

The foundations of the steel "superstructure" which will house the Being You Centre commenced.

SEPTEMBER 2024

The first brick of the new hospice was laid! The walls were now starting to skyrocket across the site. A feat that would have been impossible without Moya Cole Hospice's hard working and dedicated supporters and volunteers.

The steel frame for the Being You Centre building also began installation and the Build it Together appeal hit the major milestone of £1,300,000.

OCTOBER 2024

Construction of the steel superstructure of the Being You Centre continued, and a 40 tone crane was on site to assist the team in doing so.

Brickwork continued on the Inpatient Unit, internal drainage systems were installed, and ground preparations for the concrete slab pouring took place.

The slab pouring was essential for the brick work above ground (foundation level) to commence. The above ground brick laying commenced towards the end of the month.

Another drone flyover took place in October in what was the first official flyover since construction officially commenced in June. The video was posted to Facebook.

NOVEMBER 2024

Brick laying continued well into November and in more exciting news the red brick that will make up the exterior of the hospice building started being laid also.

In a milestone occasion, the steel structure of the Being You Centre was completed and the ground and first floors that will make up the building were laid out. Members of the Moya Cole Hospice team were able to stand on the first floor and look out at the views that would soon make up much of the staff offices and education centre for the very first time. Pictures of the milestone event were captured and posted to social media and shared on our website.

The Great Mancunian Ball was held, hosted by Gary and Emma Neville raising an incredible total of over £550,000 for the new build.

DECEMBER 2024

Construction continued into December, making good progress in the first official winter month. Onlookers could now begin to visualise how the structures would look once completed.

JANUARY 2025

Construction continued into the new year and more and more progress was being made. The rooms that would make up the individual patient rooms were taking shape and brick work on the Inpatient Unit was raising higher and higher.

Brick work also commenced on the Being You Centre enclosing the structure. Another flyover took place this month showcasing the construction progress under a thin blanket of snow.

FEBRUARY 2025

Construction once again continued into the final winter month. Snow fall and heavy rain can often cause delays in construction, so it was welcome news that Greater Manchester received minimal amounts throughout these months.

MARCH 2025

Works significantly progressed internally and continued to progress externally. Fire protection works began, a necessary step before the continuation of construction. This was to get ready for the construction of partition walls, mechanical and electrical systems, all of which commenced in March.

At roof level, roof coverings were completed on the Being You Centre, creating water tightness, ensuring the works taking place below are protected from water damage.

Campaigns

The £26.5m pound project was an ambitious one for the hospice to undertake and set out various goals to fund the construction of the new building.

One such fundraising project is the ongoing Build it Together appeal which asked the community to help us raise £2m to help with the cost of construction.

The Heald Green hospice has been a household name in Stockport and the surrounding communities for over 50 years and the way the community got behind this new building has been nothing short of breathtaking. Within mere months of launching the campaign, Moya Cole Hospice reached its first major milestone of £1m. These funds were raised through various fundraising efforts from our supporters, and through campaigns and events organised.

By April 2025, the fundraising campaign had surpassed its £1,500,000 milestone and is rising closer and closer to that £2m goal.

Various campaigns included the buy a brick campaign, which asked the public to help fund the bricks that were used to build the hospice.

The next phase of the appeal asked the public to help kit out the new hospice by funding the furniture that would make up the interior of the hospice, as construction of the new building neared the completion of the exterior walls.

Conclusion

Over the 12-month period, you can clearly see how much works have progressed over at the new Moya Cole Hospice site. The building is nearing completion and will ensure that the people of Greater Manchester will have a state-of-the-art hospice facility for generations to come.

From St Ann's Hospice to Moya Cole Hospice

On October 1st, 2025, St Ann's Hospice will become Moya Cole hospice in a rebrand that honours our inspirational founder while embodying a more inclusive name.

For us to continue to serve and care for those impacted by life-limiting illnesses and their loved ones long into the future, we must ensure that we are reflective of the wonderful and diverse community that surrounds us and that we remain culturally relevant in our modern world.

Although a change has been in discussion for many years, making the change at this point in our journey, as we open a new site in Heald Green, and with plans to refurbish Little Hulton in the near future, means we have reduced the cost involved to the minimal amount.

Dr Moya Cole, was a trailblazing woman who knew how important hospice care was, and still is, for the community. She graduated with a BSc degree in physics from Queen's University in Belfast way back in 1939 and earning an even more impressive MSc a year later.

This would be a huge achievement for someone these days, let alone for a young woman so many decades ago.

She became a consultant in Radiotherapy and Oncology at what was then the Christie Hospital and Holt Radium Institute and ran the first clinical trials in the use of the drug Tamoxifen for breast cancer patients prior to her founding of St Ann's Hospice.

Most importantly for the history of St Ann's Hospice, it was Moya Cole who campaigned tirelessly for the need for hospice care for the people of Greater Manchester.

Our long history of caring for people impacted by life-limiting illnesses in our community all starts with her.

We move to this next chapter of our history with her legacy and dedication to excellent end-of-life care in our hearts and minds.

The rebranding marks a new chapter for the hospice and showcases one of our core values, being Bold and Brave. We had to be bold and brave in our decision to change from St Ann's Hospice to Moya Cole Hospice.

As an organisation, we understand that for many, we will always be St Ann's Hospice but we must look to the future and modernise to ensure we are here for future generations of people in our community who will need our care.

The rebranding process has been fully supported by the Board of Trustees and started with focus groups of staff at the hospice to discuss our current branding, where we want to be in the future and what the hospice stands for. This allowed the branding team to create the Moya Cole Hospice proposal.

We then held market research sessions with the new brand with around 60 people made up of staff, volunteers, supporters, patients and families, as well as the general public in our local area.

This market research included 1:1 interviews and focus groups to discuss reaction to the new branding.

We have worked with award-winning Manchester based design agency Truth Creative. They developed the brand with us and have now handed over the brand to us to roll out. The brief was to create a new brand for the organisation that celebrated our heritage and prepared us for the future of hospice care. As soon as the story of Moya Cole was discussed it was clear that her inspiring story was the best way to represent this for the hospice.

We believed the new branding of Moya Cole Hospice will aid us in the future to continue being experts in our field and pioneers in hospice care, honouring a trailblazing woman who founded a much-needed hospice in Greater Manchester over 50 years ago.

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and it's trading subsidiary.

The Trustees report a net increase to overall funds for the year of £1.9 million (2023/24 £0.6 million increase) and an overall funds balance of £28.2 million at 31st March 2025 (£26.3 million at 31st March 2024). The financial position of the group is set out in the balance sheet on **page 53.** The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and Expenditure

The Statement of Financial Activities is set out on page 52 of these financial statements. From an operating point of view, 2024/25 showed a surplus before investment gains/(losses) and pension liability movements of £1,557,261 (2023/24 surplus of £593,232).

The hospice's principal sources of income are donations, legacies, NHS contracts and trading profits. Total income in 2024/25 was £15.5 million (2023/24 £13.1 million), an increase of 18.1%. Income from donations (including capital build) in 2024/25 was £3.8 million, a 50% increase on the previous year's performance (2023/24 £2.5 million). Legacy income is 27% up this year (£2.9 million), recognised as received or as due under FRS102 (2023/24 £2.3 million). Funding from NHS Clinical Commissioning Groups amounted to £5.5 million, an increase of 3.3% (2023/24 £5.3 million). The turnover of the Trading Company remained static at £2.5million (2023/24 £2.5million). The amount donated to the hospice is £0.9 million, a 1.9% increase compared to 2023/24. Investment income and interest receivable in 2024/25 was £410k, this is an increase of 3.4% compared with 2023/24 of £397k.

The cost of Charitable Activities increased by 11.2% from £9.9 million in 2023/24 to £11.1 million in 2024/25. We continue to review our cost base to ensure that we are providing our services as efficiently as possible. The actuarial gain in the pension fund is £368k (2023/24 £88k loss). In the Balance Sheet there is a decrease in the liability to £0.3 million (2023/24 £0.7 million) The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the Moya Cole Hospice Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 24 in these financial statements.

Investment Performance, Policy & Management

At 31st March 2025 the value of the investment portfolio was £10 compared to 31st March 2024 balance of £2.4million. The trustees resolved to liquidate all existing shareholdings to provide funding for the capital project.

Our current investment relates to our 1.5% ownership in the Hospice Quality Partnership Company, which supports hospices in enhancing procurement practices, reducing operational costs, and promoting data sharing to drive best practice

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. For 2024/25, the minimum target for free reserves was set at the equivalent of three months' operating costs. This level was determined to enable increased allocation of funds to the Capital Build project, while also reflecting the Organisation's diversified income streams.

The free reserves at 31st March 2025 are £3.5m (2023/24: £3.1 million), an increase of £0.4 million. This represents three months of normal running costs for the hospice (2023/24 three months).

The Charities SORP specifically

allows for funds held as 'tangible fixed assets for charity use' to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.6 million, equal to the net book value of tangible fixed assets (2023/24: £1.7 million). This amount has slightly decreased on the previous year.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £18.5 million (2023/24: £18.4 million). This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

In 2022/23, the Trustees approved the creation of a designated fund to support Information Technology upgrade works, with an initial allocation of £0.12 million. Implementation of the upgrade programme commenced in 2024/25, and the fund is expected to be utilised progressively through to 2030. As at the reporting date, the residual balance of the fund stands at £0.11 million.

Strategic Risk

The Trustees have oversight of the strategic and operational risks across the organisation through both the Board and its committees. The three key strategic risks (red risks) facing the charity are the uncertainty of voluntary and Trading Company income; clinical staffing recruitment and retention and future ICB funding. These three risks are discussed in more detail below.

Uncertainty of voluntary and Trading Company income

Voluntary income from fundraising, particularly legacies is uncertain by its very nature. Changes to legislation in relation to fundraising practices, could reduce income and the capacity to fundraise through usual channels. Downturns in the economy can reduce fundraising income. The hospice is in direct competition with other major charities for fundraising income.

Loss of key staff from income generating teams can lead to gaps and affect continuity and capacity to fundraise whilst a reduction in Lottery subscribers leads directly to a fall in income and profit. In mitigation of this risk, the Trustees regularly review external influences and legislative implications.

We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies.

The Trading Company Corporate Strategy and the Fundraising Digital Transformation Strategy are now live, with the aim of identifying new income streams and building on the success of existing ones to support transformational income growth.

Recruitment and Retention of Clinical Staff

Vacancies in clinical areas compounded by ongoing above average sickness absence puts pressure on existing staff and could affect delivery of care

We have produced new guidance for inpatient unit staffing using an external organisation, Establishment Genie. Using this guidance to ensure that staffing levels are adequate to meet the needs of patients on each shift and to assure the hospice board as to the safety of staffing levels, that there are processes in place to maintain safety and quality for patients and providing strategic leadership to all nursing and AHP staff.

Moya Cole Hospice continues to align its pay scales with NHS workforce increases to further support the recruitment and retention of skilled staff.

Integrated Care Board (ICB) Funding

The Hospice continues to work in close partnership with the Greater Manchester NHS ICB to highlight and address the ongoing issue of a widening and unsustainable funding gap between the actual costs of delivering high-quality care and the financial contribution received from NHS ICB localities. Despite constructive dialogue and collaboration, this disparity remains a significant concern and presents a growing challenge to the long-term financial sustainability of our services. The Hospice remains committed to working with health system partners to seek a more equitable and sustainable funding model.

Going Concern

The Trustees are satisfied that the hospice has financial resources available to be financially viable from the date of signing this report. Total hospice income is currently slightly below budget. While fundraising and investment income are performing ahead of expectations, both legacy and statutory income are slightly behind projected levels.

The hospice remains committed to robust financial management, with regular monitoring of income and expenditure to ensure sustainability. Strategic efforts to diversify income, through fundraising, retail operations, and grants, support the hospice's ability to meet its obligations and deliver high-quality care.

Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.

Trustees' Responsibility Statement

The trustees (who are also directors of Moya Cole Hospice for the purposes of company law) are responsible for preparing the Trustee's Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

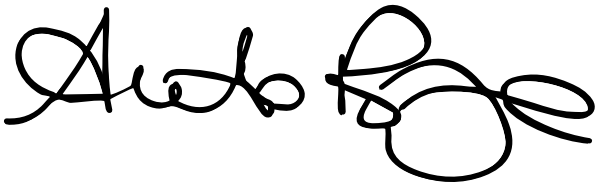
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf.



Anita Rolfe

Chair of Moya Cole Hospice
10th December 2025

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
INCOME FROM:					
Donations and legacies	3	4,694,292	2,064,693	6,758,985	4,842,542
Charitable activities	4	4,527,532	1,011,872	5,539,404	5,355,090
Other trading activities	5	2,536,567	261,500	2,798,067	2,540,955
Other Income	6	17,609	-	17,609	11,395
Investments	7	409,976	157	410,133	396,539
TOTAL INCOME		**12,185,976**	**3,338,222**	**15,524,198**	**13,146,521**
EXPENDITURE ON:					
Raising funds	8	2,903,929	-	2,903,929	2,605,338
Charitable activities	9	9,338,113	1,724,895	11,063,008	9,947,951
TOTAL EXPENDITURE		**12,242,042**	**1,724,895**	**13,966,937**	**12,553,289**
Net income/(expenditure) before investment gains/(losses)		**(56,066)**	**1,613,327**	**1,557,261**	**593,232**
Net Gains/(losses) on Investments	16	(413)	-	(413)	152,270
Net income/(expenditure) before tax	11	(56,479)	1,613,327	1,556,848	745,502
Taxation	14	3,324	-	3,324	(21,061)
Net income/(expenditure) for the year		**(53,155)**	**1,613,327**	**1,560,172**	**724,441**
Transfer Between Funds	22	-	-	-	-
Other Recognised Gains/(Losses): Actuarial Gains/(Losses) on Defined Benefit Schemes	24	368,000	-	368,000	(88,000)
NET MOVEMENT IN FUNDS		314,845	1,613,327	1,928,172	636,441
FUND BALANCES BROUGHT FORWARD AT 1st April		23,415,245	2,918,064	26,333,309	25,696,868
FUND BALANCES CARRIED FORWARD AT 31st March		**23,730,090**	**4,531,391**	**28,261,481**	**26,333,309**

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus of the parent charity for the year for Companies Act purposes is £1,928,172 (2024: £636,441).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET

31st March 2025

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
FIXED ASSETS					
Tangible assets for use by the charity	15	16,576,031	8,636,423	16,562,705	8,614,562
Investments	16	10	2,428,546	12	2,428,548
		16,576,041	11,064,969	16,562,717	11,043,110
CURRENT ASSETS					
Stocks	17	31,716	32,048	-	20
Debtors	18	4,913,650	3,589,746	5,506,010	4,185,560
Cash at bank and in hand	19	8,820,890	13,667,413	7,919,685	12,768,725
		13,766,256	17,289,207	13,425,695	16,954,305
CREDITORS: amounts falling due within one year	20	(1,793,816)	(1,366,867)	(1,439,931)	(1,010,106)
NET CURRENT ASSETS		**11,972,440**	**15,922,340**	**11,985,764**	**15,944,199**
TOTAL ASSETS LESS CURRRENT LIABILITIES					
LIABILITIES		28,548,481	26,987,309	28,548,481	26,987,309
NET ASSETS EXCLUDING PENSION LIABILITY		28,548,481	26,987,309	28,548,481	26,987,309
PENSION LIABILITY	24	(287,000)	(654,000)	(287,000)	(654,000)
NET ASSETS INCLUDING PENSION LIABILITY		28,261,481	26,333,309	28,261,481	26,333,309
FUNDS					
Unrestricted Funds		23,730,090	23,415,245	23,730,090	23,415,245
Restricted funds		4,531,391	2,918,064	4,531,391	2,918,064
TOTAL FUNDS	22	**28,261,481**	**26,333,309**	**28,261,481**	**26,333,309**

These financial statements of Moya Cole Hospice,(registered number 00947220), were appoved by the Directors and authorised for issue on 10th December 2025. They were signed on its behalf by:

Mr Darren Holt
Honorary Treasurer

Cash Flow Statement
For the year ended 31 March 2025

	Group 2025 £	Group 2024 £
Net cash flow from operating activities	527,694	983,635
Cash flows from investing activities:		
Interest received	404,080	342,730
Investment net proceeds	2,428,123	(32,415)
Investment income received	6,053	53,809
Proceeds from sale of equipment	-	-
Purchase of property, plant and equipment	(8,212,474)	(3,808,168)
Net cash flows from in investing activities	(5,374,217)	(3,444,044)
Net increase/(decrease) in cash and cash equivalents	(4,846,523)	(2,460,409)
Cash and cash equivalent at beginning of year	13,667,413	10,831,752
Cash and cash equivalents at the end of the year	8,820,890	13,667,413

Reconciliation of net income and net cashflow from operating activities	Group 2025 £	Group 2024 £
Net income before investment gains	1,557,261	593,232
Adjustments for:		
Investment income	(6,053)	(53,809)
Interest Receivable	(404,080)	(342,730)
Corporation Tax Paid	-	-
Depreciation	272,865	282,119
Profit on sale of tangible fixed assets	-	-
	1,419,993	478,812
Decrease in stock	332	4,219
Decrease/(Increase) in debtors	(1,323,904)	547,460
(Decrease)/increase in creditors	430,273	14,144
Adjustment for pension funding	1,000	(61,000)
	527,694	983,635

Notes to the financial statements

For the year ended 31st March 2025

1. ACCOUNTING POLICIES

Company and charitable status

Moya Cole Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 10 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 89.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic ofIreland (FRS 102), effective 1 January 2019; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustee'sReport which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence from the date of signing. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking Moya Cole Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 16.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustee'sannual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- **Fundraising and publicity**
  This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- **Lottery and raffle prizes and organisation costs**
  This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- **Other costs associated with trading activities**
  This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- **General unrestricted funds**
  General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- **Designated funds**
  Designated funds are amounts which have been put aside at the discretion of the Trustees.

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease on a reducing balance
Leasehold buildings	period of lease
Fixtures, furniture and	4 years
equipment	4 years
Motor vehicles	

Investments

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents 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.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees acknowledge that judgement and estimates have been used in establishing legacy valuation, and are satisified these are based on acceptable underlying assumptions.

Estimates of the pension valuation depend on a number of complex judgments relating to the discount rate used, changes in retirement ages, mortality rates, and the calculation of pension increases. The group engages a firm of actuaries to provide expert advice about the assumptions made and the effect on the pension valuation of changes in these assumptions.

3	ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES	2025 £	2024 £
	Donations	1,837,466	1,860,894
	Legacies	2,925,105	2,298,383
	Donations - HG Capital Project	1,996,414	683,265
		6,758,985	4,842,542

4	ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES	2025 £	2024 £
	NHS Contracts	5,463,008	5,288,427
	Grants	76,396	66,663
		5,539,404	5,355,090

5	ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES	2025 £	2024 £
	Fundraising activities	272,017	18,483
	Lottery and raffle income from trading subsidiary	1,558,741	1,573,263
	Other income from trading subsidiary	967,309	949,209
		2,798,067	2,540,955

6	ANALYSIS OF INCOME FROM OTHER INCOME	2025 £	2024 £
	Other Income	17,609	11,395
		17,609	11,395

7	INVESTMENT INCOME	2025 £	2024 £
	UK listed investments	6,053	53,809
	Bank Interest	404,080	342,730
		410,133	396,539

8 ANALYSIS OF EXPENDITURE ON RAISING FUNDS	2025 £	2024 £
Employee costs	583,335	561,538
Office and sundry costs	66,583	118,978
Direct costs	531,117	248,466
Share of support costs	90,388	75,818
Lottery and raffle prizes and organisation costs	462,697	498,651
Other costs associated with trading activity	1,169,809	1,101,887
	2,903,929	2,605,338

9 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES	Activities undertaken directly £	Support costs £	2025 Total £
2025			
Provision of Hospice services:			
In-patient Care	7,785,900	296,007	8,081,907
Being You Centre	1,516,905	47,669	1,564,574
Community Specialist Palliative Care Team	677,534	9,855	687,389
Hospice at Home	290,614	21,693	312,307
Education	180,762	-	180,762
Capital Project	236,069	-	236,069
	10,687,784	375,224	11,063,008

	Activities undertaken directly £	Support costs £	2024 Total £
2024			
Provision of Hospice services:			
In-patient Care	7,025,991	226,287	7,252,278
Being You Centre	1,361,969	37,475	1,399,444
Community Specialist Palliative Care Team	752,985	8,311	761,296
Hospice at Home	258,909	22,482	281,391
Education	253,542	-	253,542
Capital Project	-	-	
	9,653,396	294,555	9,947,951

10. ANALYSIS OF SUPPORT COSTS

2025	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2025 Total £
Governance	175,917	23,562	5,397	11,879	4,639	221,394	53,332	274,726
Finance	42,616	5,778	1,582	3,483	1,130	54,589	13,150	67,739
Information Technology	36,910	5,005	1,370	3,016	979	47,280	11,389	58,669
Human Resources	31,506	4,272	1,170	2,575	836	40,359	9,722	50,081
Communications	9,058	1,228	336	740	240	11,602	2,796	14,398
	296,007	39,845	9,855	21,693	7,824	375,224	90,389	465,613

2024	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2024 Total £
Governance	137,932	19,022	4,936	13,354	3,776	179,020	46,079	225,099
Finance	35,300	4,895	1,348	3,647	969	46,159	11,881	58,040
Information Technology	19,315	2,678	738	1,996	530	25,257	6,501	31,758
Human Resources	21,520	2,984	822	2,223	591	28,140	7,243	35,383
Communications	12,220	1,694	467	1,262	336	15,979	4,113	20,092
	226,287	31,273	8,311	22,482	6,202	294,555	75,817	370,372

11	NET INCOME/(EXPENDITURE) FOR THE YEAR	2025 £	2024 £
	Net income/(expenditure) is stated after charging:		
	Depreciation of owned asset	182,337	175,117
	Depreciation of leased assets	86,653	91,766
	Depreciation of motor vehicles	3,875	15,236
	Rentals under operating leases		
	Land and buildings	140,594	133,094
	Other	-	4,834
	Auditor's remuneration		
	Fees payable to the charity's auditor for the audit of the charity's annual financial statements*	35,860	34,150
	Fees payable to the charity's auditor for other services to the group	-	-
	The audit of the charity's subsidiary	8,770	8,350

12 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

	Group		Charity	
The average monthly number of employees was:	**2025 No.**	**2024 No.**	**2025 No.**	**2024 No.**
Charitable activity	155	155	155	155
Raising funds	15	16	15	16
Trading activities	21	23	0	-
Support	56	49	56	49
	247	243	226	220

	Group		Charity	
Their aggregate remuneration comprised:	**2025 No.**	**2024 No.**	**2025 No.**	**2024 No.**
Wages and salaries	7,590,313	7,202,537	6,900,357	6,520,295
Social security costs	723,646	675,360	665,951	618,969
Pension costs	832,290	778,154	782,974	730,180
	9,146,249	8,656,051	8,349,282	7,869,444

The 2024 aggregate remuneration includes a deduction for the total redundancy costs amounting to £234,600

13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

	2024 No.	2023 No.
£60,001 - £70,000	7	2
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-
£110,001 - £120,000	1	2

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 89.
The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £465,099 (2024: £456,284).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2024: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

Current tax on profit	2025 £	2024 £
UK corporation tax	61,587	64,911
Adjustments in respect of prior year	(64,911)	(43,850)
Total tax on profit	**(3,324)**	**21,061**

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 25%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2025 £	2024 £
Profit on ordinary activities before tax	861,791	894,987
Tax on profit at the standard rate - 25% (2024 - 25%)	215,448	223,747
Effects of:		
Gift aid donations	(216,279)	(217,814)
Expenses not deductible for tax purposes	160	956
Capital allowances (in excess of)/less than depreciation	1,891	324
Other timing differences	60,367	57,698
Adjustments to tax charge in respect of previous periods	(64,911)	(43,850)
Total tax charge/(credit) for the year	(3,324)	21,061

15 TANGBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2024	4,724,934	4,294,762	3,614,684	205,637	2,689,593	245,842	15,775,451
Additions	8,116,816	7,200	-	-	88,458	-	8,212,474
Disposal	-	-	-	(39,278)	(54,266)	-	-93,544
At 31 March 2025	12,841,749	4,301,962	3,614,684	166,359	2,723,785	245,842	23,894,381
Accumulated depreciation							
At 1 April 2024	-	2,087,593	2,072,941	202,967	2,541,311	234,217	7,139,029
Charge for the year	-	85,198	85,652	1,001	97,139	3,875	272,865
Disposal	-	-	-	(39,278)	(54,266)	-	-93,544
At 31 March 2025	-	2,172,791	2,158,593	164,690	2,584,184	238,092	7,318,350
Net book value							
At 31 March 2025	12,841,749	2,129,171	1,456,091	1,669	139,600	7,750	16,576,031
At 31 March 2024	4,724,934	2,207,169	1,541,743	2,670	148,281	11,625	8,636,423

CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2024	4,724,934	4,294,762	3,614,684	2,291,045	221,045	15,146,470
Additions	8,116,816	7,200	-	87,715	-	8,211,731
Disposals	-	-	-	(3,249)	-	-3,249
At 31 March 2025	12,841,749	4,301,962	3,614,684	2,375,510	221,045	23,354,952
Accumulated depreciation						
At 1 April 2024	-	2,087,593	2,072,941	2,150,329	221,045	6,531,908
Charge for the year	-	85,198	85,652	92,737	-	263,587
Disposals	-	-	-	(3,249)	-	-3,249
At 31 March 2025	-	2,172,791	2,158,593	2,239,817	221,045	6,792,246
Net book value						
At 31 March 2025	12,841,749	2,129,171	1,456,091	135,693	-	16,562,705
At 1 April 2024	4,724,934	2,207,169	1,541,743	140,715	-	8,614,562

The Freehold land and building relates to the Heald Green site which has been sold subject to contract. It has been agreed that Moya Cole Hospice will remain insitu until operations have been fully transferred to the new Hospice.

The new Hospice assets are currently in assets under construction. Funding for the new Hospice will be obtained from designated reserves and the sale of the current site. An expected £4 million bridging loan will be required until funds from the sale are received.

15a CAPITAL COMMITMENTS

At the balance sheet date, the Hospice has the following capital commitments:

	2025 £	2024 £
New Hospice Funding	11,042,000	-

These commitments relate to the construction of new Hospice building, which is expected to be completed in December 2025.

This will be funded from unrestricted and restricted funds with continued fundraising.

16 FIXED ASSET INVESTMENTS

	2025 £	2024 £
Market value at 1 April 2024	2,428,536	2,243,851
Additions	-	862,444
Disposals proceeds	(160)	(3,210,702)
Net Investment Gain	(413)	152,270
Movement in cash held by investment managers	(2,427,963)	2,380,673
Market value at 31 March 2025	-	2,428,536
Cost at 31st March 2025	-	2,428,536
Market value analysed between:	£	£
Investments	-	573
Cash held by investment managers	-	2,427,963
	-	2,428,536
Investment in Hospice Quality Partnership	10	10
Total Group Investment	10	2,428,546
Investment in Subsidiary Trading Company	2	2
Charity Investment	12	2,428,548

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice. The Charity owns 1.5% of the issued ordinary share capital.

The charity owns the entire issued ordinary share capital of Moya Cole Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary is detailed below. Moya Cole Hospice Trading Company Limited's taxable profits are donated to the charity annually.

16 FIXED ASSET INVESTMENTS (continued) RESULTS OF TRADING SUBSIDIARY

The results for Moya Cole Hospice Trading Company Limited, a wholly owned subsidiary of Moya Cole Hospice for the year ended 31 March 2025 are given below.

	2025 £	2024 £
Turnover	2,526,050	2,522,472
Cost of sales	(274,131)	(262,022)
Gross profit	2,251,919	2,260,450
Administrative expenses	(1,399,375)	(1,379,516)
Operating profit	852,544	880,934
Interest receivable	9,247	14,053
Profit before taxation	861,791	894,987
Tax on profit	3,324	-21,061
Profit for the financial year attributable to the equity shareholders of the company	865,115	873,926

Statement of changes in equity

	Profit and loss account £
Balance at 1 April 2023	-
Profit after tax for the year	873,926
Gift aid distribution	(873,926)
Balance at 31 March 2024	-
Profit after tax for the year	865,115
Gift aid distribution	(865,115)
Balance at 31 March 2025	-

BALANCE SHEET
The aggregate of the assets and liabilities was:

	2025 £	2024 £
Fixed assets	13,326	19,191
Current assets	1,039,349	1,005,256
Creditors: amounts falling due within one year	(1,052,673)	(1,024,445)
Total net assets	2	2

17 STOCKS

	Group		Charity	
The average monthly number of employees was:	**2025 £**	**2024 £**	**2025 £**	**2024 £**
Finished goods and goods for resale	31,716	32,048	-	20

18 DEBTORS

	Group		Charity	
	2025 £	**2024 £**	**2025 £**	**2024 £**
Trade debtors	125,509	49,186	98,254	48,130
VAT Recoverable	756,120	581,502	747,720	577,454
Prepayments and accrued income	156,354	141,247	106,044	99,853
Other debtors	3,875,667	2,817,811	3,855,205	2,790,090
Amounts due from subsidiary company	-	-	698,787	670,033
	4,913,650	3,589,746	5,506,010	4,185,560

19 CASH AND CASH EQUIVALENTS

	Group		Charity	
	2025 £	**2024 £**	**2025 £**	**2024 £**
Interest bearing accounts	8,819,490	13,666,013	7,918,285	12,767,325
Current accounts and cash	1,400	1,400	1,400	1,400
	8,820,890	13,667,413	7,919,685	12,768,725

20 CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2025 £	**2024 £**	**2025 £**	**2024 £**
Trade Creditors	440,621	435,865	378,579	381,006
Accruals and deferred income	407,759	544,726	254,842	380,454
Taxation and social security	168,546	164,538	155,641	150,278
Other creditors	715,303	156,827	650,869	98,368
Corporation tax	61,587	64,911	-	-
	1,793,816	1,366,867	1,439,931	1,010,106

21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	4,136,644	705,898	4,842,542
Charitable activities	4	4,098,803	1,256,287	5,355,090
Other trading activities	5	2,540,955	-	2,540,955
Other Income	6	11,395	-	11,395
Investments	7	395,426	1,113	396,539
TOTAL INCOME		**11,183,223**	**1,963,298**	**13,146,521**
EXPENDITURE ON:				
Raising funds	8	2,605,338	-	
Charitable activities	9	8,738,733	1,209,218	2,605,338 9,947,951
TOTAL EXPENDITURE		**11,344,071**	**1,209,218**	**12,553,289**
Net (expenditure)/income before investment gains		**(160,848)**	**754,080**	**593,232**
Net gains on Investments	16	152,270	-	152,270
Net income before tax	11	(8,578)	754,080	745,502
Taxation	14	(21,061)	-	(21,061)
Net (expenditure)/income for the year		**(29,639)**	**754,080**	**724,441**
Transfer Between Funds	22	-	-	-
Other Recognised Gains: Actuarial Gain on Defined Benefit Schemes	25	(88,000)	-	(88,000)
NET MOVEMENT IN FUNDS		(117,639)	754,080	636,441
FUND BALANCES BROUGHT FORWARD AT 1st April		23,532,884	2,163,984	25,696,868
FUND BALANCES CARRIED FORWARD AT 31st March	22, 23	**23,415,245**	**2,918,064**	**26,333,309**

22 STATEMENT OF RESERVES

2025 Group	At 1 April 2024 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2025 £
Unrestricted funds:						
General fund	3,138,326	12,185,976	(12,238,718)	367,587	(38,563)	3,491,734
Designated funds						
Fixed assets	1,704,319	-	-	-	(99,209)	1,605,110
IT upgrade	120,000	-	-	-	(9,119)	110,881
Property refurbishment and development	18,452,600	-	-	-	69,765	18,522,365
Unrestricted funds	23,415,245	12,185,976	(12,238,718)	367,587	-	23,730,090
Restricted Fund						
Specific donations	2,918,064	3,338,222	(1,724,895)	-	-	4,531,391
	26,333,309	15,524,198	(13,963,613)	367,587	-	28,261,481

2025 CHARITY	At 1 April 2024 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2025 £
Unrestricted funds:						
General fund	3,160,185	10,556,794	(10,609,536)	367,587	(30,028)	3,505,059
Designated funds						
Fixed assets	1,682,458	-	-	-	(90,674)	1,591,784
Subsidiary	2	-	-	-	-	2
IT upgrade	120,000	-		-	(9,119)	110,881
Property refurbishment and development	18,452,600	-	-	-	69,765	18,522,365
Unrestricted funds	23,415,245	10,556,794	(10,609,536)	367,587	-	23,730,090
Restricted Fund						
Specific donations	2,918,064	3,338,222	(1,724,895)	-	-	4,531,391
	26,333,309	13,895,016	(12,334,431)	367,587	-	28,261,481

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. In 2021 the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

22 STATEMENT OF RESERVES (continued)

2024 Group	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,068,082	11,183,223	(11,365,132)	64,270	187,883	3,138,326
Designated funds						
Fixed assets	1,732,062	-	-	-	(27,743)	1,704,319
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	11,183,223	(11,365,132)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	13,146,521	(12,574,350)	64,270	-	26,333,309

2024 Charity	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,077,386	9,561,624	(9,743,533)	64,270	200,438	3,160,185
Designated funds						
Fixed assets	1,722,756	-	-	-	(40,298)	1,682,458
Subsidiary	2	-	-	-	-	2
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	9,561,624	(9,743,533)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	11,524,922	(10,952,751)	64,270	-	26,333,309

23 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

2025 GROUP	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	16,576,031	-	16,576,031
Investments	10	-	10
Current assets	9,234,865	4,531,391	13,766,256
Current liabilities	(1,793,816)	-	(1,793,816)
Provision for pension scheme liability	(287,000)		(287,000)
At 31 March 2025	23,730,090	4,531,391	28,261,481

2025 CHARITY	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	16,562,705	-	16,562,705
Investments	12	-	12
Current assets	8,894,304	4,531,391	13,425,695
Current liabilities	(1,439,931)	-	(1,439,931)
Provision for pension scheme liability	(287,000)	-	(287,000)
At 31 March 2025	23,730,090	4,531,391	28,261,481

2024 GROUP	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	8,636,423	-	8,636,423
Investments	2,428,546	-	2,428,546
Current assets	14,371,143	2,918,064	17,289,207
Current liabilities	(1,366,867)	-	(1,366,867)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309

2024 CHARITY	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	8,614,562	-	8,614,562
Investments	2,428,548	-	2,428,548
Current assets	14,036,241	2,918,064	16,954,305
Current liabilities	(1,010,106)	-	(1,010,106)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309

24 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2025 £'000	Recognised in SoFA 2025 £'000
NHS Pension	396	396
Stakeholder	350	350
Moya Cole Hospice Defined Benefit	91	276
	837	1,022

24 EMPLOYEE RETIREMENT BENEFITS (continued)

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at Moya Cole Hospice.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to Moya Cole Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £396,272 (2024: £416,831). An amount of £53,185 (2024: £59,423) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by Moya Cole Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to Moya Cole Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £349,809 (2024: £303,093). An amount of £36,546 (2024: £30,262) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Moya Cole Hospice Pension Scheme

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of Broadstone - Employee Benefits & Actuarial Consultants.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31 March 2018.

The Hospice Trustees are cognisant of their duty as an employer to ensure the solvency of the Moya Cole Hospice Pension Scheme. In consultation with the Trustees of the Moya Cole Hospice Scheme, and upon the advice of the actuary, the Hospice Trustees agreed in 2022-23 a 7 year funding recovery plan that would eliminate the deficit. The Hospice Trustees agreed with the Pension Scheme Trustees that a lower amount would be repaid in the first two years, with the remaining balance then split equally across the subsequent 5 years. Should the deficit reduce/increase further following future valuations, the Hospice Trustees may need to consider a different approach.

The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

	2025 %	2024 %
Discount rate	5.70	4.70
Expected return on assets	5.70	4.70
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	3.75	3.80

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2025 years	2024 years
Retiring today:		
Males	**85.1**	**85.0**
Females	**87.7**	**87.6**
Retiring in 20 years		
Males	**86.7**	**86.6**
Females	**89.4**	**89.3**

The amounts recognised in the statement of financial activities are as follows:

	2025 £000's	2024 £000's
Current service cost	(62)	(53)
Interest on obligations	(476)	(515)
Expected return on scheme assets	446	488
Total operating charge	(92)	(80)
Actuarial gain	368	(88)
Total cost recognised in the statement of financial activities	276	(168)

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2025 £000's	2024 £000's
Present value of defined benefit obligations	9,100	10,500
Fair value of scheme assets	(8,813)	(9,846)
Net liability recognised in the balance sheet	287	654

24c EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

	2025 £000's	2024 £000's
At 1 April	10,500	11,300
Current service cost	62	53
Interest cost	476	515
Contributions by scheme participants	8	8
Administrative expenses	(49)	(44)
Actuarial (gains)	(1,135)	(621)
Benefits paid	(762)	(711)
At 31 March	9,100	10,500

Movements in the fair value of scheme assets were as follows:

	2025 £000's	2024 £000's
Opening fair value of scheme assets	9,846	10,673
Expected return on scheme assets	446	488
Actuarial (losses)/gains	(767)	(709)
Contributions by the employer	91	141
Contributions by scheme participants	8	8
Benefits paid	(762)	(711)
Administration Expenses	(49)	(44)
	8,813	9,846

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

	2025 £000's	2024 £000's
Equities	0	0
Gilts and bonds	4,329	4,789
Liability Driven Investment	4,205	4,069
Cash	279	988
	8,813	9,846

25 FINANCIAL COMMITMENTS

Operating lease commitments

At the balance sheet date the total future minimum lease payments under non-cancellable operating leases were as follows:

GROUP	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Leases which expire:				
within one year	106,986	22,635	140,594	-
between one and five years	327,601	59,508	431,879	-
after five years	185,817	-	327,717	-
	620,404	82,142	900,190	-

CHARITY	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Leases which expire:				
within one year	4,400	22,635	4,400	-
within one to five years	17,600	59,508	17,600	-
over five years	31,900	-	36,300	-
	53,900	82,142	58,300	-

26 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, Moya Cole Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2024: Nil)

The total value of donations received from the trustees during the year was £3,241 (2024: £1,591)

Independent Auditor's Report

Independent Auditor's Report to the Members of Moya Cole Hospice

Opinion

We have audited the financial statements of Moya Cole Hospice 'the charitable company' and its subsidiary Moya Cole Hospice Trading Company Limited 'the group' for the year ended 31st March 2025 which comprise the statement of financial activities, balance sheet, 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 group's and the charitable company's affairs as at 31st 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 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and the directors' report included within the trustees'
- report have been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 51, 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

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities Act 2011. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

We also considered the opportunities and incentives that may exist within the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and grant income and the override of controls by management.

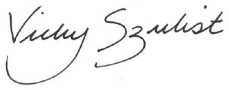
Our audit procedures to respond to these risks included enquiries of management, and the Trustees about their own identification and assessment of the risks of irregularities, testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP,
Statutory Auditor,
3rd Floor,
St George's House,
56 Peter Street,
Manchester,
M2 3NQ

10th February 2026

Officers and Professional Advisors

Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Prof. David Walker
Bishop of Manchester

VICE PRESIDENTS

Mrs Anne Mack

Mrs Ann Hughes

Professor Sir Cary Lynn Cooper CBE FAcSS

Kathy Cowell OBE DL

TRUSTEES

CHAIR

Mrs Anita Rolfe RGN DN (appointed 01/12/25)

Professor Jacqueline Oldham (resigned 30/11/25)

HON. TREASURER

Mr Darren Holt BA FCA,

Mr Mike Brown (Vice Chair) MSc, FHSM, CMIPM (resigned 10th June 2024)

Dr Stephanie Gomm MD FRCP

Mrs Fiona Taylor (Vice Chair) RGN, RM, RHV, Dip HE, BSc (Hons), MA

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Ogden BPham FRPhamS

Ms Kate Squire BA (Hons)

Mr Russell Kaminski LLB (Hons), LPC, TEP (appointed 15th May 2024)

Mrs Paula Tanner LLB, ACA (appointed 15th May 2024)

Mrs Anita Rolfe RGN DN (appointed 15th May 2024)
(appointed Chair 01/12/2025)

Key Management Personnel

CHIEF EXECUTIVE

Rachel McMillan RGN BA(Hons) MSc
(appointed Company Secretary 22nd January 2024)
(resigned Company Secretary 26th June 2024)

DIRECTOR OF PEOPLE, CULTURE, & SUPPORT SERVICES

Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT & COMPANY SECRETARY

Claire Murphy BSc (Hons) FCA
(appointed 26th June 2024)

DIRECTOR OF CLINICAL SERVICES

Emma Dixon RGN BA(Hons)

MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR

Dr Alison Roberts MBChB FRCP

Professional Advisors and Registered Office

SOLICITORS

Brabners LLP

55 King Street, Manchester M2 4LQ
and
Exchange Flags, Liverpool L2 3YL
Manchester M2 3NQ

AUDITOR

Crowe UK LLP

Crowe U.K. LLP
3rd floor
St George's House
56 Peter Street
Manchester M2 3NQ

INVESTMENT MANAGERS

Brewin Dolphin

1 The Avenue
Spinningfields Square, Manchester M3 3AP
Manchester M2 3NQ

BANKERS

The Royal Bank of Scotland

5th Floor
1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINICIPAL OFFICE

Moya Cole Hospice

St Ann's Road North,
Heald Green,
Stockport,
SK8 3SZ

Moya Cole Hospice TRADING CO LTD

Subsidiary of **Moya Cole Hospice**

COMPANY DIRECTORS

Rachel McMillan
Gill Turnpenney
Claire Murphy

Contact details

Moya Cole Hospice
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Moya Cole Hospice
Meadowsweet Lane, off Peel
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@MoyaColeHospice

Registered charity number 258085. Registered in England No. 947220.

Moya Cole Hospice

England & Wales - Charity number 258085

Accounts

Annual Report and Financial Accounts **2023/24**

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01 Our purpose, values and aims

Our purpose and our values

St Ann's is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services, caring for people in the place they call home.
Our support means different things to different people. Some people come to us for care at the end of their life, others for help managing their symptoms. Some join our outpatient sessions, while others enjoy complementary therapies or spend time with our counsellors. Our core purpose is to lead specialist care for people impacted by life-limiting illness.

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.

We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.

Our patients and their loved ones are at the heart of everything we do, and always will be. The care we provide is truly holistic.

Our patients are individuals, and our care addresses their unique needs, whatever they may be.

Our values

Our values are a set of guiding principles and behaviours which shape how we go about our day-to-day jobs to achieve our longer-term goals and plans. If you're supported by the hospice, or are a fundraiser, volunteer, shop customer or staff member, you'll experience our values being put into practice. They are what make us so unique and make St Ann's such a special place to work.

People matter

People are at the centre of everything we do. We treat each other, and ourselves, with kindness and compassion. We value and celebrate diversity; recognising everyone as an individual.

Brave and bold

We want to grow for the future, not settle. We're not afraid to do things differently, get creative, challenge ourselves and the status quo. We're ambitious in our aims, accountable for our actions and learn from our experiences and successes.

Lead and learn

We're experts in what we do, and we don't stop there. We're always learning; informing and shaping the sectors we're in through education, training and research. We lead by example; sharing best practice, advancing in our fields and pioneering new approaches.

Together we are stronger

Together, we're stronger and have a bigger impact than we could have alone. As a charity, we work in collaboration with supporters, partners and the communities around us. We think beyond traditional boundaries to make sure we're here for our communities for years to come.

Strategic aims

Our new five-year strategy for 2023-2028 builds on the previous version and will outline our ambitions and what we aspire to achieve during the next five years.

Our Six Strategic Aims

Strategic Aims 1:

To provide outstanding person-centred care that is innovative and evidence-based.

- We will deliver a consistent level of outstanding care using innovative and holistic approaches to individualised care and support.
- Our care will be evidence-based and aligned to the GM Commitments for Palliative and End-of-Life Care. We will use a rehabilitative approach to planning and delivering care to people using a multi-disciplinary framework.
- We will ensure our services are accessible for those in all of our neighbourhoods and communities, whether that is in our hospice buildings or through our community and outreach services.
- We will further develop and foster a cohesive and collaborative partnership approach to care to ensure we achieve the best outcomes for our patients.
- We will further develop and enhance quality improvements using feedback and reported outcomes of care.

Strategic Aims 2:

To lead the sector in education, research and innovation.

- We will provide an outstanding learning experience that enhances the capabilities of individuals, leaders and teams.
- We will enhance our collaboration with university partners to be recognised as a teaching hospice.
- We will build the capacity and capability of our current and future workforce to embrace and actively engage with research and innovation.
- We will build our reputation as a sector leader and centre of excellence for education, research and innovation.

Strategic Aims 3:

To be an organisation of choice for all.

- We will continue to enrich the culture of St Ann's by further developing opportunities for staff and volunteers.
- We will ensure that people who need our services are able to choose to access our care and that it is tailored to their needs.
- We will listen and engage with staff and volunteers to support their wellbeing and remain a competitive employer considering terms and conditions and benefits.
- We will listen to, engage with and consider the voice of those using our services to further enhance our clinical services.

Strategic Aims 4:

To sustain and further develop a values-based culture within which there are high-performing people and teams.

- We will continue to support our staff and volunteers to be the best versions of themselves.
- We will ensure our leaders have integrity and credibility and are capable of inspiring others and achieving excellence.
- We will live and breathe our values in everyday activities and ensure good governance is maintained and regularly reviewed throughout the organisation.
- We will work proactively to champion social value through strong and effective leadership, building a shared understanding of social value throughout the hospice.

Strategic Aims 5:

To ensure our buildings, estate and facilities are fit for the future to enable the delivery of outstanding person-centred care.

- We will build and open a new hospice building in Heald Green and further review our Little Hulton site, ensuring it remains fit for the future with the changing needs of the population and demand on services.
- We will ensure our technical facilities are modern, robust and safe to deliver high-quality care, education, training and research.
- We will enhance our inclusive culture to identify and open some of our facilities to the public, building our networks and community cohesion.
- We will review, refresh and promote our brand in readiness for the future.

Strategic Aims 6:

To be financially viable and develop growth in our business for future sustainability.

- We will ensure effective good governance is regularly reviewed and adhered to.
- We will continue to develop our collaborative relationships with supporters and colleagues within the health and social care networks to enhance their financial contribution to care and service provision.
- We will explore opportunities within the health and social care networks for financial sustainability.
- We will review the voluntary income streams including the effectiveness of the Trading Company strategic plan.
- We will develop our entrepreneurial ability to identify diverse and sustainable income streams.
- We will develop agile, efficient and flexible processes to reduce costs, enable prompt decision-making and maintain outstanding care delivery.

02 Highlights of 2023/24

St Ann's in Numbers

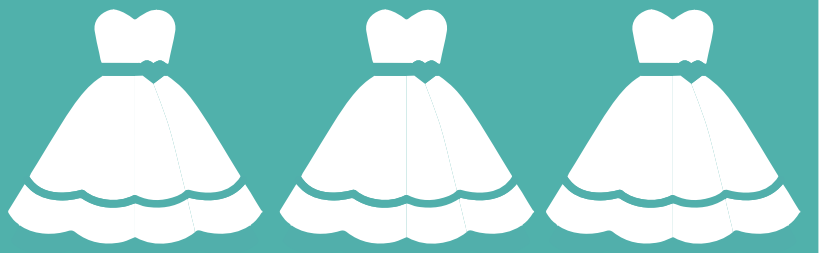
Statistics are important to us at St Ann's, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

Our community team made

1,900

home visits to our patients.

114



Wedding Dresses were sold at our Bridal shop in Stockport.

Our Trading Company completed **26** House Clearances raising **£29,000** for our hospice.

Our Lymphoedema team held

1,392

face-to-face treatment sessions with their patients.

Patients benefitted from

645

complementary therapy treatments.

26%

of patients were discharged from our Inpatient Units and were able to go home.

There were more than **39,000** entries to our Summer and Winter Raffles.

1,300
donors gave us a monthly gift.

£300,000
raised in memory of loves ones.

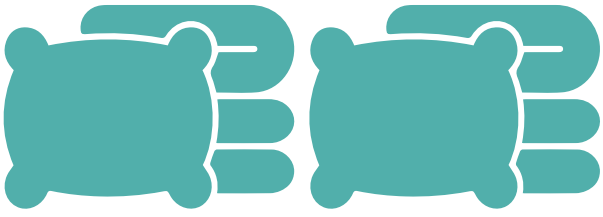
Over 14,700

entries to play our lottery every week in 2023/24.

We had **3** cars donated to us for resale.

98
people left St Ann's Hospice a gift in their will.

Our housekeeping team washed
25,550
bed sheets.



86 runners ran the Great Manchester Run.

We couldn't possibly list everything we've achieved in the last year, but here are a few highlights...

April 2023

Lord-Lieutenant of Greater Manchester visits St Ann's Hospice. The Lord-Lieutenant of Greater Manchester, Diane Hawkins JP LLB, visited St Ann's Hospice in Heald Green to find out more about our Build It Together campaign to build a new hospice. The visit was an opportunity for Diane to hear first-hand from our patients about the amazing care they receive from the clinical staff at the hospice. But it was also an opportunity to see the realities of running the hospice in its current building.

May 2023

Patient cocktail evening.
Thanks to the Griffin pub in Heald Green, we had a fantastic cocktail evening at our hospice for one of our patient's and her friends and family. This patient wanted to make memories with her friends, as she knew she had limited time left with them. The whole medical team of doctors, nurses and therapists worked with her to plan an evening with her friends to remember.

June 2023

£3,000 raised in abseiling challenge. Supporters of St Ann's Hospice took on the Trafford Palazzo abseil on Friday 23rd and Saturday 24th June. Those participating for St Ann's abseiled 170 feet down the side of the Trafford Palazzo tower with lots of other brave charity supporters!

July 2023

Celebrity Ambassadors visit St Ann's to support our new hospice campaign. Actors Lee Boardman and Jennifer James visited staff and patients. The former Coronation Street stars have been incredible supporters of our new hospice campaign, and they came along to hear more about our plans and to encourage the public to support the fundraising. St Ann's cared for Lee's sister when she was ill and the couple have been great supporters of the hospice ever since.

August 2023

Celebrating Pride. At St Ann's we welcome everyone from our community and care for anyone who needs us. We were very proud to be a part of Manchester Pride Parade and to show our support to the LGBTQ+ Community.

September 2023

Big milestone for our new hospice. We reached a huge milestone for our new hospice project in September as we confirmed the purchase of the land next door to our current Heald Green Hospice. This was a huge step for the project that will see a new purpose-built hospice created to care for the people of Greater Manchester.

October 2023

Christmas comes early at St Ann's. Teams from across St Ann's came together to help a patient fulfil her wish to celebrate Christmas early with her family.

Christine Budgen and her family transformed the Being You Centre lounge into a Christmas party with Christmas Dinner, festive decorations, party games and even a visit from Father Christmas.

Christine's daughter Julie Ashton said: "As soon as the team at St Ann's heard that she wanted to celebrate Christmas they all rose to the challenge and nothing was too much trouble. The nurses, physiotherapists and catering team all helped in any way they could to make the day possible."

November 2023

Firewalk is a blazing success raising over £10,000.

Success for the brave 'soles' that took on St Ann's Hospice's Firewalk! 35 people took part in our Firewalk at the start of November, all raising money for St Ann's which amounted to over £10,000.

December 2023

Remembering loved ones at our Light Up A Life Services. Once again, our Light Up A Life services were a fantastic highlight of the year and the festive season. The events were so special and are a perfect way to remember loved ones.

January 2024

Christmas tree collection raises an incredible amount. St Ann's Hospice announces over £60,000 raised from Christmas tree collections at the start of the year! We have been in partnership with Just Helping, who are a Manchester-based charity who facilitate a national Christmas Tree Collection across England and North Wales.

February 2024

Halfway to our target for our new hospice.

In February we reached the £1 million milestone for our Build it Together Campaign!

This incredible total is thanks to the generosity of individuals and organisations in the local community and beyond, and everyone at the hospice is so grateful to those supporters. This is now the halfway point in our public appeal to raising the final £2 million we need to build a new hospice for the future of St Ann's.

March 2024

St Ann's Hospice wins 3rd Sector Care Award.

St Ann's Hospice were thrilled to announce that we won the End-of-Life Care Award at the 3rd Sector Care Awards 2024. The national awards aim to celebrate excellence, innovation and creativity in the voluntary care and support sector.

Emma Barclay, Head of Clinical Services at St Ann's Hospice, said: "Our application focused on St Ann's success in innovation by delivering the rehabilitative approach to palliative care."

"We are incredibly proud of every member of the St Ann's community – both staff and volunteers - who work tirelessly to ensure we focus on what matters most to our patients. Our collaborative approach across teams makes sure their wishes and goals were achieved.

Professor Jacqueline Oldham, Chair of the Board"

03 Chair and Chief Executive's statement

Joint Statement from the Chair and Chief Executive

St Ann's is looking to the future and our commitment to care for the people in our community for generations to come. It has been a challenging year, but our resilience has seen us through, with much to celebrate.

We are incredibly proud of all that we have achieved this year, especially against the backdrop of the continuing financial challenges faced by all hospices, and indeed all corners of society.

We have worked innovatively and confidently to ensure our services continue with the same quality of care and compassion that we demand for our patients and their families.

We are incredibly proud of every member of the St Ann's community – both staff and volunteers - who work tirelessly to ensure we focus on what matters most to our patients. Our collaborative approach across teams make sure their wishes and goals were achieved.

It is this person-centred approach to care at our hospice that led to us being awarded the Markel 3rd Sector Award for End-of-Life Care this year. It was a wonderful achievement and something we should all be proud of. It is a wonderful endorsement of the care our patients and their loved ones receive here at St Ann's Hospice.

We will all remember 2023/24 as the year we reached a momentous milestone in our plans for a new hospice in Heald Green. After months, and even years, of planning and paperwork, we broke ground on the new land in October 2023. It was a huge milestone for our incredibly ambitious project to build a purpose-built hospice for our community and a wonderful occasion to celebrate with our staff, patients and neighbours.

> "We couldn't achieve any of the things we do without the support and incredible fundraising efforts of our supporters. Every day we are reminded of your generosity."

Whilst this was a highlight of the project so far, we look ahead now to the construction of the new building and wait with anticipation and excitement for the day we can start caring for our patients in what will be an incredible new hospice.

We pride ourselves in being an organisation that looks boldly to the future and as we drive both the new hospice project and our plans for redevelopment at our Little Hulton hospice forward,

we do so with the generations of patients in our community in our mind and how best to serve them.

When our founder Dr Moya Cole first championed the need for hospice care for the people of Greater Manchester, she did it with determination and tenacity.

She had a clear vision for what her community needed and deserved, and we continue to build St Ann's Hospice in her name and with the same vision.
We couldn't achieve any of the things we do without the support and incredible fundraising efforts of our supporters. Every day, of every year, we are reminded of your generosity, thoughtfulness and bravery all in support of St Ann's Hospice.

Thank you to everyone who gives their time, donates their money and gets behind our incredible cause – St Ann's Hospice exists because of you all.

Rachel McMillan
Chief Executive of St Ann's Hospice
13th November 2024

Professor Jacqueline Oldham
BSc (Hons) RGN PhD
Chair of St Ann's Hospice
13th November 2024

"Despite the challenges, we have worked innovatively and confidently to ensure our services continue with the same quality of care that we demand for our patients and their families."

"Thank you to everyone who gives their time, donates their money and gets behind our incredible cause – St Ann's Hospice exists because of you all.

Professor Jacqueline Oldham, Chair of the Board"

04 Trustees' report and financial statement

Trustees' Report including Strategic Report

The Trustees of St Ann's Hospice, also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31st March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102).

Constitution and governing documents

St Ann's Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

St Ann's Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport and Meadowsweet Lane, off Peel Lane, Little Hulton. The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice @ Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of St Ann's Hospice have carefully considered the Charity Commission's general guidance on public benefit. St Ann's Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction

All new Trustees participate in an induction programme (reviewed annually) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad-hoc training events, usually taking place at trustee away days.

Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, risk management, and financial investments.

Section 172

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

- The likely consequences of any decision in the long term;
- The interests of the charity's employees;
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of St Ann's Hospice include people affected by, or living with life-limiting illnesses;
- The impact of the charity's operations on the community and the environment;
- The desirability of the charity maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the charity.

Organisation

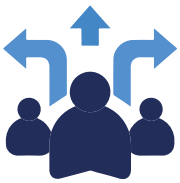
The Board administers the charity and meets a minimum of four times each year.

The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work.

The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary.

By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making



A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive.

The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management

The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub-committees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Leadership Team and relevant sub-committees on the identification and management of strategic and operational risks.

The Audit Committee also meets the external auditors. Efficient risk management remains a cornerstone of our operations at St Ann's Hospice. In line with our ongoing commitment to operational excellence, we have successfully transitioned our risk registers from Pineapple to Vantage, our comprehensive electronic governance system. This strategic move represents a significant enhancement in our approach to risk management, ensuring that all governance functions are now integrated within a single, cohesive platform.

Vantage has been a trusted system at the hospice for several years, supporting the management of incidents, complaints, and policies.

By consolidating our risk registers within Vantage, we have further streamlined our governance processes, making critical information more accessible and manageable across the organisation.

Our staff's familiarity with Vantage has facilitated a seamless transition, minimising any potential disruption to daily operations. The platform's customisable interface allows us to adapt the risk module to our unique requirements, ensuring it aligns with our existing processes and policies. Moreover, Vantage's integration capabilities enable us to manage risks in a more coordinated manner, enhancing our overall risk management and incident response efforts.

This transition underscores our commitment to improving operational efficiency and transparency. By unifying all governance functions under Vantage, we have not only simplified processes but also ensuring greater consistency and accessibility across the hospice. Vantage's interoperability strengthens the connection between risk and incident management, supporting more informed decision-making and proactive risk mitigation strategies across the organisation.

Engaging Stakeholders

Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies, and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders and obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Our Beneficiaries

We are keen to learn from our beneficiaries' experiences at St Ann's and actively seek feedback and suggestions that help us make positive changes. Our teams regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision making and help us make continuous improvements.

Our Supporters

We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our newsletter that is sent three times a year. The circular helps keep our

supporters up to date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see first-hand the impact it has. We have a significant presence online and across the social media platforms that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget-me-not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking to them regularly over the phone and inviting them to in-person meet ups with other participants.

This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences. Every year we hold a thank-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have.

In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff & Volunteers

We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive Leadership team hold a Director's Drop-in. We have several working groups where membership includes various staff roles across the hospice.

We use these groups to consult staff on new initiatives, ask them to participate in decision-making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment.

At St Ann's, volunteers work across the hospice in a variety of roles and with varying responsibilities. From running our café and providing visitors with a much-needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley.

Our volunteers are the lifeblood of the organisation. We want to encourage people, whatever their skills and background, to consider volunteering for us.

We also want our volunteers to have every opportunity to develop themselves and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

At St Ann's Hospice we are committed to providing equal employment opportunities for all candidates. The hospice is proud to be a disability confident employer, ensuring equitable access to vacancies based on the candidates, skills, experience and qualifications.

We strive to make reasonable accommodations during the recruitment process, for example, access to interview questions prior to interview and throughout employment to support all employees in the performance of their role and their career development, for example, accessing different learning styles and adapting training as required.

We are dedicated to supporting ongoing career development and are committed to providing a work environment that values diversity, is inclusive, accessible and responsive to the needs of all candidates and employees.

Our Suppliers

St Ann's Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. A robust procurement process is in place to ensure the highest quality product is delivered at the most cost-effective price point.

Environmental Sustainability

We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development of a new modern hospice facility, efficiency projects for our existing estate, and working closely with our staff to transform culture and behaviours.

Carbon Dioxide Emissions (CO2e)

Tonnes of CO2e generated by St Ann's from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 309.96 tonnes CO2e (2022/23 319.24)
- Electricity = 124.72 tonnes CO2e (2022/23 135.05)
- Business Transport = 5.71 tonnes CO2e (2022/23 18.61)

The total CO2e generated by St Ann's Hospice during 2023/24 is 453.30 tonnes CO2e (2022/23 472.90)

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible during 2023/24 is 2,243,867 kWh (2022/23 2,390,546 kWh).

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an 'average' car in the government guidance.

Ambulances and vans applied the category of 'Managed Vans; Average; Diesel' for their conversion factor. Data on distance was taken from fuel invoice information with vehicle mpg information drawn from number of online sources noted in supporting documentation (ESOS calculation spreadsheet).

Current government guidance on all conversion factors was used throughout.

The ratio below is based on operational hours for St Ann's, this equals:

- 8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor is:

- 51.74kg CO2e /operational hour (2023/24 53.98kg CO2e)

Energy Efficiency

- The hospice reduced its gas consumption by 3.1% over the year reducing its carbon footprint by 10 tons of Co2
- The hospice reduced its electricity use by 8.14% over the year reducing its carbon footprint by 11 tons of Co2
- New practices relating to car and transport use reduced fuel consumption by 31.7% equating to 5.71 tons of Co2
- Our new hospice has been designed with air source heat pumps to provide heating and hot water more sustainably
- Our new hospice will have no gas network included so to further reduce carbon footprint

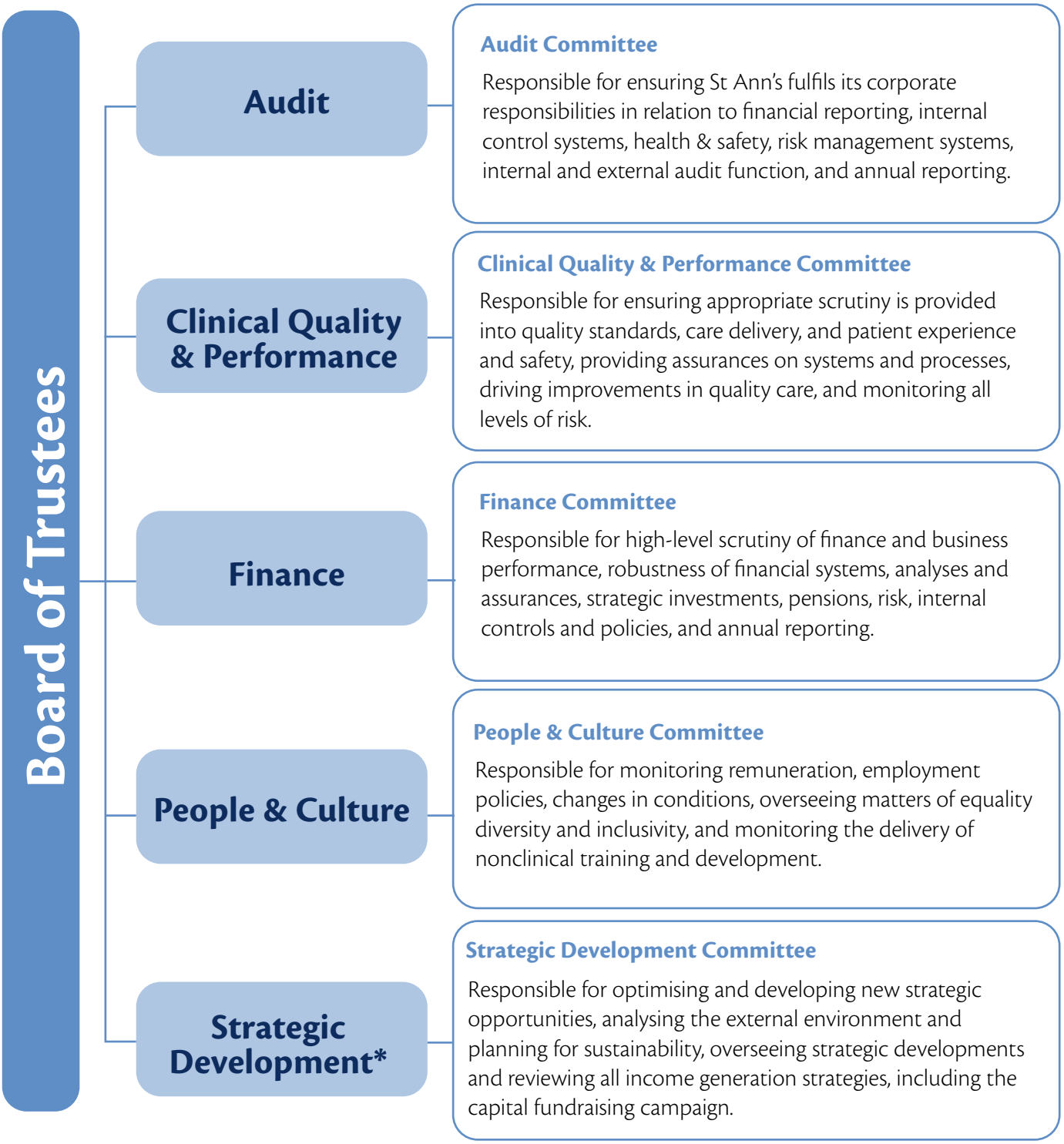
Water Use

The Little Hulton site used 2,364m3 of water in 2023/24 (2022/23 3,437m3) and the Heald Green site used 2,418m3 (2,370m3 2022/23) of water for the same period.

St Ann's Hospice
Frances Brown
Rehab Team Leader/
Macmillan Advanced
Occupational
Therapist

Committees of the board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.



*Assumed responsibility for the Capital Fundraising Appeal Committee (dissolved October 2019)

St Ann's Directorates

Our Executive Leadership Team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates.

Chief Executive

Director of Clinical Services

Clinical Services

- Oversees strategic and operational clinical management and leadership across all patient services.
- Directorate comprises inpatient units, day therapy, supportive and medical outpatient services, Hospice@Home, Community Specialist Palliative Care Team, and the Practice Development Centre.
- The Director of Clinical Services is the Senior Information Risk Owner (SIRO) for the organisation.

Medical Director

Medical

- The directorate comprises consultants and doctors that work both in the hospice and across the wider health and care ecosystem.
- Palliative care specialists that provide medical assessment and management of all hospice patients.
- The Medical Director is the Caldicott Guardian for the organisation.

Director of People, Culture & Support Services

People, Culture & Support Services

- Oversees a wide range of operational services and support functions across the hospice.
- Directorate comprises human resources, training and organisational development, estates, facilities, and health and safety.
- Overseas the strategic development of the hospice through organisantional culture change, staff development, and idenitifyng new ways of working.
- Digital Department.

Director of Business Development

Business Development

- Comprises four hospice departments; Finance, Fundriasing, Trading, and Communications.
- Oversees the strategic direction of the business thorugh maximising revenue, diversifying income streams, and ensuring the hospice is finacially viable.

Our reach

St Ann's is one of the oldest and largest hospices in the UK and our services span Greater Manchester and Cheshire. We care for thousands of patients from across the area every year and provide support for their loves ones too.

We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:

In 2023/24, we proudly reaffirmed our unwavering dedication to advancing our five-year strategy aimed at enhancing palliative and end-of-life care services throughout Greater Manchester. Through collaborative efforts and a steadfast commitment to continuous improvement, we strived to provide the highest quality care possible to our community.

Continuing our commitment, we recommissioned Health Innovation Manchester to conduct an updated assessment of the region's palliative and end-of-life care needs. Building upon their previous work, this renewed effort provided crucial insights that informed our ongoing clinical strategy. This ensured alignment with the evolving healthcare landscape in our community and responsiveness to current needs.

As part of our ongoing collaboration with localities and hospices across Greater Manchester, we further strengthened the GM Hospices Collaborative. Together, we prioritised our efforts based on the outcomes of the updated assessment.

This collaborative approach empowered us to strategically allocate resources where they could make the most significant impact, effectively addressing the diverse needs of patients, families, and the broader community. Additionally, it elevated the profile of financial sustainability within hospices, ensuring long-term viability and resilience in our pursuit of providing exceptional care.

Over the last year, St Ann's has been proactive in responding to national, regional, and local guidelines to ensure the uninterrupted provision of our services. We collaborated closely with our colleagues throughout Greater Manchester to ensure a synchronised response and to effectively manage the pressures on health and care services.

We maintained our proud and vocal presence as an integral part of Greater Manchester's thriving hospice movement. Our collective and cohesive voice, as Greater Manchester's Hospices, has allowed us to exert influence on the continuing developments throughout the region. Additionally, we continued to foster a culture of rehabilitative palliative care, with an emphasis on individual priorities and goal setting.

St Ann's showcased several of our quality improvement projects at regional and national conferences. We held our first Audit and Quality Improvement Seminar, enabling colleagues to present completed quality improvement projects across the hospice. Our consultant-led service was sustained over seven days on both of our sites, resulting in enhanced patient flow, including an increase in weekend admissions and prompt discharges, and more effective symptom management for our inpatients.

We made significant improvements in the governance of our clinical services. Our efforts focused on strengthening governance processes and procedures, including the management of incidents and complaints, and the recording of clinical risks. St Ann's delivered, contributed to, and facilitated joint clinics with partner organisations to ensure the needs of patients and their loved ones were met in the right place, at the right time.

We enhanced communication and coordination between our inpatient units and community settings to improve admission and discharge planning. Collaborating with partners in the Greater Manchester Hospices group on various joint initiatives helped ensure the survival and continued role of hospices in providing specialist, supportive, and high-quality care to people from all corners of Greater Manchester when they needed it.

St Ann's hosted several clinical nurse specialist clinics at our Being You Centres, building relationships with external colleagues, enabling external healthcare professionals to use our facilities, and providing more patients with access to hospice services.

Over the past year, we continued the provision of our homeless palliative care service, ensuring inclusivity and accessibility in our care offerings. We established partnerships with various specialty services across our communities, enhancing our reach and effectiveness in addressing diverse needs. By embedding the rehabilitative palliative care model throughout the hospice, we empowered patients to identify and pursue their personal goals.

Our participation in the Manchester Pride event 2023 demonstrated our commitment to diversity, inclusion, and community engagement. We implemented various initiatives to promote diversity and equality within our organisation, fostering an environment of acceptance and respect. Our efforts to improve accessibility to our services for all individuals, regardless of background or circumstance, reaffirmed our commitment to being an organisation of choice for everyone.

We developed and implemented a new series of Key Performance Indicators (KPIs) to measure the diagnosis of hospice patients and track ethnicity data, ensuring accountability and driving continuous improvement in providing equitable and high-quality care. Regular patient interviews helped us gauge the effectiveness of our services and identify areas for improvement, ensuring we meet the diverse needs and preferences of our community.

We actively engaged with local community leaders and advocacy groups to better understand and address the social determinants of health impacting access to hospice care for certain populations, advocating for resource allocation to promote health equity. Our organisational policies and procedures were regularly reviewed and updated to align with best practices in diversity, equity, and inclusion, actively seeking feedback from stakeholders to inform these efforts.

We maintained a robust system for reviewing and addressing complaints, using feedback as an opportunity for organisational learning and improvement, ensuring our services are responsive to the needs and concerns of all individuals within our care community. Additionally, our ongoing community outreach initiatives raised awareness about the availability and benefits of hospice care, particularly targeting underserved and marginalized populations, and actively seeking feedback to tailor our services to better meet the needs of these communities.

We invested in leadership development initiatives, including organising a 'Clinical Team Leaders' Away Day', to nurture a cohort of capable and empathetic leaders who epitomize our organizational values. We introduced a 'Healthcare Assistant Away Day' facilitated by Advanced Clinical Practitioners, providing a platform for reflection, continuous development, and learning among our healthcare support staff. This initiative aimed to enhance their skills and support their professional growth within our values-based culture.

We introduced the Patient Safety Incident Response Framework (PSiRF), which includes staff education, structured protocols for incident response, and the promotion of a "speak up" culture. This framework encourages all staff members to report safety concerns, promotes a learning culture, and contributes to continuous improvement efforts within our values-based care environment.

Over the past 12 months, we maintained a full programme of mandatory training for all staff, including moving and handling techniques and basic life support skills. We also reviewed and updated our mandatory training plan in alignment with our mandatory training policy to ensure any gaps were identified and bridged.

We provided a comprehensive training programme for clinical staff, including face-to-face training on medicine management and ward-based competencies. Additionally, we celebrated a number of high-performing individuals and teams, recognizing their efforts through our staff award programme.

At St Ann's Hospice, our clinical teams operate under the leadership of the Director of Clinical Services, who holds the position of Senior Information Risk Owner (SIRO). Assisting the Director of Clinical Services are our Head of Clinical Services/CQC Registered Manager and Deputy Head of Clinical Services.

Our clinical teams encompass various specialised units:

- **Inpatient unit teams, including:** Ward Managers, Ward Sisters, Advanced Clinical Practitioners, Nurses,
- Associate Nurse Practitioners, Assistant Practitioners, and Healthcare Assistants.
- **Being You Centre teams, including:** Team Lead, Registered Nurses, Assistant Practitioners and Outpatient Assistants.
- **Hospice@Home Team, including:** Team Lead, Nurses, and Healthcare Assistants.
- **Community Specialist Palliative Care Team,** comprising specialist nursing staff.
- **Rehabilitation Team, consisting of:** Allied Health Care Professionals and Therapists such as Physiotherapists, Occupational Therapists, Lymphoedema Practitioners, Assistant Practitioners, and Complementary Therapists.
- **Pharmacy services, including:** specialist palliative care Pharmacists and Pharmacy Technicians. Homeless Palliative Care Co-ordinators.

- **Patient and Family Support Team,** encompassing the Bereavement Team, Chaplaincy Team, Counsellors, Social Workers, and Associate Practitioners.
- **Clinical administration teams, including:** Clinical Administration Co-ordinators, Medical Secretaries, Clinical Services Secretaries, and Ward Clerks.

Inpatient Units

Throughout 2023/24, our inpatient units have been operating at full capacity, providing a comprehensive inpatient service. Our efforts to improve access to seven-day services have enabled us to admit patients on weekends and bank holidays, thereby ensuring uninterrupted care. Our dedicated staff have tirelessly supported patients and their families in every aspect of their care, offering valuable information to help them to set realistic goals and make informed decisions on matters such as preferred priorities of care, nutrition and hydration, medicines, and visitation.

Being You Centres

At our Being You Centres, we have offered personalised face-to-face and virtual appointments to cater to individual needs. This ensures that all patients have access to medical, rehabilitation, and wellness services. In the last 12 months, our team has provided support to The Christie NHS Foundation Trust Systemic Anti-Cancer Therapy and Phlebotomy Clinic. In addition, our Heald Green site has been hosting a monthly Stepping Hill Hepatic, Pancreatic and Biliary Clinic and Upper Gastro-Intestinal joint clinic. Over the past year our Being You Centre outreach service has continued to gain interest, and the team have been working closely with partners across our localities.

Community Specialist Palliative Care Team

Throughout 2023/2024, our Community Specialist Palliative Care Team has maintained a complete range of services and observed a consistent growth in referral volumes. They have provided exceptional clinical guidance and proficiency for patients, our staff, the community, and acute hospital staff throughout the previous year. Moreover, the team has been adaptable in delivering services, including video and phone consultations, when necessary.

Homeless Palliative Care Co-ordinators

This is the fourth year of five of the Big Lottery funded project and the post has continue to grow in strength. The coordinators continue to provide support in the management of many complex cases to ensure individuals from this vulnerable population, who are approaching the end of their lives, have a voice which is heard. They continue to work collaboratively with other agencies and refer on when needed.

Hospice@Home

Throughout 2023/24, our Hospice@Home team has provided an uninterrupted full service. The team has efficiently triaged all referrals within 48 hours, assessed the unique needs of patients during each visit, and provided consistent emotional and psychological support to both patients and their families.

Rehabilitation Team

Throughout 2023/24, our Rehabilitation team has continued to provide critical services following the resumption of all services in the previous year. The team has played an essential role in promoting a more rehabilitative culture and has presented their work at several regional and national conferences.

Our Complementary Therapists have provided services in addition to supporting volunteers, enabling more patients to access these services. Our Dietitian has continued to work closely with nursing and catering colleagues to review and enhance our ability to meet the nutritional needs of our patients effectively.

The Rehabilitation team has also provided specialist lymphoedema services to patients across Greater Manchester and Cheshire. Our team of experts has worked tirelessly to offer individualised treatment plans, including complex lymphatic drainage, compression bandaging, and skin care management, among other services. In addition, we have also provided patients with education on self-management techniques to help them manage their condition at home. The aim is to improve the quality of life for our patients by reducing pain, swelling, and discomfort associated with lymphoedema, and promoting self-confidence and independence.

Patient and Family Support Team

Throughout 2023/24, our Patient and Family Support team has provided comprehensive services to assist our patients, their families/carers, volunteers, and staff. The team has demonstrated flexibility and responsiveness in meeting the spiritual, psychological, and social requirements of our patients and their carers.

In addition, the team has facilitated regular Schwartz Rounds for our staff and volunteers. They have also provided clinical supervision to the Social Work team at the Christie Hospital, while the Safeguarding Lead has delivered safeguarding training to a North West Hospice.

Pharmacy Team

Our Pharmacy team has continued to provide pharmacy services, throughout 2023/24 under our service level agreement with Salford and Wythenshawe hospitals. This team, with support from our Advanced Clinical Practitioners and medical team, has helped to maintain pain management, symptom management, medication administration and discharge planning. Over the latter end of the year, our pharmacists have led the start of our implementation of an e-prescribing and e-administration system onto our inpatient units. The system went live in April 2024 and will improve patient safety and medication management within the inpatient units.

Clinical Administration Team

The Clinical Administration team has supported the clinical and support services teams by working innovatively and collaboratively throughout 2023/2024 whilst maintaining the administration of the clinical services and data collection.

Clinical Volunteers

We are pleased to report on the ongoing contributions of our clinical volunteers throughout the 2023/24 period. These volunteers have remained integral to the provision of high-quality care within our hospice, offering invaluable support to our patients and clinical teams.

Furthermore, we are proud to recognise the leadership of our Clinical Quality Volunteer, who has continued to lead patient interviews across both of our inpatient units. The feedback gathered through these interviews has been instrumental in identifying areas for improvement and enhancing the overall quality of care provided.

Medical teams

Our medical teams at St Ann's are led by the Medical Director who is our Caldicott Guardian and is supported by our Associate Medical Director. Our medical teams consist of:

- Palliative Medicine Consultants
- Associate Specialists
- Speciality Doctors
- Rotational and Junior Doctors

Throughout 2023/24, our consultant-led medical teams have delivered exceptional care across our inpatient units and the wider communities that we serve. Our medical teams have also continued to provide support for our 24-hour Advice Line.

24-hour Advice Line

St Ann's Hospice 24-hour Advice Line is manned by a Registered Nurse with support from our medical team and pharmacists, and is provided 24 hours a day, seven days a week. The service has been maintained throughout the last 12 months and provides telephone support for both healthcare professionals and patients, families and care givers from across Greater Manchester (Salford, Trafford, Manchester and Stockport).

Commissioning for Quality and Innovation (CQUIN)

St Ann's Hospice's income in 2023/24 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework.

Quality improvement

St Ann's has remained focused on quality improvement within our clinical services during 2023/24. Our Quality Improvement Group approve, monitor and support all quality improvement projects across our clinical services. We have continued to review and evaluate our meetings, looking at how to improve and how we can best evidence our amazing teams and the quality improvement work they undertake.

In June 2023, we held our first Audit and Quality Improvement Seminar at our Heald Green site to showcase the project work our teams carried out over the previous 12 months. There were five presentations and 12 posters which were judged by a panel made up of our Medical Director, our Heald Green Ward Manager and one of our Trustee's.

The winners of the Best Poster were members of the Rehabilitation Team for their poster 'How a rehabilitative approach helped us to transform patient outcomes and our hospice culture.'

The winner of the Best Oral Presentation was one of our medics for a presentation on 'Using simulation training to improve management of opioid induced respiratory depression in the hospice setting: a quality improvement project'.
Feedback after the event was very positive with one attendee saying: "Really motivating and inspiring to see what has been done." Other feedback praised the session for being "educational and forward thinking."

During 2023/24, we have carried out the following quality improvement projects:

- North West Audit Group (NWAG) regional audits
- Audit of compliance against remote prescribing SOP
- Audit of oxygen prescribing and monitoring
- Community Specialist Palliative Care Team patient IPOS implementation project
- Audit of the assessment and documentation of pressure ulcers
- Exploring the views of bereaved people on using the guide to Deathbed Etiquette in end-of-life care Audit of driving advice provided to patients taking prescribed opioids
- Safe prescribing audit
- Improving discussions about organ and tissue
- donation with patients on the Inpatient Unit
- Homeless/inequality awareness campaign
- IPOS contextualisation project
- EMIS admission assessment documentation project
- Ashton's e-Prescribing project

Quality Accounts

The hospice produced the Quality Accounts for this reporting period in line with national guidance.

Incident Reporting and Near Misses

At St Ann's Hospice, all incidents, accidents, and near misses are reported via Vantage, our electronic incident management system. Staff are supported by a comprehensive suite of policies, training, procedures, and guidance on incident management within the organisation. Incidents and lessons learned from them are discussed at relevant team, departmental, and committee meetings. We have always encouraged openness and honesty, in line with the professional and legislative duty of candour. Our culture promotes candour, openness, and transparency across all departments within the hospice, and in any communication with patients and families regarding both notifiable and non-notifiable safety incidents. We have ensured that the requirements to be open when things go wrong are explicitly stated within our complaints, incident management, and whistleblowing policies.

The Year Ahead

St Ann's Hospice remains committed to leading specialist care to those impacted by life limiting illness, not only for our patients, but also for their families and caregivers. During 2024, we will be actively working towards the realisation of our five-year strategy, with a particular focus on preparing for the opening of our new hospice in 2025 and writing the new clinical strategy set to launch in the same year.

Our commitment to excellence remains reflected in our collaborative approach to reviewing, reflecting upon, and monitoring the quality of our services. By incorporating our clinical strategy and hospice values into all aspects of our work, we aim to ensure effectiveness, efficiency, and continuous improvement.

People, Culture and Support Services

People and Culture

This year there was opportunity to review our HR and Education offer to ensure it supported the hospice in achieving its new strategy. As a result, the HR and Education teams have merged to form the new People and Culture Department. The new structure provides a focused approach to education and development as the organisation strives for high performance at an individual, team and organisational level. Additionally, it further enhances our business partner model to ensure departments are proactively supported.

Wellbeing Programme

The hospice continues to ensure staff are supported with wellbeing initiatives including Wellbeing Week in January.

Staff can access external support from the Greater Manchester Resilience Hub and Care First, the hospice's Employee Assistance Programme providers.

Clinical Education

A new online education portal, Clinicalskills.net, has been introduced to enhance learning for clinical staff. The portal is a fully illustrated guide for practical clinical skills procedures. All teams have had an introduction to the site during their team meetings, and video demonstrations have been made accessible to anyone who wants to learn more. The site will be useful for annual Performance and Development Reviews. Clinical Managers can also create tests within the system to aid the continuous development of our clinical teams.

Leadership Development

The hospice's Inspire Leadership Development Programme was delivered again this year for new leaders with some additional content focussing on the concept of leaders building trust using the Trust Equation from the Trusted Adviser.

This addition to the programme not only supported the hospice's leadership behaviours but has also begun to address issues around psychological safety in the workplace.

Ongoing development for existing leaders has been delivered through Leadership Exchange Network (LEN) sessions.

Organisational Values and Behaviours

Following the launch of the hospice's new values, work has been ongoing to ensure they are embedded across the workforce. This has included updating posters and other documentation together with developing a set of behaviours that sit alongside and support each value.

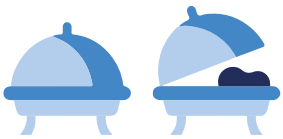
Digital Developments

Recruitment processes have been enhanced with the rollout of NHS Jobs self-service for mangers. This enables managers to see applications when they are submitted, shortlist online and arrange their own interviews. This has reduced the paperwork managers need to complete and created efficiencies for the People & Education Administrators.

The People Database has been adapted to record informal absence management meetings and send notifications to line managers when reviews are due. This is supporting the management of sickness absence and aims to reduce short term absence going forward.

Support Services

Estates Leadership



The estate's leadership team structure has been strengthened with the appointment of a Catering Manager who oversees the catering functions across both hospice sites. This new role is enabling consistency across both sites together with the introduction of quality improvement initiatives. New menus have been introduced for patents and the cafés.

Little Hulton Redevelopment

PRP Architects has been appointed to support the next phase of redevelopment at Little Hulton. This project will follow a similar format to Phase One which commenced in 2019 and resulted in redevelopment of the main reception and surrounding areas. Planning has been undertaken to bring together two staff focus groups to inform a feasibility study.

Digital Developments

The hospice's IT Servers have been updated. This was a major project and has realised several benefits including compliance with the Data Security and Protection Toolkit, reduced the risk of malicious security breaches, improved the robustness of the network and increased computer speeds for users.

A rolling programme of replacing PCs and laptops was introduced due to the majority of devices being two or three generations old. The new technology is improving processing time as well as storage capacity and cybersecurity.

Improvements to Patient Areas and Facilities

Throughout the year it has been possible to make several improvements to our estates and facilities including:

- Opened our café at Heald Green to patients, visitors, service users and staff. This project provided high quality and freshly made sandwiches and salads along with fresh coffee, juices and confectionary – all served in a welcoming setting with a mix of sofas and casual dining arrangements.
- Completed a fire stopping and compartmentation project to enhance protection in the event of a fire
- Refreshed our patient food offer with an emphasis on individualised fresh food cooked on site with additional choice and improvements to quality and improved presentation.

STAFF
St Ann's Hospice
Joanne Lisle
Healthcare Assistant
Hospice @ Home

Business Development

Fundraising

Fundraising income from donations and legacies to the 31st March 2024 was £4,842,542 against the previous year of £5,909,716 (2022/23) a decrease of 19.0%.

The 2023-28 five year strategy drives the primary activity within the fundraising team and with the vision to deliver a surplus income of £5m in the financial year of 2027/28.

In line with the strategy, we have delivered the following:

To build a more sustainable base of fundraising income by investing in sustainable income streams including regular giving, in aid of activity, and trusts and foundations, by increasing income by 50% across these streams.

- During 2023/24 We have observed an increased level of in memory giving, reflecting the publics ability to once again hold larger gatherings and celebrations for their loved ones. Income from third party events, community income and corporate income all showed increases on the prior year.

To be digital first and digital efficient in the planning and delivery of activity.

- We integrated our Fundraising CRM with the hospice's email client to improve efficiency in digital communications with our supporters.

To increase our capacity to fundraise through recruiting and empowering volunteers.

- We have established two groups of committed volunteers who are now delivering our onsite hospice fairs. This programme will be expanded to two further community groups in 2024/25. We have increased further our office volunteer resource by one day per week.

To protect future income by increasing legacy pledgers by 10% Year on Year.

- Legacy pledgers now have an established support journey and have been invited to engage in visits to the hospice. A mailing was sent to 4,500 donors resulting in 38 new legacy pledges.

To deliver sufficient income to build a new hospice at Heald Green.

- In September 2023, following the confirmation of planning from the council we launched the second phase of the capital public appeal. This was amplified with an on site public event 'A Spade in the Ground' where hospice stakeholders were invited to view the plans, interior designs and help to 'dig' the foundations of the new building. Phase 2 was less successful than phase 1; however this is to be expected in a long running appeal.

To reduce our impact on the world's finite resources.

- We have replaced metal medals with wooden banners, removed single use bottles as 'give aways' at events and invested in high quality reusable banners to reduce our impact on the world.

Fundraising's key priorities for 2024/25 are to:

- increase the number of regular givers to the organisation for long term sustainability
- establish data trends and analysis for email journeys
- deliver the Great Mancunian Ball
- deliver income equal to or above the budget

We ensure all our activities are underpinned with correct governance:

St Ann's Hospice and St Ann's Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR). No incidents were reported in the 12 months to 31st March 2024. We review all new activity in line with our information governance policy.

We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity. In the Year 2023/24, we received one request to cease communication through the Fundraising Preference Service. No complaints relating to Fundraising were received during the year.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications.

The fundraising team and Trading Company undertake safeguarding training in line with the Charity's policy for protecting vulnerable people. We engage with external fundraising contractors who act on our behalf to engage with Trusts and Foundations and carry out lottery promotions.

Trading Company

Trading Company turnover in the year was
£2,522,472
(2022/23 £2,546,496), a **0.94%%** decrease.

Operating profit in the year was
£880,934
(2022/23 £989,579), a **10.9%** decrease.

Goods sold under the Gift Aid Scheme, which are reported as donations in the Charity, totalled
£227,905
(2022/23 £225,500), a **1.06%** increase.

Retail

Retail income increased on the previous year, £845,508 (2022/23 £773,972) which includes online income which increased 82.1% following the appointment of an Online Sales Manager.

During the year the Retail team have;

- Engaged with students from Manchester University on the Manchester Enterprise Group Project to increase furniture donations and awareness of the furniture shops.
- Continued to grow the new donated goods suppliers with six Greater Manchester companies supporting St Ann's Hospice with donations of new goods for resale.
- Increased the online retail team and created new workstations.
- Introduced a cloud-based EPOS system.
- Received three cars donated for resale.
- Completed 26 house clearance raising over £29,000 in house clearance income.
- Sold 114 bridal dresses raising over £30,000
- Held 12 Warehouse sales raising over £10,000 and serving over 1,200 customers.

In 2024/25 the Retail team plan to introduce a LED lighting across the Trading Company shops to reduce carbon footprint and lower utility costs.

Lottery

Lottery membership at the end of March 2024 was 17,446 (2022/23 17,650) with an average of 14,720 (85%) of members playing each week. During 2023/24 membership decreased by 1.16%. This decline was largely due to the continued impact of the cost-of-living crisis and the loss of some payment functions on our lottery website.

We continued to promote our lottery by telephone and face to face with an increased presence in venues during the winter months. We also attracted new lottery member sign-ups via the lottery website at an average of two new online players each week.

In addition to the weekly lottery, two raffles were promoted in 2023/24 with total ticket sales of over £39,000 (£23,008 Summer Raffle, £16,954 Winter Raffle).

During the coming year the Lottery team will continue to promote our lottery both by telephone and face to face. There are also planned campaigns to increase income from existing lottery players by utilising the pattern pricing function available with our lottery software and ensuring more players make regular payments to prevent draw misses.

Finance

Recognising that the cash held was increasing in preparedness for the Capital project and to take advantage of high interest rates an active cash management account was proposed to Trustees. This went live in April 2023 and has resulted in an increase in interest income with the added benefit of easier administration of accounts.

Following the successful implementation of new accounting software in 2022/23 the Finance team have continued to explore and implement new processes to take advantage of the features the new software offers. A team brainstorming session was held in September 2023 each process within the team was discussed and ideas for efficiencies put forward the focus being on quick wins and labour-intensive processes.

The review of the Payroll function commenced in Autumn 2023, preferred software has now been identified and subject to approval will be implemented in 2024/25.

Marketing & Communications

The Marketing and Communications team at St Ann's has moved away from its stewardship by High Rise Communications in the last year to a new in house team. This has allowed the development of new communications tools including the development of supporter emails to be much more targeted and specific, away from a monthly newsletter model.

Social media continues to be an important way to communicate with our supporters, patients and their families and engagement has continued to rise on all channels. The increased use of video content on our social media channels has contributed to this increased engagement.

The Marketing and Communications team has worked closely with the Fundraising team on direct mail campaigns including Phase 2 of the Capital Campaign, Forget-Me-Not Spring Appeal, Light Up a Life and the Christmas Appeal. This direct mail communication was supported with internal communications, social media and supporter emails.

The team has been involved in key market research projects for the future of St Ann's Hospice, which involved stakeholders from across the organisation and our community.

The department continues to work closely with all departments across the organisation to support them in income generation, as well as providing clear and up to date information to our patients and their loved ones.

Review of 2023/24 Priorities

Construction of the new hospice at Heald Green

With secured finances and confirmation that adequate reserves can be maintained, we will appoint a contractor and start construction of our new building at Heald Green.

Land Ownership & Construction

After a series of delays and complications the legal purchase of the land adjacent to the current St Ann's site was completed on 11th September 2023 and marked a significant milestone in the project.

Having completed a competitive tender process, Caddick Construction was selected as contractors for the project. Due to supply chain cost increases and design changes, there was a need for value engineering to reduce costs. Within the project team, we were able to reduce costs closer to levels discussed when initially planning the project.

Financial viability

In August 2023 the Board of Trustees were presented with up to date financial analysis and projections to allow a discussion around the financial viability of this project. This assurance gave them the confidence to proceed with the purchase of the land.

In February 2024 and following the completion of value engineering works, the Board of Trustees were again presented with up to date financial analysis and projections again giving assurance of the viability of the project.

Legal advisors had been drafting the construction contract and this was the green light they needed to put the final touches to this contract. The Trustees approval of the value engineered quotation allowed for a letter of intent to be approved meaning Caddick could begin works on site prior to the signing of the construction contract. Works began on site under this letter of intent in February 2024.

We will intensify our capital fundraising campaign to achieve high public visibility and meet predefined targets, backed by a series of contingency measures for assured success.

A cornerstone of the financial viability of the Capital build project is the "Build it Together Capital Campaign"

The ambitious cumulative fundraising goal of £6.98m was launched in 2022/23 and whilst delays with the project have delayed elements of the campaign, it remains on track to deliver this ambitious target by the end of the project.

The "Build it Together Capital Campaign" is made up of a range of income streams to spread the risk including direct mail campaigns, applications to trusts and foundations, active solicitation from major donors and forging corporate partnerships. When presenting the Financial viability of the Capital Build to the Board of Trustees, income streams within the "Build it Together" campaign were categorised as Low, Medium or High giving assurance to the Board.

Forecasts and risk profiles of income are kept under constant review.

We will start to plan the transition to the new hospice building in 2025, focusing on stakeholder identification, logistics, staff engagement, asset management, and workforce planning.

During 2023/24 the primary focus was on value engineering and assessing the financial viability of the project however the leadership team also turned their attention to what the transition to the new Hospice would look like.

13 Workstreams were created, each led by a Head of Department with a member of the Executive Leadership Team as sponsor. The workstreams cover areas such as move management, staff engagement, and saying goodbye to our current building.

Within each workstream there are a number of actions and projects. An example of such is the room by room documentation of all items and use of a traffic light system to indicate if items will be moving to the new site, disposed of or sold.

Staff engagement and orientation is also being considered as part of this work to ensure progress is communicated to staff and they are involved as much as possible. Work has also commenced on identifying training needs as we transition to the new building to achieve smooth orientation.

Workstreams are reported on monthly at the Heads of Department meeting ensuring the Executive Leadership Team have full oversight of the project.

This work will intensify during 2024/25 as the completion of the Hospice draws closer.

We will review the care we provide and ensure our care is evidence based and aligned to the Greater Manchester Commitments for Palliative and End-of-Life Care.

We continuously review the care we provide to ensure it is evidence-based and aligned with the Greater Manchester Commitments for Palliative and End-of-Life Care. As part of this process, we have introduced the Patient Safety Incident Response Framework (PSIRF) to help us systematically identify, address, and learn from any safety issues. By integrating PSIRF into our review, we aim to continuously improve the quality of our care, ensuring that it meets the highest standards and supports the needs of patients and their families.

We have remained focused on driving quality improvement across our clinical services. Our Quality Improvement Group continues to play a significant role in approving, monitoring, and supporting all audit and quality improvement initiatives.

We will review our education, training, and research activities, developing a strategy to address the challenges and position us as a centre of excellence in education, research, and innovation.

The hospice's Inspire Leadership Development Programme was delivered again this year with some additional content focussing on the concept of leaders building trust. This addition has not only supported the hospice's leadership behaviours but has also begun to address issues around psychological safety in the workplace.

Working with local Universities and Practice Education Facilitators, a redesign of the student placement policy and process has ensured the best possible experience for students and staff.

The introduction of a new online clinical learning portal provides a fully illustrated guide for practical clinical skills procedures and is a valuable evaluation tool enabling managers to create tests aiding continuous development of clinical teams.

Our priorities for 2024 - 2025

2024/25 marks year two of St Ann's Hospice five-year organisational strategy which covers 2023-2028.

The upcoming year will see a lot of focus on the construction of the new hospice, financial management, capital fund-raising and planning for the transition. It is important that the new hospice doesn't demand all of our attention and so concurrently there will be a focus on digital transformation across both clinical and non clinical areas and a focus on developing a speaking up culture.

The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1

We will sign contracts with the contractor and construction of our new hospice will commence on site.

We start 2024/25 in a strong position to push forward with our ambitious plans for a new Hospice.

- Our legal team will put the finishing touches to the construction contract, enabling work on site to commence and marking the start of a 67 week construction project.
- To facilitate payment of the contractor changes to governance procedures will be presented to Audit Committee and Finance Committee. Work will be verified as completed and allowing payments to be made in a timely manner.
- Financial monitoring and cashflow of the project will be maintained monthly.
- Capital fundraising will pick up at pace during the construction phase of the project.
- We will enter into a contract, following due process, with a developer in order to sell the existing Heald Green land

2

We will continue to plan the transition to the new hospice, focusing on stakeholders, logistics, staff engagement, asset management and workforce planning.

As work to construct the new hospice continues we will plan for the transition. It is essential this is a seamless transition which minimises disruption to services.

- Logistical aspects will be planned for under worksteams led by Heads of Department.
- Using in-house and external expertise, plans will be developed to deliver a soft-landing as the hospice's services are relocated to the new building
- The transition is not just about moving from one building to another, it is about transforming how we deliver our services and how our staff carry out their duties. These themes will guide us in 2024/25 as we implement new practices, consider digital upgrades and plan our workforce.
- Workforce plans will be reviewed to ensure we have the right workforce with the right skills at the right times working in line with our values
- We will support all staff to manage the transition to the new building so services are delivered effectively and efficiently

3

We will begin a Digital Transformation project which will impact across the Organisation

In 2022/23 our Board designated funds to upgrade digital hardware across the organisation. It is essential we keep pace with the ever changing digital landscape to ensure the safety of our digital systems and take advantage of efficiencies digital processes can bring.

- We will appoint a Head of Digital and Enterprise Architecture, a new position for the Organisation. This role will lead the digital transformation.
- Hardware will be reviewed, with our transition to the new hospice in mind we will update PCs to laptops and docking stations to facilitate new ways of working.
- A new Digital Strategy will be launched, aligning with the organisational strategy. The strategy will enhance the digital infrastructure, improve reporting capabilities, and explore digital health innovations within the organisation.
- We will collaborate with Foresight IT Services to review and implement a new IT Help Desk system, enhancing support efficiency and user experience.
- Server consolidation and decommissioning projects will be initiated to strengthen infrastructure resilience and optimize resource management.
- We will successfully submit the Data Security and Protection Toolkit (DSPT), ensuring compliance with industry standards and regulations.

4

We will implement digital prescribing and medication administration software to our Inpatient Units.

Implementation of such software will enhance patient safety by reducing medication errors, ensuring accurate and timely prescriptions and providing real time access to patient medication records. For our staff, the system will simplify the prescribing process, reduce administrative workload and promote seamless communication across care teams. Allowing for more efficient and focused patient care.

- We will conduct a review of our IT infrastructure ensuring that the system identified as the preferred option, Ashtons, will operate at both our sites.
- We will appoint a project lead and arrange weekly keep in touch meetings to progress the project.
- We will undertake a training needs analysis and develop and education and training plan for prescribers and administrators.
- We will audit medicine management incidents prior and following the implementation of Ashtons.

5

We will develop an infrastructure to support a speaking up culture.

A speaking up culture aims to empower the workforce to voice their ideas and challenges. By further developing the hospice's culture, an environment can be created where staff are encouraged to share suggestions and voice concerns.

- Current processes and practices will be reviewed and analysed to determine how they are supporting a speaking up culture and if enhancements would be beneficial
- Consideration will be given to external resources to provide further guidance and support
- A gap analysis will be undertaken and an action plan developed
- A report with recommendations will be produced and presented to the Executive Leadership Team

STAFF
JOBST
St Anne's Hospice
Fiona Sanderson
Lymphoedema Team

Manchester's New Hospice

St Ann's is one of the oldest and largest hospices in the UK, caring for people throughout Greater Manchester. Thanks to the generosity and support of our local community we opened our door more than 50 years ago, to look after people with life-limiting illnesses, and to provide support for their families.

We now need a new, purpose-built hospice that will serve the needs of our community now and in the future. If we do not act now, we're at real risk of closing services in the near future. We will create a new hospice facility in Heald Green that ensures we can continue to deliver pioneering, outstanding care for people in Greater Manchester for generations to come.

Background and Vision

St Ann's new hospice will be a complete care facility in Greater Manchester that people can come to from diagnosis of a life-limiting illness, through treatment, and beyond. Our holistic approach to care will meet the complete medical, physical and spiritual needs of patients and their families, in an environment that is welcoming, caring and fully equipped with modern facilities.

Our new hospice will be a model of future hospice care; it will give us space to expand our work, becoming a centre of training and excellence and a hub of innovation, working with partners in palliative and end-of-life care across Greater Manchester. We know that care will change as the needs of our patients change, and we will be equipped for these changes so that we can always be at the forefront of innovative care – in the next 10, 50, or 100 years and beyond.

Outstanding Facilities

The building will offer more flexible accommodation which will mean we can increase our admissions, and care for patients with complex needs more easily.

People will benefit from improved privacy to attend consultations, assessments, activities and counselling therapies in a way that suits them; inpatients will have increased dignity with their own private space and facilities, and staff will benefit from an easier working environment and be able to focus more time on caring directly for patients.

The Being You Centre will be transformed by the increased space, offering an integrated dining area and lounge, consulting rooms for outpatient services – including counselling, patient and family support, and complementary therapies – and a fully equipped physiotherapy suite. Surrounding the whole facility will be landscaped gardens accessible to all patients and visitors.

The new hospice building will deliver improved social and financial sustainability, offering a training suite and bistro as available spaces for use by the local community. The environment focussed design will use the latest green initiatives.

Ultimately, it will mean a better working environment for staff and volunteers and vitally, result in a hospice that will be able to care for whoever needs it for a further 50 years and more.

Planning and Construction

Commencing construction in June 2024, the Heald Green new build will be developed over a 67-week programme. Starting with the land clearance and soil removal, the new Hospice will emerge out of the ground in two elevations with a two story east facing site connected by a walkway to a single story inpatient unit to the West.

This unique design has allowed several historic protected trees to remain on site which will blend into the outside area. Constructed with a brick and steel design, the building is sympathetic to the style of the Victorian Cheadle Royal Hospital allowing it to better blend with its surroundings. During the construction additional designs will be incorporated to best suit the needs of its patients and visitors. Patient areas have been planned with a focus on creating a welcoming and calm environment, with the interiors designed with high quality soft furnishings to create high levels of

comfort.

Design of spaces including communal areas, patient bedrooms, gardens and cafes have been conducted through a consultation and feedback process when all stakeholders have been able to submit ideas to enable best practice and ensure spaces operate as efficiently and ergonomically as possible.

The mechanical and engineering design has allowed for a sustainable site with a reduced carbon footprint. Heating and hot water is provided by low emission air source heat pumps and complemented with a solar panel array to the roof space. Advanced insulation allows significant heat retention, and a sophisticated electronic building management system will control air temperature and lighting to further reduce energy consumption.

The building is due for completion around September 2025 at which point a handover and 'soft-landing' will be orchestrated to enable a seamless transition of Hospice services.

Capital Fundraising Campaign

This is an ambitious £24 million project with no statutory funding available for hospice buildings.

An ambitious fundraising plan for the new hospice commenced in 2019. Initially a focus was placed on trust and foundation income from both regional and national grant givers. In 2022 the public appeal was designed and launched in the summer. To the end of March 2024, the cash and

pledge figure is £3.2 million with approx. £3 million left to raise. Of this figure over £1.2 million is from the public campaign.

Throughout 2023/24 individual, groups and organisations have demonstrated their support with donations, events and participation in St Ann's Hospice led campaigns. We have been fortunate to partner with Gary and Emma Neville who are hosting a ball for the new build appeal along with TLC events and Truth creative.

Fundraising continues at a high pace to deliver the remainder of the funds whilst the building is being constructed on the land next door. This will consist of a continuation of the public facing appeal, increased focus on Major Donor giving and delivery of The Great Mancunian Ball.

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and it's trading subsidiary.

The Trustees report a net increase to overall funds for the year of £0.6 million (2022/23 £2.3 million increase) and an overall funds balance of £26.3 million at 31st March 2024 (£25.7 million at 31st March 2023). The financial position of the group is set out in the balance sheet on page 57. The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and expenditure

The Statement of Financial Activities is set out on page 56 of these financial statements. From an operating point of view, 2023/24 showed a surplus before investment gains/(losses) and pension liability movements of £593,232 (2022/23 surplus of £1,561,418).

The hospice's principal sources of income are donations, legacies, NHS contracts and trading profits. Total income in 2023/24 was £13.1 million (2022/23 £13.8 million), a decrease of 5.4%.
Income from donations (including capital build) in 2023/24 was £2.5 million, a 3.1% decrease compared to the previous year (2022/23 £2.6 million). Legacy income is 30.3% down this year (£2.3 million), recognised as received or as due under FRS102 (2022/23 £3.3 million). Funding from NHS Clinical Commissioning Groups amounted to £5.3 million, an increase of 3.9% (2022/23 £5.1 million). The turnover of the Trading Company saw no change and remained at £2.5 million. The amount donated to the hospice is £0.9 million, a 12.1% decrease compared to 2022/23. Investment income and interest receivable in 2023/24 was £397k, this is an increase of 152.9% compared with 2022/23 of £157k. This was driven by increasing interest rates.

The cost of Charitable Activities increased slightly by 0.9% from £9.86 million in 2022/23 to £9.94 million in 2023/24. We continue to review our cost base to ensure that we are providing our services as efficiently as possible. The actuarial gain in the pension fund is £27k (2022/23 £1.9 million gain). In the Balance Sheet there is a slight increase in the liability to £0.7 million (2022/23 £0.6 million) The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the St Ann's Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 24 in these financial statements.

Investment Performance, Policy & Management

At 31st March 2024 the value of the investment portfolio was £2.4 million. Compared to 31st March 2023 balance of £2.2million. The total return of the investment portfolio (income plus capital change) to the 31st March 2024 stood at 9.3%. This is against WMA Income index and RBC Brewin Dolphin's benchmark, which experienced returns of 8.9% and 10.9% respectively. The effects of high inflation and the invasion of Ukraine have led to some degree of underperformance in the value of the portfolio. However, when viewed on a longer-term time frame the performance of the assets over a 3-year and 5-year rolling period continues to be strong and ahead of wider markets.

The investment managers have been given delegated responsibility to manage the investment portfolio, subject to agreed asset allocations Funds are invested in a portfolio of UK and overseas equities, fixed interest investments, and alternative investments such as property and cash. Investment performance is reviewed quarterly at each Finance Committee.

The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth.

Investments made on behalf of the hospice are restricted in that no investments may be made directly in companies manufacturing tobacco related products.

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. The Trustees have agreed to reduce the level of free reserves held to a minimum of 3 months running costs, having previously stated they should not exceed more than twelve months running costs. The minimum target of free reserves for 2023/24 was 3 months running costs. This reduction is to allow for greater funds to be designated to the Capital Build project and recognises the diversified income streams of the Organisation.

The free reserves at 31st March 2024 are £3.11m (2022/23: £3.06 million), an increase of £0.05million. This represents three months of normal running costs for the hospice (2022/23 three months).

The Charities SORP specifically allows for funds held as 'tangible fixed assets for charity use' to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.7 million, equal to the net book value of tangible fixed assets (2022/23: £1.7 million). This amount has slightly decreased on the previous year. In 2020/21 this fund reduced significantly as the Trustees unanimously agreed to remove the proportion of funds attributed to the Heald Green site due to the forthcoming rebuild project and the planned demolition of the building on this site.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £18.4 million (2022/23: £18.6 million). This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

In 2022/23 the Trustees agreed to create a new designated fund for Information Technology upgrade works £0.12m was designated for this purpose. There has been no change to this fund in 2023/24 with the implementation of the upgrade due to be carried out in 2024/25.

Strategic Risks

The Trustees have oversight of the strategic and operational risks across the organisation through both the Board and its committees. The three key strategic risks (red risks) facing the charity are the uncertainty of voluntary and Trading Company income; clinical staffing recruitment and retention and future ICB funding. These three risks are discussed in more detail below.

Uncertainty of voluntary and Trading Company income

Voluntary income from fundraising, particularly legacies is uncertain by its very nature. Changes to legislation in relation to fundraising practices, could reduce income and the capacity to fundraise through usual channels. Downturns in the economy can reduce fundraising income. The hospice is in direct competition with other major charities for fundraising income. Loss of key staff from income generating teams can lead to gaps and affect continuity and capacity to fundraise whilst a reduction in Lottery subscribers leads directly to a fall in income and profit. In mitigation of this risk, the Trustees regularly review external influences and legislative implications.

We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies.

The Trading Company Corporate Strategy and the Fundraising Digital Transformation Strategy are now live, with the aim of identifying new income streams and building on the success of existing ones to support transformational income growth.

In addition, the Communications & Marketing team is being strengthened with the creation of two new posts which will be recruited to in early 2024/25.

Recruitment and Retention of Clinical Staff

Vacancies in clinical areas compounded by ongoing above average sickness absence puts pressure on existing staff and could affect delivery of care.

We have produced new guidance for inpatient unit staffing using an external organisaton, Establishment Genie. Using this guidance to ensure that staffing levels are adequate to meet the needs of patients on each shift and to assure the hospice board as to the safety of staffing levels, that there are processes in place to maintain safety and quality for patients and providing strategic leadership to all nursing and AHP staff.

St Ann's Hospice continues to align its pay scales with NHS workforce increases to further support the recruitment and retention of skilled staff.

Integrated Care Board (ICB) Funding

The Hospice has been proactive in raising the persistent issue of a widening and unsustainable funding gap between the actual costs of Hospice care and the limited contribution from the NHS ICB localities.

The Hospice has engaged in discussions with our localities, working in collaboration with other GM Hospices and presenting the ICB with a brochure demonstrating Hospice services, securing non recurrent additional funding for 2024/25.

A GM Specialist Palliative and End of Life Care Review is underway to ensure the future provision of Specialist Palliative and End of Life Care to the GM Population (inpatient and community) ensuring equity, quality of care and best use of the financial resource, led by the GM ICB. A six month timeframe was placed on the review, however it is anticipated that the review may take longer. St Ann's Hospice has submitted all requested information thus far.

Going Concern

The Trustees are satisfied that the hospice has considerable financial resources available to be financially viable from the date of signing this report. Total Hospice income is slightly behind budget. Fundraising income is behind budget, however legacy income, statutory income and investment income are all performing ahead of budget. The hospice has also made significant savings in expenditure from a wide range of areas due to the changes in working practices. Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully.

Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.

Trustees' Responsibility Statement

The trustees (who are also directors of St Ann's Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf.

Jacqueline Oldham

Professor Jacqueline Oldham BSc (Hons) RGN PhD

Chair of St Ann's Hospice
13th November 2024

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31st March 2024

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
INCOME FROM:					
Donations and legacies	3	4,136,644	705,898	4,842,542	5,909,716
Charitable activities	4	4,098,803	1,256,287	5,355,090	5,204,647
Other trading activities	5	2,540,955	-	2,540,955	2,561,605
Other Income	6	11,395	-	11,395	962
Investments	7	395,426	1,113	396,539	156,816
TOTAL INCOME		11,183,223	1,963,298	13,146,521	13,833,746
EXPENDITURE ON:					
Raising funds	8	2,605,338	-	2,605,338	2,412,977
Charitable activities	9	8,738,733	1,209,218	9,947,951	9,859,351
TOTAL EXPENDITURE		11,344,071	1,209,218	12,553,289	12,272,328
Net income/(expenditure) before investment gains/(losses)		(160,848)	754,080	593,232	1,561,418
Net Gains/(losses) on Investments	16	152,270	-	152,270	(319,502)
Net income/(expenditure) before tax	11	(8,578)	754,080	745,502	1,241,916
Taxation	14	(21,061)	-	(21,061)	477
Net income/(expenditure) for the year		(29,639)	754,080	724,441	1,242,393
Transfer Between Funds	22	-	-	-	-
Other Recognised Gains/(Losses):					
Actuarial Gains/(Losses) on Defined Benefit Schemes	24	(88,000)	-	(88,000)	1,091,000
NET MOVEMENT IN FUNDS		(117,639)	754,080	636,441	2,333,393
FUND BALANCES BROUGHT FORWARD AT 1st April		23,532,884	2,163,984	25,696,868	23,363,475
FUND BALANCES CARRIED FORWARD AT 31st March	22	23,415,245	2,918,064	26,333,309	25,696,868

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus of the parent charity for the year for Companies Act purposes is £636,441 (2023: £2,333,393).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET

As at 31st March 2024

	Note	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
FIXED ASSETS					
Tangible assets for use by the charity	15	8,636,423	5,110,373	8,614,562	5,101,067
Investments	16	2,428,546	2,243,861	2,428,548	2,243,863
		11,064,969	7,354,234	11,043,110	7,344,930
CURRENT ASSETS					
Stocks	17	32,048	36,267	20	30
Debtors	18	3,589,746	4,137,206	4,185,560	4,836,953
Cash at bank and in hand	19	13,667,413	16,127,823	12,768,725	15,142,800
		17,289,207	20,301,296	16,954,305	19,979,783
CREDITORS: amounts falling due within one year	20	(1,366,867)	(1,331,662)	(1,010,106)	(1,000,845)
NET CURRENT ASSETS		15,922,340	18,969,634	15,944,199	18,978,938
TOTAL ASSETS LESS CURRRENT LIABILITIES					
LIABILITIES		26,987,309	26,323,868	26,987,309	26,323,868
NET ASSETS EXCLUDING					
PENSION LIABILITY		26,987,309	26,323,868	26,987,309	26,323,868
PENSION LIABILITY	24	(654,000)	(627,000)	(654,000)	(627,000)
NET ASSETS INCLUDING					
PENSION LIABILITY		26,333,309	25,696,868	26,333,309	25,696,868
FUNDS					
Unrestricted Funds		23,415,245	23,532,884	23,415,245	23,532,884
Restricted funds		2,918,064	2,163,984	2,918,064	2,163,984
TOTAL FUNDS	22	26,333,309	25,696,868	26,333,309	25,696,868

These financial statements of St Ann's Hospice,(registered number 00947220), were appoved by the Directors and authorised for issue on 13th November 2024. They were signed on its behalf by:

Mr Darren Holt BA (Hons) FCA
Honorary Treasurer

CASH FLOW STATEMENT
For the year ended 31st March 2024

	Group 2024 £	Group 2023 £
Net cash flow from operating activities	983,635	3,447,400
Cash flows from investing activities:		
Interest received	342,730	92,241
Investment net proceeds	(32,415)	2,160,013
Investment income received	53,809	64,575
Proceeds from sale of equipment	-	-
Purchase of property, plant and equipment	(3,808,168)	(468,158)
Net cash flows from in investing activities	(3,444,044)	1,848,671
Net increase/(decrease) in cash and cash equivalents	(2,460,409)	5,296,071
Cash and cash equivalent at beginning of year	16,127,823	10,831,752
Cash and cash equivalents at the end of the year	13,667,413	16,127,823

Reconciliation of net income and net cashflow from operating activities	Group 2024 £	Group 2023 £
Net income before investment gains	593,232	1,561,418
Adjustments for:		
Investment income	(53,809)	(64,575)
Interest Receivable	(342,730)	(92,241)
Corporation Tax Paid	-	-
Depreciation	282,119	287,873
Profit on sale of tangible fixed assets	-	-
	478,812	1,692,475
Decrease in stock	4,219	3,790
Decrease/(Increase) in debtors	547,460	1,671,318
(Decrease)/increase in creditors	14,144	(183)
Adjustment for pension funding	(61,000)	80,000
	983,635	3,447,400

Notes to the financial statements

For the year ended 31st March 2024

1. ACCOUNTING POLICIES

Company and charitable status

St Ann's Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 9 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 93.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) 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; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence from the date of signing. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking St. Ann's Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 16.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- **Fundraising and publicity**
  This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- **Lottery and raffle prizes and organisation costs**
  This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- **Other costs associated with trading activities**
  This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- **General unrestricted funds**
  General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- **Designated funds**
  Designated funds are amounts which have been put aside at the discretion of the Trustees.

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.
Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease on a reducing balance
Leasehold buildings	period of lease
Fixtures, furniture and equipment	4 years
Motor vehicles	4 years

Investments

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents 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.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees acknowledge that judgement and estimates have been used in establishing legacy valuation, and are satisified these are based on acceptable underlying assumptions.

Estimates of the pension valuation depend on a number of complex judgments relating to the discount rate used, changes in retirement ages, mortality rates, and the calculation of pension increases. The group engages a firm of actuaries to provide expert advice about the assumptions made and the effect on the pension valuation of changes in these assumptions.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

3. ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

	2024 £	2023 £
Donations	1,860,894	1,860,268
Legacies	2,298,383	3,298,611
Donations - HG Capital Project	683,265	750,837
	4,842,542	5,909,716

4. ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	2024 £	2023 £
NHS Contracts	5,288,427	5,091,614
Grants	66,663	113,033
	5,355,090	5,204,647

5. ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITES

	2024 £	2023 £
Fundraising activities	18,483	15,109
Lottery and raffle income from trading subsidiary	1,573,263	1,651,312
Other income from trading subsidiary	949,209	895,184
	2,540,955	2,561,605

6. ANALYSIS OF INCOME FROM OTHER INCOME

	2024 £	2023 £
Other Income	11,395	962
	11,395	962

7. INVESTMENT INCOME

	2024 £	2023 £
UK listed investments	53,809	64,575
Bank Interest	342,730	92,241
	396,539	156,816

8. ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	2024 £	2023 £
Employee costs	561,538	441,729
Office and sundry costs	118,978	114,462
Direct costs	248,466	269,789
Share of support costs	75,818	71,080
Lottery and raffle prizes and organisation costs	498,651	470,649
Other costs associated with trading activity	1,101,887	1,045,268
	2,605,338	2,412,977

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

2024	Activities undertaken directly £	Support costs £	2024 Total £
Provision of Hospice services:			
In-patient Care	7,025,991	226,287	7,252,278
Being You Centre	1,361,969	37,475	1,399,444
Community Specialist Palliative Care Team	752,985	8,311	761,296
Hospice at Home	258,909	22,482	281,391
Education	253,542	-	253,542
	9,653,396	294,555	9,947,951

2023	Activities undertaken directly £	Support costs £	2023 Total £
Provision of Hospice services:			
In-patient Care	6,943,609	177,143	7,120,752
Being You Centre	1,421,134	30,251	1,451,385
Community Specialist Palliative Care Team	693,197	7,362	700,559
Hospice at Home	160,343	20,891	181,234
Education	405,421	-	405,421
	9,623,704	235,647	9,859,351

In the financial year 2023/24 the hospice have merged the Day Therapy and Outpatient provisions into the Being You Centre.

Changed the classification of the Homeless Grant from Hospice at Home to the Being You Centre. This as been amended in the 2022/23 figures for comparison.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

10. ANALYSIS OF SUPPORT COSTS

2024	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2024 Total £
Governance	137,932	19,022	4,936	13,354	3,776	179,020	46,079	225,099
Finance	35,300	4,895	1,348	3,647	969	46,159	11,881	58,040
Information Technology	19,315	2,678	738	1,996	530	25,257	6,501	31,758
Human Resources	21,520	2,984	822	2,223	591	28,140	7,243	35,383
Communications	12,220	1,694	467	1,262	336	15,979	4,114	20,093
	226,287	31,273	8,311	22,482	6,202	294,555	75,818	370,373

2023	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2023 Total £
Governance	91,536	12,838	4,314	12,243	3,056	123,987	37,399	161,386
Finance	37,329	5,047	1,329	3,771	1,214	48,690	14,687	63,377
Information Technology	19,500	2,636	694	1,970	634	25,434	7,672	33,106
Human Resources	18,641	2,520	664	1,883	606	24,314	7,334	31,648
Communications	10,137	1,370	361	1,024	330	13,222	3,989	17,211
	177,143	24,411	7,362	20,891	5,840	235,647	71,081	306,728

11. NET INCOME/(EXPENDITURE) FOR THE YEAR

	2024 £	2023 £
Net income/(expenditure) is stated after charging:		
Depreciation of owned asset	175,117	172,347
Depreciation of leased assets	91,766	92,940
Depreciation of motor vehicles	15,236	22,586
Rentals under operating leases	-	-
Land and buildings	133,094	121,853
Other	4,834	5,379
Auditor's remuneration		
Fees payable to the charity's auditor for the audit of the charity's annual financial statements	34,150	32,500
Fees payable to the charity's auditor for other services to the group	-	-
The audit of the charity's subsidiary	8,350	7,950

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

	Group		Charity	
	2024 No.	2023 No.	2024 No.	2023 No.
The average monthly number of employees was:				
Charitable activity	155	191	155	191
Raising funds	16	15	16	13
Trading activities	23	24	-	-
Support	49	57	49	57
	243	287	220	261

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Their aggregate remuneration comprised:				
Wages and salaries	7,202,537	7,568,504	6,520,295	6,923,908
Social security costs	675,360	681,039	618,969	627,993
Pension costs	778,154	742,834	730,180	710,193
	8,656,051	8,992,377	7,869,444	8,262,094

The 2024 aggregate remuneration includes a deduction for the total redundancy costs amounting to £234,600
This is due to restructuring and the consultation period being completed in March 2023 with the 2022/23 figures reflecting this.

13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

	2024 No.	2023 No.
£60,001 - £70,000	2	-
£70,001 - £80,000	-	3
£80,001 - £90,000	2	-
£90,001 - £100,000	1	1
£100,001 - £110,000	-	1
£110,001 - £120,000	2	-

Key Management Personnel

There have been changes to the key management personnel of the parent charity and group and these are listed on page 93. The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £456,284 (2023: £484,323).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2023: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

	2024 £	2023 £
Current tax on profit		
UK corporation tax	64,911	43,850
Adjustments in respect of prior year	(43,850)	(44,327)
Total tax on profit	21,061	(477)

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 25%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2024 £	2023 £
Profit on ordinary activities before tax	894,987	993,931
Tax on profit at the standard rate - 25% (2023 - 19%)	223,747	188,847
Effects of:		
Gift aid donations at 20%	(217,814)	(188,938)
Expenses not deductible for tax purposes	956	103
Capital allowances (in excess of)/less than depreciation	324	(489)
Other timing differences	57,698	44,327
Adjustments to tax charge in respect of previous periods	(43,850)	(44,327)
Total tax charge/(credit) for the year	21,061	(477)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

15. TANGBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2023	1,086,088	4,294,762	3,552,990	202,299	2,640,214	230,342	12,006,695
Additions	3,638,846	-	61,694	3,338	88,790	15,500	3,808,168
Disposal	-	-	-	-	(39,412)	-	(39,412)
At 31 March 2024	4,724,934	4,294,762	3,614,684	205,637	2,689,593	245,842	15,775,451
Accumulated depreciation							
At 1 April 2023	-	2,002,539	1,982,250	201,892	2,490,660	218,981	6,896,322
Charge for the year	-	85,054	90,691	1,075	90,063	15,236	282,119
Disposal	-	-	-	-	(39,412)	-	(39,412)
At 31 March 2024	-	2,087,593	2,072,941	202,967	2,541,311	234,217	7,139,029
Net book value							
At 31 March 2024	4,724,934	2,207,169	1,541,743	2,670	148,281	11,625	8,636,423
At 31 March 2023	1,086,088	2,292,223	1,570,740	407	149,554	11,361	5,110,373

CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2023	1,086,088	4,294,762	3,552,990	2,245,139	221,045	11,400,024
Additions	3,638,846	-	61,694	85,318	-	3,785,858
Disposals	-	-	-	(39.412)	-	(39,412)
At 31 March 2024	4,724,934	4,294,762	3,614,684	2,291.045	221,045	15,146,470
Accumulated depreciation						
At 1 April 2023	-	2,002,539	1,982,250	2.104.484	209,684	6,298,957
Charge for the year	-	85,054	90,691	85,257	11,361	272,363
Disposals	-	-	-	(39.412)	-	(39,412)
At 31 March 2024	-	2,087,593	2,072,941	2,150,329	221,045	6,531,908
Net book value						
At 31 March 2024	4,724,934	2,207,169	1,541,743	140,716	0	8,614,562
At 31 March 2023	1,086,088	2,292,223	1,570,740	140,655	11,361	5,101,067

The Freehold land and building relates to the Heald Green site which has been sold subject to contract.
It has been agreed that St Anns will remain insitu until operations have been fuljy transferred to the new Hospice.

The new Hospice assets are currently in assets under construction.
Funding for the new Hospice will be obtained from designated reserves and the sale of the current site.
An expected £4 millon bridging loan will be required until funds from the sale are received.

16. FIXED ASSET INVESTMENTS

	Group & Charity	
	2024	**2023**
	£	**£**
Market value at 1 April 2023	2,243,851	4,723,366
Additions	862,444	2,310,658
Disposals proceeds	(3,210,702)	(4,354,199)
Net Investment Gain	152,270	(319,502)
Movement in cash held by investment managers	2,380,673	(116,472)
Market value at 31 March 2024	2,428,536	2,243,851
Cost at 31st March 2024	2,428,536	6,354,717
Market value analysed between:	**£**	**£**
Investments	573	2,080,091
Cash held by investment managers	2,427,963	163,760
	2,428,536	2,243,851
Investment in Hospice Quality Partnership	10	10
Total Group Investment	2,428,546	2,243,861
Investment in Subsidiary Trading Company	2	2
Charity Investment	2,428,548	2,243,863

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice. The Charity owns 1.5% of the issued ordinary share capital.

The charity owns the entire issued ordinary share capital of St Ann's Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The investment management company sold the majority of the investments in March 2024.
The cash is held by the investment managers at year end and transferred to the Hospice in April 2024.
At March 2024 there were £573 of investments held which were sold in April 2024

During the year it was identified that the split of investments and cash held at 31st March 2023 was incorrect. In agreement with auditors this does not require the 2023 comparative value to be restated.

The result of the charity's trading activities through its subsidiary is detailed below. St Ann's Hospice Trading Company Limited's taxable profits are donated to the charity annually.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

16. FIXED ASSET INVESTMENTS (continued)
RESULTS OF TRADING SUBSIDIARY

The results for St Ann's Hospice Trading Company Limited, a wholly owned subsidiary of St Ann's Hospice for the year ended 31 March 2024 are given below.

	2024 £	2023 £
Turnover	2,522,472	2,546,496
Cost of sales	(262,022)	(266,151)
Gross profit	2,260,450	2,280,345
Administrative expenses	(1,379,516)	(1,290,766)
Operating profit	880,934	989,579
Interest receivable	14,053	4,352
Profit before taxation	894,987	993,931
Tax on profit	(21,061)	477
Profit for the financial year attributable to the equity shareholders of the company	873,926	994,408

Statement of changes in equity

	Profit and loss account £
Balance at 1 April 2022	-
Profit after tax for the year	994,408
Gift aid distribution	(994,408)
Balance at 31 March 2023	-
Profit after tax for the year	873,926
Gift aid distribution	(873,926)
Balance at 31 March 2024	-

BALANCE SHEET
The aggregate of the assets and liabilities was:

	2024 £	2023 £
Fixed assets	19,191	9,303
Current assets	1,005,256	1,100,483
Creditors: amounts falling due within one year	(1,024,445)	(1,109,784)
Total net assets	2	2

17 STOCKS	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Finished goods and goods for resale	32,048	36,267	20	30

18 DEBTORS	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade debtors	49,186	61,866	48,130	59,466
VAT Recoverable	581,502	565,857	577,454	576,390
Prepayments and accrued income	141,247	145,068	99,853	105,774
Other debtors	2,817,811	3,364,415	2,790,090	3,326,886
Amounts due from subsidiary company	-	-	670,033	768,437
	3,589,746	4,137,206	4,185,560	4,836,953

19 CASH AND CASH EQUIVALENTS	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Interest bearing accounts	13,666,013	16,126,324	12,767,325	15,141,301
Current accounts and cash	1,400	1,499	1,400	1,499
	13,667,413	16,127,823	12,768,725	15,142,800

20 CREDITORS (Amounts falling due within one year)	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
	435,865	326,410	381,006	271,644
Trade Creditors	544,726	690,397	380,454	507,908
Accruals and deferred income	164,538	159,110	150,278	144,137
Taxation and social security	156,827	111,895	98,368	77,156
Other creditors	64,911	43,850	-	-
Corporation tax	1,366,867	1,331,662	1,010,106	1,000,845

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds £	Restricted funds £	Total funds 2023 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	5,047,883	861,833	5,909,716
Charitable activities	4	4,022,472	1,182,175	5,204,647
Other trading activities	5	2,561,605	-	2,561,605
Other Income	6	962	-	962
Investments	7	155,961	855	156,816
TOTAL INCOME		11,788,883	2,044,863	13,833,746
EXPENDITURE ON:				
Raising funds	8	2,412,977	-	2,412,977
Charitable activities	9	8,707,367	1,151,984	9,859,351
TOTAL EXPENDITURE		11,120,344	1,151,984	12,272,328
Net (expenditure)/income before investment gains		668,539	892,879	1,561,418
Net gains on Investments	16	(319,502)	-	(319,502)
Net income before tax	11	349,037	892,879	1,241,916
Taxation	14	477	-	477
Net (expenditure)/income for the year		349,514	892,879	1,242,393
Transfer Between Funds	22	48,925	(48,925)	-
Other Recognised Gains:				
Actuarial Gain on Defined Benefit Schemes	25	1,091,000	-	1,091,000
NET MOVEMENT IN FUNDS		1,489,439	843,954	2,333,393
FUND BALANCES BROUGHT FORWARD AT 1st April		22,043,445	1,320,030	23,363,475
FUND BALANCES CARRIED FORWARD AT 31st March	22, 23	23,532,884	2,163,984	25,696,868

22. STATEMENT OF RESERVES

2024 Group	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,068,082	11,183,223	(11,365,132)	64,270	187,883	3,138,326
Designated funds						
Fixed assets	1,732,062	-	-	-	(27,743)	1,704,319
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	11,183,223	(11,365,132)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	13,146,521	(12,574,350)	64,270	-	26,333,309

2024 Charity	At 1 April 2023 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2024 £
Unrestricted funds:						
General fund	3,077,386	9,561,624	(9,743,533)	64,270	200,438	3,160,185
Designated funds						
Fixed assets	1,722,756	-	-	-	(40,298)	1,682,458
Subsidiary	2	-	-	-	-	2
IT upgrade	120,000	-	-	-	-	120,000
Property refurbishment and development	18,612,740	-	-	-	(160,140)	18,452,600
Unrestricted funds	23,532,884	9,561,624	(9,743,533)	64,270	-	23,415,245
Restricted Fund						
Specific donations	2,163,984	1,963,298	(1,209,218)	-	-	2,918,064
	25,696,868	11,524,922	(10,952,751)	64,270	-	26,333,309

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. In 2021 the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

22. STATEMENT OF RESERVES (continued)

2023 Group	At 1 April 2022 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2023 £
Unrestricted funds:						
General fund	6,881,507	11,788,883	(11,119,867)	771,498	(5,253,939)	3,068,082
Designated funds						
Fixed assets	1,723,237	-	-	-	8,825	1,732,062
IT upgrade	-	-	-	-	120,000	120,000
Property refurbishment and development	13,438,701	-	-	-	5,174,039	18,612,740
Unrestricted funds	22,043,445	11,788,883	(11,119,867)	771,498	48,925	23,532,884
Restricted Fund						
Specific donations	1,320,030	2,044,863	(1,151,984)	-	(48,925)	2,163,984
	23,363,475	13,833,746	(12,271,851)	771,498	-	25,696,868

2023 Charity	At 1 April 2022 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2023 £
Unrestricted funds:						
General fund	6,890,072	10,273,443	(9,604,427)	771,498	(5,253,200)	3,077,386
Designated funds	1,714,670	-	-	-	8,086	1,722,756
Fixed assets	2	-	-	-	-	2
Subsidiary	-	-	-	-	120,000	120,000
IT upgrade						
Property refurbishment and development	13,438,701	-	-	-	5,174,039	18,612,740
Unrestricted funds	22,043,445	10,273,443	(9,604,427)	771,498	48,925	23,532,884
Restricted Fund						
Specific donations	1,320,030	2,044,863	(1,151,984)	-	(48,925)	2,163,984
	23,363,475	12,318,306	(10,756,411)	771,498	-	25,696,868

23. ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total £
2024 GROUP			
Tangible fixed assets	8,636,423	-	8,636,423
Investments	2,428,546	-	2,428,546
Current assets	14,371,143	-	17,289,207
Current liabilities	(1,366,867)	2,918,064	(1,366,867)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309
2024 CHARITY			
Tangible fixed assets	8,614,562	-	8,614,562
Investments	2,428,548	-	2,428,548
Current assets	14,036,241	2,918,064	16,954,305
Current liabilities	(1,010,106)	-	(1,010,106)
Provision for pension scheme liability	(654,000)	-	(654,000)
At 31 March 2024	23,415,245	2,918,064	26,333,309
2023 GROUP			
Tangible fixed assets	5,110,373	-	5,110,373
Investments	2,243,861	-	2,243,861
Current assets	18,137,312	2,163,984	20,301,296
Current liabilities	(1,331,662)	-	(1,331,662)
Provision for pension scheme liability	(627,000)	-	(627,000)
At 31 March 2023	23,532,884	2,163,984	25,696,868
2023 CHARITY			
Tangible fixed assets	5,101,067	-	5,101,067
Investments	2,243,863	-	2,243,863
Current assets	17,815,799	2,163,984	19,979,783
Current liabilities	(1,000,845)	-	(1,000,845)
Provision for pension scheme liability	(627,000)	-	(627,000)
At 31 March 2023	23,532,884	2,163,984	25,696,868

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

24. EMPLOYEE RETIREMENT BENEFITS - GROUP AND CHARITY

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2024 £'000	Recognised in SoFA 2024 £'000
NHS Pension	417	417
Stakeholder	303	303
St Ann's Hospice Defined Benefit	141	(168)
	861	552

24. EMPLOYEE RETIREMENT BENEFITS (continued)

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at St Ann's.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Ann's Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £416,831 (2023: £411,261). An amount of £59,423 (2023: £62,508) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by St Ann's Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to St Ann's Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £303,093 (2023: £382,922). An amount of £30,262 (2023: £Nil) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of Broadstone -Employee Benefits & Actuarial Consultants.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31 March 2018. The Hospcie Trustees are cognisant of their duty as an employer to ensure the solvency of the St Ann's Hospice Pension Scheme. In consultation with the Trustees of the St Ann's Hospice Scheme, and upon the advice of the actuary, the Hospice Trustees agreed in 2022-23 a 7 year funding recovery plan that would eliminate the deficit. The Hospice Trustees agreed with the Pension Scheme Trustees that a lower amount would be repaid in the first two years, with the remaining balance then split equally across the subsequent 5 years. Should the deficit reduce/increase further following future valuations, the Hospice Trustees may need to consider a different approach. The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

	2024	2023
	%	%
Discount rate	4.70	4.70
Expected return on assets	4.70	4.70
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	3.80	3.70

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2024 years	2023 years
Retiring today:		
Males	85.0	85.8
Females	87.6	88.3
Retiring in 20 years:		
Males	86.6	87.5
Females	89.3	90.0

The amounts recognised in the statement of financial activities are as follows:

	2024 £000's	2023 £000's
Current service cost	(53)	(52)
Interest on obligations	(515)	(419)
Expected return on scheme assets	488	373
Total operating charge	(80)	(98)
Actuarial gain	(88)	1,091
Total cost recognised in the statement of financial activities	(168)	993

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2024 £000's	2023 £000's
Present value of defined benefit obligations	10,500	11,300
Fair value of scheme assets	(9,846)	(10,673)
Net liability recognised in the balance sheet	654	627

24c. EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:	2024 £000's	2023 £000's
At 1 April	11,300	15,300
Current service cost	53	52
Interest cost	515	419
Contributions by scheme participants	8	9
Administrative expenses	(44)	(28)
Actuarial (gains)	(621)	(3,776)
Benefits paid	(711)	(676)
At 31 March	10,500	11,300

Movements in the fair value of scheme assets were as follows:	2024 £000's	2023 £000's
Opening fair value of scheme assets	10,673	13,662
Expected return on scheme assets	488	373
Actuarial (losses)/gains	(709)	(2,685)
Contributions by the employer	141	18
Contributions by scheme participants	8	9
Benefits paid	(711)	(676)
Administration Expenses	(44)	(28)
	9,846	10,673

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:	2024 £000's	2023 £000's
Equities	-	4,252
Gilts and bonds	4,789	1,064
Liability Driven Investment	4,069	5,248
Cash	988	109
	9,846	10,673

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

25. FINANCIAL COMMITMENTS

Operating lease commitments

At the balance sheet date the total future minimum lease payments under non-cancellable operating leases were as follows:

GROUP	Land and buildings £	Other £	Land and buildings £	Other £
Leases which expire:				
within one year	140,594	-	133,094	4,834
between one and five years	431,879	-	396,673	-
after five years	327,717	-	412,617	-
	900,190	-	942,384	4,834

CHARITY	Land and buildings £	Other £	Land and buildings £	Other £
Leases which expire:				
within one year	4,400	-	4,400	-
between one and five years	17,600	-	17,600	-
after five years	36,300	-	40,700	-
	58,300	-	62,700	-

26. RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, St Ann's Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2023: Nil)

The total value of donations received from the trustees during the year was £1,591 (2023: £1,186)

05 Independent Auditor's Report

Independent Auditor's Report to the Members of St Ann's Hospice

Opinion

We have audited the financial statements of St. Ann's Hospice 'the charitable company' and its subsidiary St. Ann's Hospice Trading Company Limited 'the group' for the year ended 31st March 2024 which comprise the statement of financial activities, balance sheet, 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 group's and the charitable company's affairs as at 31st 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 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 55, 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

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and

performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities Act 2011. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

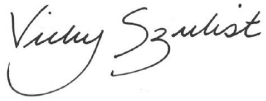
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP, Statutory Auditor,
3rd Floor, St George's House
56 Peter Street, Manchester, M2 3NQ
20th December 2024

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Hospice
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06 Officers and Professional Advisors

Officers and Professional Advisors

Trustees and Officers

PRESIDENT
The Right Reverend Prof. David Walker
Bishop of Manchester

VICE PRESIDENTS
Sir Warren Smith KCVO KStJ JP
HM Lord Lieutenant of Greater Manchester
(resigned 1st September 2023)

Mrs Anne Mack

Mrs Ann Hughes

Professor Sir Cary Lynn Cooper CBE FAcSS

Kathy Cowell OBE DL

TRUSTEES
CHAIR
Professor Jacqueline Oldham BSc(Hons) RGN PhD

HON. TREASURER
Mr Darren Holt BA FCA,

Mr Alan Bond FCCA, ACIS (resigned 25th March 2024)

Mr Mike Brown (Vice Chair) MSc, FHSM, CMIPM
(resigned 10th June 2024)

Dr Stephanie Gomm MD FRCP

Mrs Fiona Taylor (Vice Chair) RGN, RM, RHV, Dip HE,
BSc (Hons), MA

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Ogden BPham FRPhamS

Ms Kate Squire BA (Hons)

Mr Russell Kaminski LLB (Hons), LPC, TEP (appointed
15th May 2024)

Mrs Paula Tanner LLB, ACA (appointed 15th May 2024)

Mrs Anita Rolfe RGN DN (appointed 15th May 2024)

Key Management Personnel

CHIEF EXECUTIVE
Rachel McMillan RGN BA(Hons) MSc
(appointed Company Secretary 22nd January 2024)
(resigned Company Secretary 26th June 2024)

DIRECTOR OF PEOPLE, CULTURE, & SUPPORT SERVICES
Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT & COMPANY SECRETARY
Dr Paul Jarvis
(resigned 19th January 2024)

Claire Murphy BSc (Hons) FCA
(appointed 26th June 2024)

DIRECTOR OF CLINICAL SERVICES
Emma Dixon RGN BA(Hons)

MEDICAL DIRECTOR
Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR
Dr Alison Roberts MBChB FRCP

Professional Advisors and Registered Office

SOLICITORS
Brabners LLP
55 King Street, Manchester M2 4LQ
and
Exchange Flags, Liverpool L2 3YL
Manchester M2 3NQ

AUDITOR
Crowe UK LLP
Crowe U.K. LLP
3rd floor
St George's House
56 Peter Street
Manchester M2 3NQ

INVESTMENT MANAGERS
Brewin Dolphin
1 The Avenue
Spinningfields Square, Manchester M3 3AP
Manchester M2 3NQ

BANKERS
The Royal Bank of Scotland
5th Floor
1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINICIPAL OFFICE
St Ann's Hospice
St Ann's Road North,
Heald Green,
Stockport,
SK8 3SZ

ST ANN'S HOSPICE TRADING CO LTD
Subsidiary of **St Ann's Hospice**

COMPANY DIRECTORS
Rachel McMillan
Gill Turnpenney
Claire Murphy

Contact details

St Ann's Hospice
St Ann's Road North,
Heald Green,Cheadle,
Cheshire SK8 3SZ
Tel: 0161 437 8136

St Ann's Hospice
Meadowsweet Lane, off Peel Lane,
Little Hulton, Worsley,
Manchester M28 0FE
Tel: 0161 702 8181

www.sah.org.uk www.facebook.com/StAnnsHospice @StAnnsHospice @StAnnsHospice

Registered charity number 258085. Registered in England No. 947220.

Moya Cole Hospice

England & Wales - Charity number 258085

Accounts

St Ann's Hospice

every day makes a difference

Annual Report and Financial Accounts **2022/23**

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01 Our purpose, values and aims

Our purpose and our values

St Ann's is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services, caring for people in the place they call home.
Our support means different things to different people. Some people come to us for care at the end of their life, others for help managing their symptoms. Some join our outpatient sessions, while others enjoy complementary therapies or spend time with our counsellors. Our core purpose is to lead specialist care for people impacted by life-limiting illness.

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.

We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.

Our patients and their loved ones are at the heart of everything we do, and always will be. The care we provide is truly holistic.

Our patients are individuals, and our care addresses their unique needs, whatever they may be.

Our values

Our values are a set of guiding principles and behaviours which shape how we go about our day-to-day jobs to achieve our longer-term goals and plans. If you're supported by the hospice, or are a fundraiser, volunteer, shop customer or staff member, you'll experience our values being put into practice. They are what make us so unique and make St Ann's such a special place to work.

People matter

People are at the centre of everything we do. We treat each other, and ourselves, with kindness and compassion. We value and celebrate diversity; recognising everyone as an individual.

Brave and bold

We want to grow for the future, not settle. We're not afraid to do things differently, get creative, challenge ourselves and the status quo. We're ambitious in our aims, accountable for our actions and learn from our experiences and successes.

Lead and learn

We're experts in what we do, and we don't stop there. We're always learning; informing and shaping the sectors we're in through education, training and research. We lead by example; sharing best practice, advancing in our fields and pioneering new approaches.

Together we are stronger

Together, we're stronger and have a bigger impact than we could have alone. As a charity, we work in collaboration with supporters, partners and the communities around us. We think beyond traditional boundaries to make sure we're here for our communities for years to come.

Strategic aims

Our new five year strategy for 2023-2028 builds on the previous version and will outline our ambitions and what we aspire to achieve during the next five years.

Our Six Strategic Aims

Strategic Aim 1:
To provide outstanding person-centred care that is innovative and evidence-based.

- We will deliver a consistent level of outstanding care using innovative and holistic approaches to individualised care and support
- Our care will be evidence-based and aligned to the GM Commitments for Palliative and End-of-Life Care. We will use a rehabilitative approach to planning and delivering care to people using a multi-disciplinary framework
- We will ensure our services are accessible for those in all of our neighbourhoods and communities, whether that is in our hospice buildings or through our community and outreach services
- We will further develop and foster a cohesive and collaborative partnership approach to care to ensure we achieve the best outcomes for our patients
- We will further develop and enhance quality improvements using feedback and reported outcomes of care.

Strategic Aim 2:
To lead the sector in education, research and innovation.

- We will provide an outstanding learning experience that enhances the capabilities of individuals, leaders and teams
- We will enhance our collaboration with university partners to be recognised as a teaching hospice
- We will build the capacity and capability of our current and future workforce to embrace and actively engage with research and innovation
- We will build our reputation as a sector leader and centre of excellence for education, research and innovation.

Strategic Aim 3:
To be an organisation of choice for all.

- We will continue to enrich the culture of St Ann's by further developing opportunities for staff and volunteers
- We will ensure that people who need our services are able to choose to access our care and that it is tailored to their needs
- We will listen and engage with staff and volunteers to support their wellbeing and remain a competitive employer considering terms and conditions and benefits
- We will listen to, engage with and consider the voice of those using our services to further enhance our clinical services.

Strategic Aim 4:

To sustain and further develop a values-based culture within which there are high-performing people and teams.

- We will continue to support our staff and volunteers to be the best versions of themselves
- We will ensure our leaders have integrity and credibility and are capable of inspiring others and achieving excellence
- We will live and breathe our values in everyday activities and ensure good governance is maintained and regularly reviewed throughout the organisation
- We will work proactively to champion social value through strong and effective leadership, building a shared understanding of social value throughout the hospice.

Strategic Aim 5:

To ensure our buildings, estate and facilities are fit for the future to enable the delivery of outstanding person-centred care.

- We will build and open a new hospice building in Heald Green and further review our Little Hulton site, ensuring it remains fit for the future with the changing needs of the population and demand on services
- We will ensure our technical facilities are modern, robust and safe to deliver high-quality care, education, training and research
- We will enhance our inclusive culture to identify and open some of our facilities to the public, building our networks and community cohesion
- We will review, refresh and promote our brand in readiness for the future.

Strategic Aim 6:

To be financially viable and develop growth in our business for future sustainability.

- We will ensure effective good governance is regularly reviewed and adhered to
- We will continue to develop our collaborative relationships with supporters and colleagues within the health and social care networks to enhance their financial contribution to care and service provision
- We will explore opportunities within the health and social care networks for financial sustainability.
- We will review the voluntary income streams including the effectiveness of the Trading Company strategic plan
- We will develop our entrepreneurial ability to identify diverse and sustainable income streams
- We will develop agile, efficient and flexible processes to reduce costs, enable prompt decision-making and maintain outstanding care delivery.

02 Highlights of 2022/23

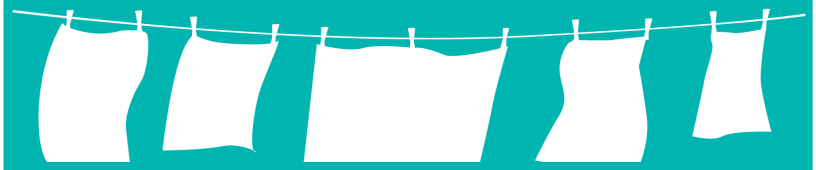
St Ann's in Numbers

Statistics are important to us at St Ann's, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

Our catering team prepared

28,000

delicious meals for our patients



Our housekeeping services team washed

14,000

bedsheets to ensure our patients' comfort

The team from our Lymphoedema clinic carried out **463** initial assessments with new patients

164

patients were discharged from our Inpatients Unit and were able to go home

16

companies volunteered for us last year helping us with fundraising, gardening and much more

Our community team made

2,144

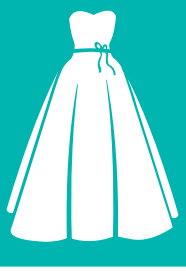
home visits to our patients

£32,000 was raised from virtual Facebook challenges

Our Trading Company carried out **29** House Clearances raising **£36,692** for our hospice

Over **14,800** people played our lottery every week in 2022/23

112 Wedding Dresses were sold at our Bridal shop in Stockport



5,631 donations received for the capital campaign to build our new hospice at Heald Green

There were more than **42,000** entries in our Summer and Christmas Raffles

1,950 people attended our Light Up a Life services

We couldn't possibly list everything we've achieved in the last year, but here are a few highlights...

April 2022

Megan and Mark Whittaker took on a coast-to-coast challenge on a tandem bike to raise money for Team St Ann's. The couple cycled from Seascale in Cumbria to Whitby in North Yorkshire in just one day.

May 2022

St Ann's launched a new training and education programme, featuring a range of courses that enable health and social care professionals - and the wider business community across Greater Manchester - to benefit from its extensive experience of delivering the highest standards of palliative and end-of-life care.

June 2022

We launched our Build it Together campaign - the £2 million public appeal for a new hospice building.

The appeal is urging local people to come together to help us raise the final £2 million needed for our flagship new hospice, which will be a leading facility for end-of-life care in the UK.

As part of the launch, it was announced that actors Lee Boardman and Jennifer James would be ambassadors for the campaign. They experienced our support firsthand when Lee's sister was cared for by St Ann's. We delighted that they are able to get behind our campaign.

July 2022

Fiona Sanderson, a lymphoedema specialist at St Ann's Hospice, collected a bronze award at the British Journal of Nursing Awards 2022.

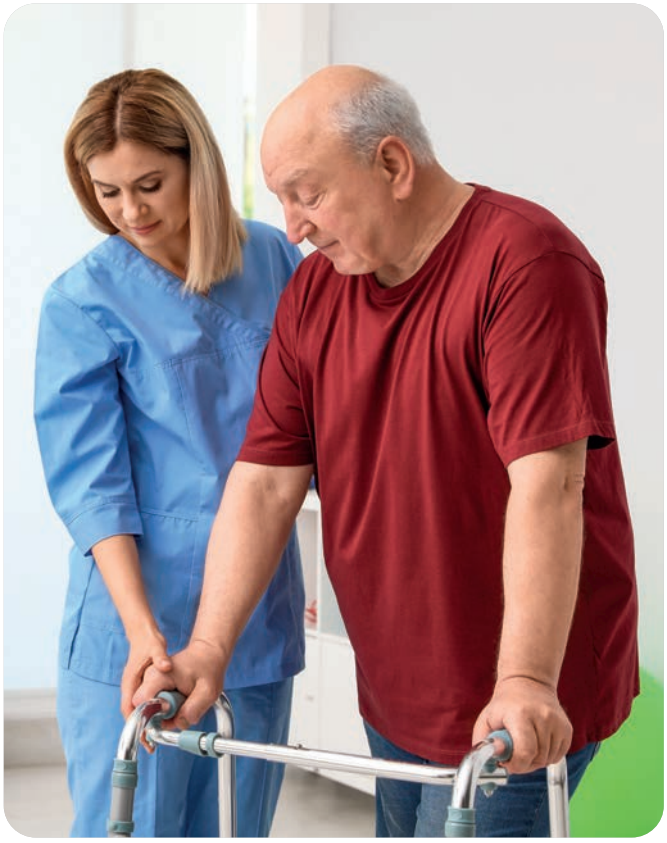
The honour took her by surprise as she was even unaware she had been nominated but she was proud to be recognised in the Chronic Oedema Nurse of the Year category. She hopes winning an award for her work will bring recognition for the condition.

August 2022

We are always so delighted to hear from the loved ones of patients we have cared for at St Ann's and hear what a difference our care made to their experience at such a sad time in their lives. As part of our Build it Together campaign, we were grateful to Judith Lacy for sharing her experience of St Ann's when we cared for her husband Kevin. She was able to highlight the importance of having private bedrooms in our new Heald Green hospice.

September 2022

Our experts at St Ann's were able to share their knowledge and experience with our community throughout the year. When news of the death of Her Majesty the Queen was announced, our Senior Counsellor, Patrick Clark, offered advice and support to anyone who may be grieving her loss, or who found this national mourning reminds them of their own loss or grief. Patrick's message of support reminded us all that "responses to grief are unique and personal to an individual."



October 2022

We celebrated Allied Health Professional (AHP)'s Day and recognised our St Ann's AHP family for everything they do in providing outstanding care and support to our patients.

At St Ann's we employ 11 AHPs in physiotherapy, occupational therapy and dietetics. They hold a range of positions at our hospices in Heald Green and Little Hulton, including team leaders, heads of department and our specialist lymphoedema team, and all play a vital role in patient treatment, rehabilitation and support.

November 2022

Belinda Neild, an incredible art teacher from Salford, achieved the Guinness World Record as the fastest woman to run a marathon dressed as an item of stationery at the London Marathon, while raising money for St Ann's Hospice.

Belinda visited our Little Hulton hospice after her record-breaking success and celebrated with her family to recognise her incredible fundraising effort. Belinda was delighted to find she had raised over £20,000 for the hospice – something she only found out on the day!

Belinda has been raising money for St Ann's over the last few years in memory of her mum, who was a patient at our Little Hulton site and died there in 2011.

December 2022

Our Chief Executive, Rachel McMillan was interviewed on BBC Breakfast about the vital importance of hospices in the UK, and the challenges faced by the sector in light of the cost-of-living crisis.

In the interview, Rachel highlighted the fact that government funds only provide a third of the hospice's income and the rest is found through fundraising. She invited government ministers to visit their local hospices to "really understand what the challenges are and the consequence and impact if we don't survive".

January 2023

The Build it Together campaign for our new Heald Green hospice reached an important milestone in January. Thanks to the wonderful generosity of our supporters, St Ann's reached the £500,000 fundraising mark towards the appeal.

Within that big number of half a million pounds are lots of individual acts of kindness and generosity – people have run for us, walked for us, baked cakes for us and of course donated directly to us too!

There was still a long way to go to the £2 million target, but this was a wonderful milestone for the campaign.

February 2023

Supporter Tom Lowery jumped 11,000 feet from a plane in February in memory of his partner to raise money for St Ann's Hospice.

Joan Lyons, Tom's partner of 24 years, was a patient at St Ann's Hospice in Little Hulton and was cared for there until she died in March 2022.

Tom, a retired HGV driver and Royal Signals veteran – who himself is going through health issues following his own cancer diagnosis – is 76 years old but was more than ready for his parachute jump in aid of St Ann's.

Speaking before the jump, Tom said: "I think I'm looking forward to it, not long to go now! Thank you very much to everyone who has donated to St Ann's Hospice, I hope they get lots of money to support them."

March 2023

On International Women's Day we celebrated one of our founders for the incredible work she pioneered in Greater Manchester and the legacy she's left for this to continue.

Dr Moya Cole OBE was one of the founders of the Heald Green hospice in Stockport in 1971, and was also instrumental in the decision for St Ann's to open a second hospice in Little Hulton in Salford in 1979.

Moya was a monumental trailblazer for women as well as a huge intellect. Among her many achievements, she was the first person to give Tamoxifen to patients as part of a clinical trial in the early 1960s, publishing many papers on breast cancer.

Aside from her ground-breaking work on breast cancer, it is also fair to say that without Moya Cole's vision and determination there would be no St Ann's Hospice.

In 1967, Moya and the then Bishop of Manchester, the Rt Rev Dr William Greer, had the idea for a hospice for the people of Greater Manchester. Together, they worked for 18 months to win over businesses and the public; they were consequently successful in founding St Ann's Hospice in 1969.

Without Moya's pivotal role in Greater Manchester's history there would not be a hospice that helps and supports thousands of people each year.

“Not content with maintaining the status quo, challenges have been turned into opportunities and services developed to ensure we have remained responsive, safe and compassionate throughout the pandemic.

Professor Jacqueline Oldham, Chair of the Board ”

03 Chair and Chief Executive's statement

Joint Statement from the Chair and Chief Executive

St Ann's is looking to the future and our commitment to care for the people in our community for generations to come. It has been a challenging year, but our resilience has seen us through, with much to celebrate.

Just like everyone else in our community, this year has been challenging in many ways for St Ann's Hospice. We are incredibly proud of every member of our team that has worked together to ensure our patients continue to receive the highest levels of care, whilst always striving to innovate and improve our service.

It was with great relief that we were finally able to lift many of the restrictions imposed on our services during the Covid pandemic, but still, for much of the year, we faced compulsory mask-wearing, spikes in infection and a need to adapt to the new normal of the post-pandemic world. Our team has been brave and bold in their approach to all these challenges, and we are continually proud and grateful for their resilience and strength. Despite its challenges, the pandemic also brought with it innovation and new approaches to our work, and we must ensure that we take these learnings and opportunities to continually improve our services.

Our teams have remained committed to meeting the unique needs of each patient we serve and as part of this approach, goal setting is worked through between clinical staff and individuals to ensure we support what matters most to each patient and their families. This is different for everyone, as we are all unique in our preferences and experiences.

> "We are incredibly proud of every member of our team."

Our clinical staff spend time to understand specific needs, as these will shape the goals they choose to pursue. St Ann's Hospice strives to keep this person-centred approach, so that the people we work with are supported, and we can address what's important for them. Keeping the individual at the centre of their care through this rehabilitative approach is something we are so proud of at St Ann's and we celebrate each and every goal achieved.

This year has also brought financial hardship for many, and the cost-of-living crisis has affected our community and our organisation. Rapidly increasing energy bills this winter caused us great concern and we have been working closely with other colleagues across the nine hospices in Greater Manchester to lobby the Government to do more to support hospices financially and ensure the continuation of our vital services for generations to come.

As we have faced these challenges head on, we are reminded of one of our founders – Dr Moya Cole. Moya was an inspirational woman and a name we should all know – not only did she have the vision to establish St Ann's Hospice in the late 1960s, but she graduated with a degree in physics from Queen's University in Belfast way back in 1939, became our Medical Director in the 1980s, and led ground-breaking research on tamoxifen when she was a medical consultant at The Christie. She was also awarded an OBE.

Moya sets an inspiring example to us all. Her legacy of determination to make things better for patients continues at St Ann's and we will always be inspired by Dr Moya Cole's brave example.

Inspiration also comes from our community and we are constantly reminded of our hospice value that Together We Are Stronger as we receive donations and hear of fundraising endeavours for our hospice. It is thanks to the generosity of the public that we can continue with our vital care, whilst also looking to the future with our ambitious plans for a new hospice at Heald Green.

Our Build it Together campaign and the thousands of pounds raised to get the project underway are testament to our supporters. We know they share our ambition and vision for St Ann's Hospice and realise just how important it is that we safeguard our services for the future.

Rachel McMillan
Chief Executive of St Ann's Hospice
14th February 2024

Professor Jacqueline Oldham
BSc (Hons) RGN PhD
Chair of St Ann's Hospice
14th February 2024

> "It is thanks to the generosity of the public that we can continue with our vital care, whilst also looking to the future with our ambitious plans for a new hospice at Heald Green."

“I've been coming to St Ann's for a while now. The staff and volunteers can't do enough for you. It's a lovely, calm and peaceful place to come.”

St Ann's Patient

04 Trustees' report and financial statements

Trustees' Report including Strategic Report

The Trustees of St Ann's Hospice, also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31st March 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102).

Constitution and governing documents

St Ann's Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

St Ann's Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport and Meadowsweet Lane, off Peel Lane, Little Hulton. The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice @ Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of St Ann's Hospice have carefully considered the Charity Commission's general guidance on public benefit. St Ann's Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction

All new Trustees participate in an induction programme (reviewed annually) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad-hoc training events, usually taking place at trustee away days.

Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, risk management, and financial investments.

Section 172

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

- The likely consequences of any decision in the long term;
- The interests of the charity's employees;
- The need to foster the Charity's relationships with third-party stakeholders which, in the case of St Ann's Hospice include people affected by, or living with life-limiting illnesses;
- The impact of the charity's operations on the community and the environment;
- The desirability of the charity maintaining a reputation for high standards of business conduct; and
- The need to act fairly as between members of the charity.

Organisation

The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work. The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary. By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making

A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management

The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub-committees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Leadership Team and relevant sub-committees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Since 2021 the organisation has transitioned to use Pineapple; a bespoke piece of software developed in-house to support leadership teams in strategic and operational risk management. The system is used by leaders across the organisation to record, control, and monitor risk. The application is hosted securely in the cloud on Microsoft Azure servers. The aim over the next few years is to move the functionality of Pineapple into a work management and productivity cloud-based platform like Monday.com or something similar that can be added onto Microsoft Teams or built within the Microsoft Office 365 suite of apps. This will lead to better maintenance and security whilst additionally supporting interoperability with other hospice systems and scalability across other domains.

Engaging Stakeholders

Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies, and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders and obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Our Beneficiaries

We are keen to learn from our beneficiaries' experiences at St Ann's and actively seek feedback and suggestions that help us make positive changes. Our teams regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision-making and help us make continuous improvements.

Our Supporters

We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our newsletter that is sent three times a year.. The circular helps keep our supporters up to date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see first-hand the impact it has. We have a significant presence online and across the social media platforms that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget-me-not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking to them regularly over the phone and inviting them to in-person meet ups

with other participants. This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences.

Every year we hold a thank-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have. In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff & Volunteers

We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive leadership team hold a Director's Drop-in. We have several working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in decision-making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment.

At St Ann's, volunteers work across the hospice in a variety of roles and with varying responsibilities. From running our cafe and providing visitors with a much-needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley. Our volunteers are the lifeblood of the organisation. We want to encourage people, whatever their skills and background, to consider volunteering for us. We also want our volunteers to have every opportunity to develop themselves and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

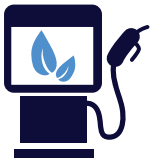
Our Suppliers

St Ann's Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. A robust procurement process is in place to ensure the highest quality product is delivered at the most cost-effective price point.

Environmental Sustainability

We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development of a new modern hospice facility, efficiency projects for our existing estate, and working closely with our staff to transform culture and behaviours.

Carbon Dioxide Emissions (CO2e)



Tonnes of CO_2e generated by St Ann's from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 319.24 tonnes CO_2e
- Electricity = 135.05 tonnes CO_2e
- Business Transport = 18.61 tonnes CO_2e

The total CO_2e generated by St Ann's Hospice during 2022-23 is 472.90 tonnes CO_2e (486.36 tonnes CO_2e in 2021-22)

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible during 2022/23 is 2,390,546 kWh (2,407,085.18 kWh in 2021/22).

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an 'average' car in the government guidance.

Ambulances and vans applied the category of 'Managed Vans; Average; Diesel' for their conversion factor. Data on distance was taken from fuel invoice information with vehicle mpg information drawn from number of online sources noted in supporting documentation (ESOS calculation spreadsheet). Current government guidance on all conversion factors was used throughout.

The ratio below is based on operational hours for St Ann's, this equals:

- 8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor i:

- 53.98 kg CO_2e /operational hour

Energy Efficiency

The following measures were taken to increase energy efficiency in the reporting period:

- A poster and screen saver campaign encouraging staff to turn off radiators etc when out of office
- New, more efficient servers installed
- All defective light ballasts switched to LED
- New build design to maximise sustainability and zero gas use encouraging renewable energy use
- Quotes for air source pumps to replace the gas provision at Little Hulton site when redundant

Water Use

The Little Hulton site used 3,437m^3 of water in 2022/23 and the Heald Green site used 2,370m^3 of water for the same period.

Welcome to
St Ann's Hospice

Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.

Board of Trustees

Audit

Audit Committee
Responsible for ensuring St Ann's fulfils its corporate responsibilities in relation to financial reporting, internal control systems, risk management systems, internal and external audit function, and annual reporting.

Clinical Quality & Performance

Clinical Quality & Performance Committee
Responsible for ensuring appropriate scrutiny is provided into quality standards, care delivery, and patient experience and safety, providing assurances on systems and processes, driving improvements in quality care, and monitoring all levels of risk.

Finance

Finance Committee
Responsible for high-level scrutiny of finance and business performance, robustness of financial systems, analyses and assurances, strategic investments, pensions, risk, internal controls and policies, and annual reporting.

Human Resources

Human Resources Committee
Responsible for monitoring remuneration, employment policies, changes in conditions, overseeing matters of equality diversity and inclusivity, and monitoring the delivery of nonclinical training and development.

Strategic Development*

Strategic Development Committee
Responsible for optimising and developing new strategic opportunities, analysing the external environment and planning for sustainability, overseeing strategic developments and reviewing all income generation strategies, including the capital fundraising campaign.

**Assumed responsibility for the Capital Fundraising Appeal Committee (dissolved October 2019)*

"It has been a challenging year, but our resilience has seen us through, with much to celebrate."

Professor Jacqueline Oldham, Chair of the Board

St Ann's Directorates

Our Executive Leadership Team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates:

Chief Executive

Director of Clinical Services

Clinical Services

- Oversees strategic and operational clinical management and leadership across all patient services.
- Directorate comprises inpatient units, day therapy, supportive and medical outpatient services, Hospice@Home, Community Specialist Palliative Care Team, and the Practice Development Centre.
- The Director of Clinical Services is the Senior Information Risk Owner (SIRO) for the organisation.

Medical Director

Medical

- The directorate comprises consultants and doctors that work both in the hospice and across the wider health and care ecosystem.
- Palliative care specialists that provide medical assessment and management of all hospice patients.
- The Medical Director is the Caldicott Guardian for the organisation.

Director of Organisational Development & Support Services

Organisational Development & Support Services

- Oversees a wide range of operational services and support functions across the hospice.
- Directorate comprises human resources, training and organisational development, estates, facilities, IT, and health and safety.
- Overseas the strategic development of the hospice through organisantional culture change, staff development, and idenitifyng new ways of working.

Director of Business Development

Business Development

- Comprises four hospice departments; Finance, Fundriasing, Trading, and Communications.
- Oversees the strategic direction of the business thorugh maximising revenue, diversifying income streams, and ensuring the hospice is finacially viable.
- Immediate responsibility for the hopisce rebuild project at Heald Green and the concomitant Capital Campaign.

Our reach

St Ann's is one of the oldest and largest hospices in the UK and our services span Greater Manchester and parts of Bolton, Wigan and East Cheshire.

We care for thousands of patients from across the area every year and provide support for their loved ones too.

We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:

Clinical Services

Throughout the reporting period of 2022/23, St. Ann's has continued to adapt and reshape services to successfully live with the challenges posed by the ongoing presence of COVID-19. Over the course of the past year, our teams have worked diligently to provide services to patients, families, and their loved ones. We have exhibited flexibility and continually adapted as needed to prioritise the safety of our patients, visitors, staff, and volunteers whilst continuing to adhere to the safety requirements set out by Public Health England (PHE) and NHS England (NHSE).

In addition to prioritising safety, our teams have remained committed to meeting the unique needs of each patient we serve. Through ongoing communication and collaboration with patients and their families, we have strived to provide individualized care and support to ensure that their physical, emotional, and spiritual needs are met.

During the reporting period we have been reviewing and redesigning services to ensure financial sustainably for the future and in line with clinical data.

During the reporting period, Hospice UK received intellectual property right (IPR) permission from Healthcare Quality Improvement Partnership (HQIP) for its member hospices providing inpatient care to use the National Audit of Care at the End of Life (NACEL) case note review questionnaire for a single audit cycle. The primary objective of the audit is to evaluate and comprehend the level of care received by individuals during their hospice admission who are nearing the end of their life, as well as those who are important to the dying person. The goal is to enhance the quality of care received at the end of their life. St Ann's Hospice took part in the NACEL audit.

Commissioning for Quality and Innovation (CQUIN)

St Ann's Hospice's income in 2022/23 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework. This was because the operation of Quality Outcomes Framework (QOF) has remained suspended for all providers due to the COVID-19 pandemic. St Ann's was not required to implement the QOF requirements, carry out QOF audits nor submit performance data. However, we have continued to actively participate in the Framework and further details are provided in the annual Quality Accounts.

Quality Accounts

The hospice published the Quality Accounts for this reporting period in line with national guidance.

Clinical Teams Inpatient Units

Throughout 2022/23, our inpatient units have been operating at full capacity, providing a comprehensive inpatient service. Our efforts to improve access to seven-day services have enabled us to admit patients on weekends and bank holidays, thereby ensuring uninterrupted care. Our dedicated staff have tirelessly supported patients and their families in every aspect of their care, offering valuable information to help them to set realistic goals and make informed decisions on matters such as preferred priorities of care, nutrition and hydration, medicines, and visitation.

Being You Centres

At our Being You Centres, we have offered personalised face-to-face and virtual appointments to cater to individual needs. This ensures that all patients have access to medical, rehabilitation, and wellness services. In the last 12 months, our team has provided support to The Christie NHS Foundation Trust Systemic Anti-Cancer Therapy and Phlebotomy clinic. Furthermore, our Heald Green site has been

hosting a monthly Stepping Hill HPB clinic (Hepatic, Pancreatic and Biliary) and upper GI (gastro-intestinal) joint clinic.

The Being You Centre outreach service is also an integral part of the award-winning The One Stop Lung Cancer Clinic, a new initiative launched in June 2022 at Wythenshawe Hospital. The clinic provides a comprehensive, multi-disciplinary approach to shared decision-making and offers patients the opportunity to meet with a range of treatment specialists, including oncologists, physicians, cancer nurse specialists, and hospice nurse specialists. This approach empowers patients to make informed decisions about their treatment options and introduces them to the services available at St Ann's Hospice.

Community Specialist Palliative Care Team

Throughout 2022/23, our Community Specialist Palliative Care Team has maintained a complete range of services and observed a consistent growth in referral volumes. They have provided exceptional clinical guidance and proficiency for patients, our personnel, the community, and acute hospital personnel throughout the previous year. Moreover, the team has been adaptable in delivering services, including video and phone consultations, when necessary.

Homeless Palliative Care Co-ordinator

This is the third year of five for The Big Lottery funded project and the post has continue to grow in strength. The coordinator has been asked to present at one national conference and at various events on a more local level. They continue to provide case management to patients open to their caseload and work collaboratively with other agencies and refer on when needed. They also facilitate a monthly 'Complex Needs Community of Practice Forum' and the 'Inequalities Q&A' virtual sessions.

Learning Disability (LD) & LGBTQ+ Palliative Care Co-ordinator

These collaborative one-year projects have run from April 2022 and will finish in March 2023. The project has worked with the Salford Community LD team to develop a LD palliative care flow chart currently being used in practice and, the coordinator has provided training on what Advance Care Planning (ACP) is and using accessible ways to approach this including an art-based method.

The LGBTQ+ project worked alongside the LGBT Foundation in an aim to understand what barriers to palliative care existed. This project has come with difficulties, primarily due to the fact there is a lack of data within health care settings relating to LGBT statistics. The coordinator recently piloted the 'Box of Me' (memory/ ACP box) with the Pride in Ageing advisory group, which received good feedback and therefore will be opened to the wider LGBT community.

Training has begun for internal and external staff with a focus on health and social care professionals in Salford. This training will continue in the form of an inequalities day after the project posts have concluded and the LGBT Foundation will also deliver LGBTQ+ EOLC (end of life care) training with our support.

The learning that is emerging from both projects suggests that individuals are not being diagnosed with advancing disease and there is a lack of awareness and knowledge of the importance of advance care planning, therefore conversations are not happening in a timely manner. We will embed this learning into our future training and into shaping our clinical services moving forwards.

Inequalities training including different approaches to ACP (advance care planning) discussions will continue after the project posts have concluded.

Hospice @ Home

Throughout 2022/23, our Hospice @ Home Team has provided an uninterrupted full service. The team has efficiently triaged all referrals within 48 hours, assessed the unique needs of patients during each visit, and provided consistent emotional and psychological support to both patients and their families. Additionally, the Hospice @ Home staff have begun attending locality MDT (multi-disciplinary team) meetings to further enhance palliative and end of life care provision within the community.

Rehabilitative Team

Throughout 2022/23, our Rehabilitation Team has continued to provide critical services following the resumption of all services in the previous year.

Our Complementary Therapists have provided services in addition to supporting volunteers, enabling more patients to access these services.

Our Dietitian has continued to work closely with nursing and catering colleagues to review and enhance our ability to meet the nutritional needs of our patients effectively.

Furthermore, our team has played an essential role in promoting a more rehabilitative culture. For example, we have developed goal-setting training sessions as part of our mandatory training day, allowing all nursing staff to receive this training and enhance their skills.

In addition to the rehabilitation services mentioned, we have also provided specialist lymphoedema services to patients across Greater Manchester and Cheshire. Our team of experts has worked tirelessly to offer individualised treatment plans, including complex lymphatic drainage, compression bandaging, and skin care management, among other services.

We have also provided patients with education on self-management techniques to help them manage their condition at home. Our aim is to improve the quality of life for our patients by reducing pain, swelling, and discomfort associated with lymphoedema, and promoting self-confidence and independence.

Our specialist lymphoedema services have been highly valued by patients, and we are proud to have been able to continue providing these essential services throughout the pandemic.

Patient and Family Support Team

Throughout 2022/23, our Patient and Family Support Team has provided comprehensive services to assist our patients, their families/carers, volunteers, and staff. The team has demonstrated flexibility and responsiveness in meeting the spiritual, psychological, and social requirements of our patients and their carers. Additionally, the team has supported the mental health first aid initiative and facilitated regular Schwartz Rounds for our staff and volunteers. They have also provided clinical supervision to the Social Work Team at the Christie Hospital, while the Safeguarding Lead has delivered safeguarding training to a North West Hospice.

Pharmacy Team

Our Pharmacy Team has continued to provide pharmacy services, throughout 2022/23 under our service level agreement with Salford and Wythenshawe. This team, with support from our Advanced Clinical Practitioners and Medical Team, has helped to maintain pain management, symptom management, medication administration and discharge planning.

Clinical Administration Team

The Clinical Administration Team has supported the clinical and support services teams by working innovatively and collaboratively throughout 2022/23 whilst maintaining the administration of the clinical services and data collection.

Clinical Volunteers

We are delighted to announce that we have successfully reintroduced our clinical volunteers to our services during 2022/23. The impact of their return has been significant, with volunteers providing invaluable support to our patients and clinical teams. We have also appointed a volunteer into our Practice Development Centre, who has carried out patient satisfaction surveys on both of our inpatient units. The feedback received from patients has been invaluable in helping us to identify areas for improvement and to enhance the quality of care we provide. Moving forward, we plan to complete this volunteer-led survey twice a year and extend it to other clinical services within the hospice. We are committed to continuing to involve our volunteers in shaping the services we provide and look forward to seeing the continued positive impact that they have on our patients, their families, and our staff.

Medical Team

Throughout 2022/23, our consultant-led Medical Teams have persevered in delivering exceptional

care across our inpatient units and the wider Salford and Trafford communities. Despite the challenges posed by the pandemic, our medical teams have maintained regular medical outpatient clinics at both sites, including clinics for motor neurone disease patients. To adapt to the changing needs of patients, these clinics have incorporated a blended approach of telephone, video and face-to-face consultations. Our medical teams have also continued to provide support for our 24-hour Advice Line.

Clinical Audit and Quality

St Ann's has remained focused on quality improvement within our services. Our Quality Improvement Group provides oversight, support, and direction to our quality improvement projects, audit, and research, across clinical services. St Ann's also participates in, and contributes to, the North West Regional Audit Group (NWAG) which is led by one of our consultants.

Patient and carer feedback

The Friends and Family Survey is an important feedback tool that supports the fundamental principle that people who use services should have the opportunity to provide feedback on their experience. It is a single question survey which invites feedback on the overall experience of using the service. Listening to the views of patients helps identify what is working well and what can be improved.

During 2022/23, with the support of our Quality Improvement Volunteer, we piloted a new patient and family experience questionnaire:

1. To establish the need for reintroduction of patient and family experience interviews as a means of capturing the patient voice
2. To evidence if we are compliant with Regulations 9, 10 11, 14, 16 and 17 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 and NICE guideline CG138.
3. To establish if potential areas for quality improvement / future projects can be obtained from interviews.

The project was a success, themes were identified, and actions put in place.

As an organisation, St Ann's continues to take complaints seriously, investigate appropriately, and manage compassionately. We encourage people to make complaints if they feel something has gone wrong. We want to learn from people's experiences and improve our services wherever possible. We encourage openness and honesty, and our staff are supported by our complaints and whistleblowing policies.

Incident Reporting and Near Misses

All incidents, accidents and near misses are reported at St Ann's via our electronic incident management system. Staff are supported by a suite of policies, training, procedures and guidance around incident management within the organisation. Incidents and learning from incidents are discussed at the relevant team, departmental and committee meetings.

We have always encouraged openness and honesty, in line with both the professional and legislative duty of candour. Our culture encourages candour, openness and transparency across all departments within the hospice and in any communication with patients and families in relation to both notifiable safety incidents and non-notifiable safety incidents. We have ensured that the requirements to be open when things go wrong are explicit within our complaints, incident management and whistleblowing policies.

The Year Ahead

At St Ann's Hospice, we are committed to providing world-class palliative and end-of-life care for our patients, their families, and caregivers. As we move forward in 2023, we will continue to work towards achieving our five-year strategy while also incorporating our clinical strategy and hospice values.

Our goal is to take a collaborative approach to reviewing, reflecting, and monitoring the quality of our services to ensure that we are working effectively and efficiently and driving improvements. As a team, we will face both successes and challenges, and actively listen to and gain insight from our staff, patients, families, and volunteers. By doing so, we strive to enhance the accessibility, quality, and sustainability of our clinical services.

Organisational Development and Support Services

Organisational Development

Career Pathways

A number of career pathways have been developed to support individual development and career progression within the hospice. Each clinical role within the Community Specialist Palliative Care Team (CSPCT) is now part of a career framework with individual career profiles.

The pathways help employees to understand what career opportunities might be available for them encouraging them to acquire new skills and expand knowledge to enable progression internally. This enhances job satisfaction for individual employees and improves retention as well as aiding succession planning for the hospice. Guidance has also been created to enable clinical leaders to have career conversations with their staff.

Wellbeing Programme

The hospice's Wellbeing Programme has continued this year. The theme for Wellbeing Week focused on times of change and uncertainty and the support employees and volunteers could access. As the COVID-19 restrictions gradually eased, Wellbeing Week took a hybrid approach, with face to face and virtual sessions. There was a collaborative approach, with employees from different departments delivering sessions and contributing ideas. This included relaxation and wellbeing tips with the Complementary Therapists and the Physios providing tips on mind, body and life.
The Greater Manchester Resilience Hub delivered sessions to support staff in times of change and uncertainly. Staff could also access online sessions through Care First, the hospice's Employee Assistance Programme providers.

Mental Health First Aiders (MHFAs)

In January 2023, the hospice welcomed four new Mental Health First Aiders (MHFAs).

The hospice now has six MHFAs who provide support for staff and are involved in several initiatives to promote their roles. This has included, contributing to the content for hospice's quarterly Wellbeing Matters newsletter and taking part in an introductory blog for the staff hub.

The MHFAs have been supported in a number of ways, for example, attending quarterly meetings, establishing a Microsoft Teams group and being offered and attending internal supervision. The Greater Manchester Resilience Hub has also presented a session to the MHFAs on the support the hub offers to all staff and also to the MHFAs individually.

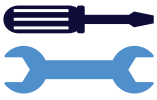
Support Services

Estates Leadership

Changes have been made to the structure of the estate's leadership team with a new Estates Manager joining the hospice at the end of the year. The changes will enable more time to be focused on staff engagement and development, quality improvement initiatives and agile working.

In addition, the structure will provide opportunities to explore further income generation in the cafés at both hospice sites.

Little Hulton Redevelopment



A new café was opened at Little Hulton after its significant redevelopment programme. The café has availability for 24 covers and is offering a number of lunch options and fresh filter coffee.

The hospice's Catering team has developed workflows and processes and has liaised with the wider staff team to ensure an appropriate food and beverage offer. Consideration has also been given to the workforce requirements with the café being supported by both employees and volunteers.

An outside area has also been created with modern bistro style furniture, wooden topped tables and parasols and also a number of rattan arm chairs. This area is proving popular, especially during fine weather.

Improvements to Patient Areas and Facilities

Throughout the year it has been possible to make a number of improvements including:

- New furniture and play equipment was purchased for the redeveloped children's space adjacent to the café at Little Hulton. This is supporting families to spend time together away from the Inpatient Unit environment
- Repairs have been completed on the road at the Little Hulton site
- Aging laundry equipment has been replaced at both sites.

Business Development

The past year has been one of both challenges and calculated innovation for our Business Development Directorate. With the ongoing rise in interest rates, the focus has been increasingly centred on scrupulous financial management.

Our Finance team rose to the occasion by introducing a new system that puts Business Intelligence (BI) at its core. This development has been crucial in enhancing data-driven decision-making, thereby helping us maintain a tighter control on costs.

In alignment with the prevailing financial landscape, our Fundraising and Trading departments were particularly vigilant in their approach. Both departments concentrated on their strategies and prioritised activities that required minimal resources but provided a high Return on Investment (ROI). This conscious selection of activities reflects our agility and ability to adapt to changing conditions, ensuring sustainability and impact.

Unfortunately, the Capital Build project had its share of tribulations, encountering further difficulties as the year progressed. However, a significant milestone was achieved as we finally reached an agreement on the Section 106 legal text with Stockport Metropolitan Borough Council. This has considerably expedited the new build project, moving us much closer to its initiation

While some may argue that in a difficult economic landscape, it would be prudent to pause or scale back initiatives like the Capital Build project, we believe that pushing forward under well-planned conditions is key to our long-term vision and service expansion. By ensuring robust BI systems and focusing on high ROI activities, we are striving to balance immediate financial prudence with future-oriented growth.

Overall, the strategies we have implemented this year have been designed to mitigate risks while maximising opportunities. This ensures not only the ongoing viability of the hospice but also lays solid groundwork for our ambitious building project in Heald Green.

Fundraising

Fundraising income from donations and legacies to the 31st March 2023 was **£5,909,716** against the previous year of **£6,795,953** (2021/22) a decrease of **13.0%.**

During 2022/23 we observed a slow, but steady return, to public confidence for fundraising events attendance and activities. The economic challenges created in the autumn impacted negatively on Christmas giving.

In June 2022 we successfully launched the public appeal for the new building in Heald Green. This received significant TV and print media coverage; income was above expected with many donors giving exceptional gifts.

Alongside the delivery of income, the fundraising team gave exceptional support to communications during a period of vacancies in the Spring/Summer.

The 2023-28 5 year strategy is now being implemented throughout the areas of fundraising with the vision to deliver a surplus income of £5m in the financial year of 2027/28.

In line with the strategy, we have delivered:

To build a more sustainable base of fundraising income by investing in sustainable income streams including regular giving, in aid of activity, and trusts and foundations, by increasing income by 50% across these streams.

We have invested in corporate volunteering, creating more opportunities to engage with groups of volunteers who may then in the future raise money for us.

To be digital first and digital efficient in the planning and delivery of activity.

We have a rolling programme of social media-based challenges following successful trials in 2021/22. We have engaged with a consultant to integrate our database and mailing software to more effectively

target and test our electronic communications for greater return.

To increase our capacity to fundraise through recruiting and empowering volunteers

Work has commenced to reinvigorate the fundraising volunteer programme, with three new office-based volunteers recruited, focusing on Capital Fundraising, Legacies, and Community.

We engaged with final year students at Alliance Manchester Business School to research and benchmark St Ann's activity against that of other Manchester based charities and similar sized hospices nationwide.

To protect future income by increasing legacy pledgers by 10% Year on Year

Our new individual giving fundraiser has commenced work on a new stewardship plan for legacy fundraising, activities have included calling all our legacy pledgers to thank them for their support, and invitation for them to meet key members of the St Ann's team. Additional resource was allocated for 'Will Month' with Facebook advertising trials. This resulted in an uplift in appointments from 38 to 58 and an increase in income from £6,000 to £10,000.

To deliver sufficient income to build a new hospice at Heald Green

The successful launch of the public appeal, alongside the success of our trust and foundation fundraising activities, has helped cash and pledges reach an amazing £2.6 million, with £2.4 million left to raise. The public campaign on 20th November 2023 stood at £927,050.

The direct mailing was a particular success, where many long-term supporters gave a gift higher than their usual gift level. In addition, many local organisations including golf clubs, community groups, football fan groups, and schools, have been raising funds for the appeal.

To ensure all our activities are underpinned with correct governance.

St Ann's Hospice and St Ann's Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR).

No incidents were reported in the 12 months to 31st March 2023. We review all new activity in line with our information governance policy.

We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity. In the Year 2022/23, we received no request to cease communication through the Fundraising Preference Service. One complaint relating to Fundraising was received during the year, this was logged on our internal incident reporting register and actioned accordingly.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications.

The fundraising team and Trading Company undertake safeguarding training in line with the Charity's policy for protecting vulnerable people.

We engage with external fundraising contractors who act on our behalf to engage with Trusts & Foundations and carry out lottery promotions.

Trading Company

Trading Company turnover in the year was **£2,546,496** (2021/22: £2,574,602), a **1.0%** decrease on 2021/22. Operating profit in the year was **£989,579** (2021/22: £844,857), a **17.1%** increase on 2021/22. Goods sold under the Gift Aid Scheme, which are reported as donations in the Charity, totalled **£225,500** (2021/22: £221,092), a **2.0%** increase.

Turnover to 31st March 2023
£2,546,496
a **1.0%** decrease on 2021/22

Operating profit to 31st March 2023
£989,579
a **17.1%** increase on 2021/22

Retail

Retail income reduced slightly on the previous year, **£773,972** (2021/22 £779,129) following the closure of two shops during 2021/22.

During the year the Retail Team focused on increasing brand awareness and community engagement to drive income though attendance at external events such as fashion shows, bridal fairs and late-night opening. The bridal department based at the Stockport Shop was runner up for the best window display at the Charity Retail Association awards. The team attended job fairs to promote vacancies and volunteering opportunities within the retail arm of the Trading Company.

In a bid to continue community engagement and drive income during the coming year the Retail Team will participate in the Big Help Out a volunteering project to celebrate the Coronation and continue to attend external events.

Having introduced a VOIP telephone system in 2022/23 the Retail Team plan to introduce a cloud-based EPOS till to ensure infrastructure is fit for the future.

Lottery

17,650 Lottery Members

Lottery membership at the end of March 2023 was **17,650** (2021/22 18,298) with an average of 17,447 (98.8%) of members playing each week. During the 2022/23 membership decreased by 3.5%, the decline was largely due to challenges recruiting team members to our promotional campaign and the impact of the cost-of-living crisis in Autum/Winter 2022/23.

We continued to sign-up new lottery members via the lottery website at an average of 3 new online players each week.

In addition to the weekly lottery, two raffles were promoted in 2022/23 with total ticket sales of over **£42,000** (£20,675 Summer Raffle, £21,598 Christmas Raffle)

During the coming year the Lottery Team will continue to promote our lottery both by telephone and face to face and will look to increase the use of venue-based promotion.

Online sales of raffle tickets for the bi-annual raffles will be trailed alongside the traditional paper tickets.

Finance

Staffing challenges which were first felt in 2021/22 continued during 2022/23 with recruitment to vacant posts a particular challenge.

Despite these challenges the team successfully implemented new accounting software, going live in April 2022. The software has enabled processes within the Finance Team to be streamlined and work is ongoing to fully implement new features offered with the aim for the Finance Team to be fully paperless in 2025/26. In line with this aim a project is planned for 2023/24 which will enable electronic authorisation and storage of purchase invoices.

During the year the Finance Team continued to work closely with colleagues across the Organisation, supporting new fundraising initiatives, providing information to support grants and bids and providing input and advice for new projects.

The review of the payroll function planned for 2022/23 was delayed due to the recruitment of a permanent Payroll Manager not taking place until December 2022. This review will now take place in 2023/24.

Marketing & Communications

For the majority of this year, Marketing and Communications at St Ann's was under the stewardship of High Rise Communication – an agency who managed the department's functions while the internal team was rebuilt after previous staff left. In November 2022, a new Head of Marketing and Communication started in post.

One of the largest projects for the team was the launch of the Build it Together new hospice appeal in the Summer of 2022. This saw a large about of media coverage for the hospice and supported the fundraising team in their direct mail appeal for the campaign.

Social media continued to be a key suite of channels for St Ann's and engagement on all platforms, in particular Facebook and Instagram increased dramatically. The team also launched a new TikTok channels for the hospice to reach new audiences.

The department continued to work closely with all other departments across the organisation, in particular the fundraising and trading teams to support them in their income generation for the hospice.

Review of 2022/23 Priorities

Construction of the new hospice at Heald Green

The ambition to commence construction of the new hospice at Heald Green was met with a complex and layered year. However, despite some unforeseen challenges, substantial progress was made on several fronts.

Land Ownership Complications

Just as it seemed we were nearing the completion of our Section 106 agreement, a last-minute discovery surfaced that a small strip of land, initially thought to be owned by the hospice, was in fact under the ownership of Cheadle Royal Hospital Charitable Trust (CRHCT), with Muse Developments holding the leasehold. The complication was exacerbated by the absence of any previous documentation from either the hospice or CRHCT. We were informed that given the lapse of time since the initial 2001 planning permission, a strong legal case for adverse possession could be made. However, thanks to the strong relationship between the hospice and CRHCT, Muse Developments agreed to release the lease back to CRHCT, who in turn transferred the freehold to the hospice for a nominal fee.

Capital Fundraising and Financial Gains

Our capital campaign saw commendable progress, invigorated by new members joining the team. A successful direct mail campaign to our community proved a significant financial boost, illustrating the strength and diversity of our income streams, supported by expert consultation.

Brand and Design

Final brand proposals were warmly received not only by the Executive Leadership Team but also by the staff. The new brand resonates as modern, fresh, and forward-looking, aligning well with the ethos of the upcoming facility.

Completion and Milestones

After navigating through these challenges, we achieved a significant milestone. The Section 106 agreement was finally signed off, and the Judicial Review Period elapsed without issues. The hospice formally acquired the land from CRHCT on 11th September 2023.

Conclusion

There might be an argument that the legal complexities we faced could have been a sign to re-evaluate or halt the project. However, we believe that these challenges are often part and parcel of projects of such scale and ambition. Our ability to navigate these complexities stands as a testament to our resilience and the strength of our relationships with key stakeholders.

In summary, while the journey was laden with unforeseen obstacles, the concerted effort from all departments ensured that the project not only remained on track but also adhered to budget constraints and mitigated risks. This lays a robust foundation for the final construction phase and positions us well for the planned completion in Summer 2025.

Review and enhance the flexible clinical services offer using lessons learnt from the COVID-19 pandemic

Introduction

A central ambition for the year 2022/23 was to review and enrich our flexible clinical services by applying the lessons learnt during the COVID-19 pandemic. As the healthcare landscape continuously evolves, so must our commitment to deliver services that are not only exceptional in quality but also accessible and equitable. This priority marshals our focus into several areas, each significant to ensuring the delivery of patient-centred care that is also fiscally responsible and operationally effective.

Optimising Resources for Financial Sustainability

In an era of constrained resources and complex care needs, financial sustainability is a non-negotiable cornerstone for the longevity and quality of hospice services. A considered decision was thus made to reduce our bed count by nine. While such a decision may draw some criticism for potentially affecting patient care, it is crucial to note that

the reduction is part of an overarching strategy to optimise operational efficiency without compromising the quality of care provided.

Re-Evaluation of the Being You Centre

The Being You Centre, as an outpatient hub, has undergone a robust re-evaluation to ensure it remains a vibrant, supportive space for patients and their families. Taking the ethos of adaptability and responsiveness to heart, the facility will feature enhanced services that reflect the changing needs and preferences of our patient population.

Policy and Guidelines Responsiveness

Navigating the intricacies of ever-evolving healthcare policies and guidelines is a formidable task. However, our agility in rapidly adapting to these changes underscores our resilience and commitment to adhering to the highest standards of patient care and governance.

Innovations in Remote Care and Workforce Management

The COVID-19 pandemic has been a game-changer in the way healthcare services are delivered. Building upon the lessons learned, we aim to incorporate innovations in remote care where applicable. Additionally, maintaining a resilient and adaptable workforce is vital for ensuring safe staffing levels and continuing to deliver high-quality patient care.

Conclusion

While some may argue that a reduction in bed numbers or changes in outpatient services could impact the quality of patient care, we believe these strategic shifts are both necessary and thoughtful. These activities are designed to keep pace with changing healthcare needs and ensure the sustainability of high-quality services. By embracing financial sustainability, adapting to policy changes, and implementing technological innovations, we are positioning ourselves to provide patient-focused, high-quality care well into the future.

In essence, the tasks ahead of us are challenging but critical to ensuring that we continue to offer a clinical service that is equitable, of high quality, and financially sustainable. This priority for 2022/23 set the course for a year of substantial advancement, building on a foundation that promises a safer, more efficient, and patient-centred service.

Review the staff survey results and the impact of the implementation of the new pay framework aspiring to attract talent and retain high performing individuals and teams

Introduction

In an evolving landscape of healthcare provision and an increasingly competitive job market, our commitment to creating a supportive, inclusive, and fulfilling workplace for our staff has never been more critical. The aspiration to retain high-performing individuals and attract new talent serves as the cornerstone for our 2022/23 priority. This priority entails a comprehensive review of the staff survey results and the impact of the new pay framework implemented.

Staff Survey and Internal Communications

In response to the staff survey, we identified a gap in effective internal communications. A dedicated project has been launched to scrutinize and improve this crucial aspect. The aim is to ensure that staff across all departments feel heard, valued, and informed about organizational activities and opportunities for professional development.

Pay Framework and Line Manager Engagement

Ongoing support has been channelled into the newly implemented pay framework. A crucial part of this has been the engagement with line managers, who have been reviewing progression pathways, evaluating performance metrics, and discussing career aspirations with their team members.

Monitoring of NHS Pay Deal

Concurrent with our internal pay structure revisions, we have kept a keen eye on developments in the National Health Service (NHS) pay deal. The Board received recommendations for a cost-of-living increase in early 2023, which reflects our commitment to maintaining a competitive and fair pay structure. While some might argue that rigid adherence to NHS guidelines may not offer the flexibility a hospice needs, we believe that aligning closely with NHS standards ensures a level of

consistency and fairness that is crucial for staff morale.

IT Infrastructure and Digital Upskilling

As we transition into an increasingly digital era, we recognise the imperative of a robust IT infrastructure and a digitally skilled workforce. Work is ongoing to update our systems and offer digital upskilling sessions for our staff. These initiatives not only facilitate more efficient operations but also empower our staff to utilise digital tools effectively, thus adding another layer to our talent retention strategy.

Conclusion

It's possible to argue that focusing on pay structures and digital upskilling might divert attention and resources from core hospice services. However, we contend that an empowered, well-compensated, and digitally skilled staff is central to delivering excellent patient care and ensuring the long-term sustainability of the hospice.

In summary, our multi-pronged approach targeting pay, communication, and digital skills aims to create a more cohesive, efficient, and contented workforce. Each initiative, whether already implemented or on the horizon, has been carefully designed to build on the previous year's achievements and lay a strong foundation for the future.

Review the next phase of the Little Hulton refurbishment

The 2021/22 annual report outlined several important initiatives to be undertaken with respect to the Little Hulton refurbishment. This ranged from reviewing phase 1 developments, lobbying the Greater Manchester Mental Health NHS Foundation Trust (GMMH NHS Foundation Trust) for freehold approval, to involving a broad spectrum of staff, volunteers, and patients in the planning and design process.

Estates Development Paused and Resumed

The fiscal concerns that led to a temporary halt on all estates developments in December 2022 have since been resolved. The Board, recognising the critical nature of the Little Hulton facility, gave the green light to resume estate developments in August 2023. This decision represents a significant step forward in securing the facility's future, and the appointment of a full-time Estates Manager will undoubtedly expedite this process.

Engagement with Greater Manchester Mental Health NHS Foundation Trust

One of the year's highlights was establishing an open line of communication with the CEO of GMMH NHS Foundation Trust. The proactive approach of sending a letter from our Chair to theirs led to meaningful discussions on the freehold approval. This lays a strong foundation for future negotiations and likely accelerates the approval process.

Budget Constraints

While the resumption of estate development was a positive move, it came after a period of uncertainty caused by budget deficits. Though the financial situation was rectified, the delay may have downstream impacts, like increased costs or the re-prioritisation of other initiatives.

Pending Freehold Approval

Although communication channels with GMMH NHS Foundation Trust have improved, we are yet to receive a formal proposal from them. This remains a looming uncertainty, which could affect long-term planning for Little Hulton.

There might be some concerns about the pace at which these developments are unfolding, especially given the budgetary pause. However, it is essential to understand that such strategic moves often require meticulous planning and financial prudence. Rushing into decisions could lead to suboptimal outcomes.

Conclusion and Next Steps

Despite the challenges encountered, the progress made in 2022/23 has been substantial. The resumed commitment to the Little Hulton refurbishment and enhanced relations with the GMMH NHS Foundation Trust set the stage for meaningful future developments.

While a faster pace would have been preferable, the measured approach, given the complex financial and operational aspects involved, is more prudent. The next steps involve eagerly awaiting the proposal from GMMH NHS Foundation Trust and kick-starting phase 2 developments with the guidance of our newly appointed Estates Manager.

We remain steadfast in our commitment to making the Little

Hulton facility a state-of-the-art space that meets the needs of patients, staff, and volunteers alike.

Develop partnerships to enhance collaboration and co-production to deliver services, education and training and business development opportunities for future sustainability.

Introduction

The priority for "Develop partnerships to enhance collaboration and co-production to deliver services, education, training, and business development opportunities for future sustainability" is both a strategic and operational imperative for the forthcoming year. The ever-changing landscape of healthcare and social care services necessitates a proactive approach to collaborative working. By leveraging existing partnerships and forging new alliances, we aim to position ourselves at the forefront of innovation, efficiency, and sustainable growth.

Educational Collaboration

In continuation of our commitment to educational excellence and clinical leadership, we are proud to maintain our partnership arrangement with the University of Salford for the joint delivery of the Masters in Clinical Leadership. This synergy not only enhances our internal capacity but also enriches the broader healthcare sector through high-level clinical training.

NHS and Hospice Sector Alliances

Our established collaborations within the National Health Service (NHS) and the hospice sector continue to be vital cogs in our operational wheel. We are committed to enhancing these partnerships in the evolving Integrated Care System (ICS) framework, at both local and regional levels. This will help us deliver seamless, high-quality care and gain efficiencies through shared best practices.

Greater Manchester Hospice Collaborative

We have proactively engaged with the Greater Manchester (GM) Hospice Collaborative to establish focused workstreams. These are aimed at driving enhanced efficiency and sustainability across our operations. This partnership is an excellent example of how co-production can yield effective strategies for patient care and operational excellence.

Expanding Executive Networks

It is also a priority for our Executive Leadership Team to broaden their spheres of influence and responsibility across Manchester. By taking up positions such as volunteers or trustees in other charities and voluntary organisations in Stockport, they will create invaluable networking opportunities and open doors for future collaborations.

Advisory and Operational Support

We plan to explore avenues where St Ann's Hospice can offer advisory and/or operational services to other hospices in GM, and to the wider Voluntary, Community, Faith and Social Enterprise (VCFSE) sector. This initiative aims to position St Ann's as a centre of excellence and a resource hub for the hospice and healthcare community.

Conclusion

While one might argue that extending our partnerships may divert focus and resources from our core activities, we believe that these collaborations are essential for long-term sustainability and improved patient care. The capacity to share resources, skills, and knowledge in a strategic manner outweighs the potential risks involved. Our position, therefore, is that a well-coordinated partnership strategy not only complements but amplifies our mission and vision, making it a cornerstone of our future success.

In summary, the priority to develop partnerships is well-aligned with our organisational goals. It will allow us to leverage a range of opportunities for sustainable growth, continuous improvement, and community engagement. This multi-faceted approach to collaboration lays the groundwork for an exciting and transformative year ahead.

Our priorities for 2023 - 2024

In early 2023, St Ann's Hospice unveiled its renewed five-year organisational strategy for 2023 – 2028. This blueprint is an evolutionary step, founded on the successes of our previous five-year strategic agenda. The strategy has been articulated in clear and concise terms to ensure it is accessible.

The updated strategy introduces a sixth strategic aim, an addition which explicitly focuses on the hospice's commitment to educational excellence, research initiatives, and a continuous pursuit of innovation to address the challenges we face. The core principle of the strategy remains unaltered; we are steadfast in placing our patients and their loved ones at the heart of everything we do, aspiring to the highest standards of care and support for everyone.

For the upcoming year, our organisational imperatives will be centred on financial management, capital fundraising, and the construction of our state-of-the-art facility at Head Green. Concurrently, stabilising the hospice workforce will be a critical focus, particularly following the extensive restructuring of Clinical Services carried out in early 2023. Moreover, we are committed to resolving commissioning challenges emanating from the newly formed NHS Integrated Care Boards (ICBs). The ICBs are currently grappling with financial constraints, imposed by NHS England, which has had a crippling effect on their operational capabilities. This has created an environment where our NHS counterparts are increasingly strained for resources, leading to significant bottlenecks in decision-making and communication.

The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1. **With secured finances and confirmation that adequate reserves can be maintained, we will appoint a contractor and start construction of our new building at Heald Green.**
2. **We will intensify our capital fundraising campaign to achieve high public visibility and meet predefined targets, backed by a series of contingency measures for assured success.**
3. **We will start to plan the transition to the new hospice building in 2025, focusing on stakeholder identification, logistics, staff engagement, asset management, and workforce planning.**
4. **We will review the care we provide and ensure our care is evidence-based and aligned to the Greater Manchester Commitments for Palliative and End-of-Life Care.**
5. **We will review our education, training, and research activities, developing a strategy to address the challenges and position us as a centre of excellence in education, research, and innovation.**

With secured finances and confirmation that adequate reserves can be maintained, we will appoint a contractor and start construction of our new building at Heald Green.

In alignment with our strategic priority for 2023/24, we are geared up to commence construction of our new hospice facility at Heald Green, fortified by secured finances and assurance of adequate reserves. A multitude of meticulous planning and preparation stages guide this crucial work:

We will continue to engage with our supportive architects to look at ensuring the space is used appropriately for the needs of the patients and can accommodate the staff and services.

- The final text of the Section 106 will be finalised in consultation with Stockport Metropolitan Borough Council (SMBC) and Cheadle Royal Hospital Charitable Trust (CRHCT). Following the passage of the judicial review without objections, we will pay CRHCT the outstanding balance, thereby achieving legal completion and the requisite submission to the Land Registry.
- Caddick Construction, selected through a competitive tender process, will liaise closely with the project design team to account for any alterations in design since the last cost estimates. A comprehensive re-evaluation of the supply chain will follow to obtain updated quotations based on the latest designs.
- Our project design team, inclusive of interior designers, will collaborate with hospice stakeholders to put the final touches on any remaining design decisions, thereby enabling the final plans to be forwarded to the contractor.
- The Board of Trustees will be presented with the most accurate construction cost estimates along with high-level financial analysis and projections. This will encompass diverse income streams and capital fundraising strategies, factoring in their associated uncertainties. The affordability of the project through to its completion will be thoroughly discussed, alongside a comprehensive risk assessment and any identified mitigations.
- After Board approval on project affordability, our Finance Committee will delve into the granular financial analyses for a final review. Upon their green light, legal experts will be engaged to draft, negotiate, and finalise a construction contract with Caddick Construction.
- The Project Manager and Caddick Construction will address and discharge all planning conditions. Environmental considerations will be considered, with tree felling and site access being established within permissible timelines. The site will then be cleared, levelled, and secured, setting the stage for construction to commence.

This ambitious project is enveloped by stringent governance and robust financial planning, ensuring not only its viability but also its alignment with our commitment to providing exceptional care and support to our patients and their families.

We will intensify our capital fundraising campaign to achieve high public visibility and meet predefined targets, backed by a series of contingency measures for assured success.

In the upcoming year, a cornerstone of our organisational strategy will be to intensify our "Build it Together Capital Campaign." Initially launched in the 2022/23 fiscal year, the campaign set its sights on a public appeal target of £2m, reaching out to both existing supporters and new potential donors across Greater Manchester. This bold initiative is slated to unfold over a five-year period, with particular focus on amplifying public visibility during its central three years.

- To meet our ambitious cumulative fundraising goal of £6.98m, we shall deploy a multifaceted strategy. This includes the utilisation of direct mail campaigns, applications to trusts and foundations, active solicitation from major donors, and the forging of robust corporate partnerships. Additionally, we will engage community organisations and orchestrate a range of fundraising events, both domestically and internationally. Certain exclusive fundraising tactics are also in the pipeline, details of which will be divulged once finalised.
- Given the ambitious nature of our objectives, it's essential to have contingency measures in place. We will meticulously evaluate the viability of each income stream and develop an exhaustive list of alternative strategies and mitigating actions; in case any aspect of our initial plan falls short or fails to materialise.
- It's vital to recognise that while our capital fundraising activities are important, they should not overshadow or compromise our routine fundraising efforts essential for day-to-day hospice operations. Sufficient staffing and resource allocation will be imperative to achieve a balanced and effective approach in both fundraising workstreams.
- To support these complex financial dynamics, we will leverage our newly implemented Finance and Accounting system. Comprehensive and real-time reporting will be made possible through Microsoft Power BI, enabling consistent and immediate data accessibility for the Finance Committee, Audit Committee, and the Board of Trustees. This digital infrastructure will not only streamline our financial oversight but will also contribute to agile, data-driven decision-making, ensuring that we remain on course to fulfil our fundraising ambitions.

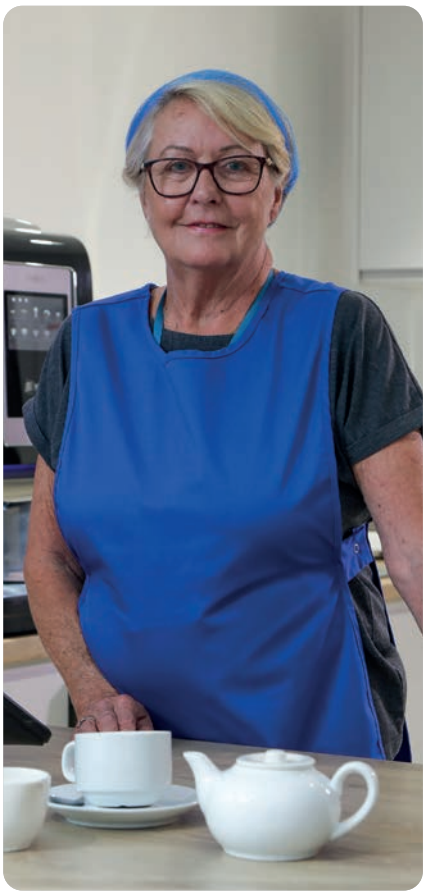
Our intensified capital fundraising campaign for the upcoming year aims not just for financial targets but for a sustainable, balanced approach that supports the organisation's broader mission. By employing a well-rounded, risk-mitigated strategy and making judicious use of cutting-edge financial technology, we are not merely aiming for success; we are planning for it. This multi-year initiative, embedded within our overall fundraising ecosystem, will play a pivotal role in shaping the future of hospice care, setting a precedent for what's achievable through community engagement, strategic partnerships, and prudent financial governance.

We will start to plan the transition to the new hospice building, focusing on stakeholder identification, logistics, staff engagement, asset management, and workforce planning.

In 2025, we will focus on planning the transition to the new hospice building at Heald Green. As we near the completion of the construction phase, it becomes critical to ensure seamless operational readiness for the new facility. Our priority will involve multi-layered planning that addresses the needs of various stakeholders and minimises disruption to our ongoing services.

- Identifying key stakeholders from the outset is crucial for ensuring a smooth transition. This will include internal stakeholders like staff and board members, as well as external ones such as patients, families, healthcare partners, and the broader community. Collaboration and communication will be key in understanding and meeting the expectations of these groups.
- The logistical aspects of the move will be meticulously planned. From the shifting of medical equipment to the allocation of space in the new facility, every detail will be accounted for. Special attention will be paid to the continuity of care during the transition. This includes ensuring that essential services, particularly emergency and acute care, experience minimal disruption.
- Engaging staff early in the transition process is critical for its success. We will implement a comprehensive training and orientation programme to familiarise staff with the new facility. Feedback loops will be established to address concerns and gather suggestions, enabling a sense of ownership and aiding change management.
- An inventory of current assets will be created, followed by a needs assessment for the new facility. This will enable us to identify which assets can be transferred and what additional acquisitions will be necessary. Given the nature of hospice care, the asset management strategy might differ from that of a traditional hospital, particularly in the realm of specialised care equipment and patient comfort assets.
- Workforce requirements for the new facility will be carefully evaluated. This will involve understanding the staffing needs dictated by the new space, adjusting roles and responsibilities where needed, and ensuring adequate training. Workforce planning will also include contingency plans to account for potential staffing disruptions during the move.
- Communication will serve as the backbone of this entire operation. A multifaceted communication plan will be developed to ensure effective internal and external communication. We will utilise a variety of channels, from internal memos and meetings to community forums and digital platforms, to keep all stakeholders informed and engaged.

Planning the transition to our new hospice facility is not just about moving from one building to another; it's about transforming how we deliver care. By focusing on stakeholder identification, logistics, staff engagement, asset management, and workforce planning, we aim to ensure that the new facility is operationally ready to offer seamless, high-quality care to our patients and community.



We will review the care we provide and ensure our care is evidence-based and aligned to the Greater Manchester Commitments for Palliative and End-of-Life Care.

In alignment with the Greater Manchester Commitments for Palliative and End-of-Life Care, our priority for 2023/24 is to conduct a comprehensive review of the care we provide, ensuring it is not only evidence-based but also consistent with the highest standards of excellence.

- Our approach to patient care will be innovative and holistic, tailoring treatment plans to individual needs and circumstances. This commitment to personalised care will be backed by a multi-disciplinary framework, employing a rehabilitative approach to both planning and delivery. Our objective here is to create a cohesive and patient-focused experience that empowers our patients to set realistic and achievable goals.
- To underpin these efforts with concrete evidence, we will conduct an audit of end-of-life care in our hospice inpatient unit and community services. Concurrently, we will participate in the National Audit of Care at the End of Life (NACEL) case note review. These audits will inform the continuous improvements we aim to make, ensuring we meet or exceed the standards set out by the Care Quality Commission (CQC).
- Quality improvements will not solely rely on clinical or regulatory benchmarks. We will actively solicit and incorporate feedback from our patients and their families, with particular focus on reported outcomes of care. Our performance in this area will be gauged through monitoring both complaints and compliments, specifically those related to patient empowerment and goal setting.
- Partnerships will play a critical role in achieving our objectives. We aim to strengthen collaborative approaches to care to achieve optimal patient outcomes. Our ambition extends beyond the walls of our hospice, as we plan to make our services more accessible across all neighbourhoods and communities. This will include improved access to community hospice-provided rehabilitation services.
- Alongside our clinical work, we will strive to enhance the hospice's reputation in both clinical and educational sectors. This will not only involve building strong relationships but also an increased emphasis on community and educational outreach.
- Lastly, we will adopt cutting-edge administrative procedures, ensuring timely completion and reporting of Length of Stay (LoS), Patient-Perceived Concerns, and Patient-Perceived Discomfort to the Clinical Quality Performance committee (CQP).

In summary, our strategy for the upcoming year is a robust, multi-faceted approach designed to elevate the standard of care we provide, enrich the patient experience, and adhere strictly to evidence-based practices. This aligns perfectly with the Greater Manchester Commitments for Palliative and End-of-Life Care, and we anticipate that this focus will not only improve outcomes but also enhance the integrity and reputation of our services.

We will review our education, training, and research activities, developing a strategy to address the challenges and position us as a centre of excellence in education, research, and innovation.

For the 2023/24 period, one of our key priorities will be to review and revamp our education, training, and research activities, positioning St Ann's Hospice as a Centre of Excellence in these domains. In line with this, our objectives are multifaceted, encompassing learning experiences, collaborative partnerships, and innovative research.

- We will invest in providing an outstanding learning experience that not only enhances the capabilities of individuals but also strengthens leadership and teamwork. This initiative will be backed by an Information Governance (IG) based Learning Needs Analysis to tailor training resources for induction, refresh, and volunteer programmes.
- To progress and achieve these educational advances, we will develop and present comprehensive options papers. One will explore the potential of delivering the Clinical Leadership Masters Programme as an apprenticeship, funded through the hospice's apprentice levy. A second paper will identify various methods for delivering Quality Improvement (QI) training and development, laying out a strategic framework that is both robust and adaptable.
- Our educational endeavours will be amplified through stronger collaborations with university partners, reinforcing our ambition to be recognised as a teaching hospice. This initiative will complement our existing collaborations with Greater Manchester (GM) Hospices and local system partners, as we jointly develop and implement an Education & Training Strategy specifically geared towards palliative and end-of-life care.
- As we take these steps, we are not only focusing on internal growth but are also committed to building our reputation as a sector leader. The aim here is not just to elevate our standing in education but to also become a beacon for research and innovation. To achieve this, we will aggressively promote our advances and successes, targeting peer-reviewed journals, conferences, and public forums as mediums of dissemination.

In summary, our strategy aims to fuse top-tier education, cutting-edge research, and collaborative innovation into a coherent and impactful programme. This aligns seamlessly with our overall mission and will position us unequivocally as a Centre of Excellence. By tackling this priority head-on, we expect to deliver a ripple effect of improvements that will benefit not only our staff and volunteers but also the wider community and the sector at large.

Manchester's New Hospice

St Ann's is one of the oldest and largest hospices in the UK, caring for people throughout Greater Manchester. Thanks to the generosity and support of our local community we opened our door more than 50 years ago, to look after people with life-limiting illnesses, and to provide support for their families.

We now need a new, purpose-built hospice that will serve the needs of our community now and in the future. If we do not act now, we're at real risk of closing services in the near future. We will create a new hospice facility in Heald Green that ensures we can continue to deliver pioneering, world-class care for people in Greater Manchester for generations to come.

Background & Vision

St Ann's new hospice will be a complete care facility in Greater Manchester that people can come to from diagnosis of a life-limiting illness, through treatment, and beyond. Our holistic approach to care will meet the complete medical, physical and spiritual needs of patients and their families, in an environment that is welcoming, caring and fully equipped with modern facilities.

Our new hospice will be a model of future hospice care; it will give us space to expand our work, becoming a centre of training and excellence and a hub of innovation, working with partners in palliative and end of life care across Greater Manchester. We know that care will change as the needs of our patients change, and we will be equipped for these changes so that we can always be at the forefront of innovative care – in the next 10, 50, or 100 years and beyond.

World-Class Facilities

The building will offer more flexible accommodation which will mean we can increase our admissions, and care for patients with complex needs more easily. People will benefit from improved privacy to attend consultations, assessments, activities and counselling therapies in a way that suits them; inpatients will have increased dignity with their own private space and facilities, and staff will benefit from an easier working environment and be able to focus more time on caring directly for patients.

The Being You Centre will be transformed by the increased space, offering an integrated dining area and lounge, consulting rooms for outpatient services – including counselling, patient and family support, and complementary therapies – and a fully equipped physiotherapy suite. Surrounding the whole facility will be landscaped gardens accessible to all patients and visitors.

The new hospice building will deliver improved social and financial sustainability, offering a training suite and bistro as available spaces for use by the local community. The environment focussed design will use the latest green initiatives. Ultimately, it will mean a better working environment for staff and volunteers and vitally, result in a hospice that will be able to care for whoever needs it for a further 50 years and more.

Planning & Construction

On 29th April 2021, at the Planning & Highways Regulation Committee for Stockport Metropolitan Borough Council, the hospice requested full planning permission for the demolition of all existing buildings and the development of a new hospice facility, including access and landscaping. In addition, the hospice requested outline planning permission with all matters reserved, except for access for a residential development of up to 40 residential dwellings, landscaping and other associated infrastructure on the existing hospice site. It was resolved

(11 for, 1 against) that planning permission be granted.

During 2021/22 we worked with our expert consultants and legal team to agree and negotiate the planning conditions and a section 106 agreement. The Section 106 took far longer than we could have ever imagined and has resulted in significant delay to the project. The Section 106 agreement has now finally been signed off, and the Judicial Review Period elapsed without issues. The hospice formally acquired the land from Cheadle Royal Hospital Charitable Trust on 11th September 2023.

Our design team have now completed the final design and have spent the additional time looking at ways to value engineer the building to reduce any unnecessary expenditure and keep the project cost under control. In addition, we put the construction project out to tender to select a building contractor. In December 2021, Caddick Construction Limited were selected during a highly competitive process from an excellent pool of candidates.

To ensure we can fully finance the construction project and secure a loan against the value of our existing land, we have started the process of marketing our existing site for future sale. We have jointly appointed Avison Young and Cushman & Wakefield as agents to sell the site. The agents approached a number of local housebuilders to determine their interest. A number of formal tenders have been received and reviewed.

Capital Fundraising Campaign

This is an ambitious £24 million project. It is essential this project is completed so we can continue to provide our care into the future and ensure the palliative and end of life care needs of patients in Greater Manchester can be met.

With the plans now in place, we now need to raise the remaining funds to ensure that this vision becomes a reality. We have increased the reserves we have designated to this project to £18,612,740. This is a huge commitment and over 50% of the total amount required. But with no statutory funding available for hospice buildings, we need to raise the rest.

An ambitious fundraising plan for the new hospice commenced in 2019. Initially a focus was placed on trust and foundation income from both regional and national grant givers. In 2022 the public appeal was designed and launched in the summer, raising over £600,000 in the first 12 months from individual donations, community and events activity. At the end of March 2023 the cash and pledge balance for the appeal sits at £2.6M. The public appeal will continue as the building is under construction fundraising through trust and foundation applications and further phases of the public appeal.

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and its trading subsidiary.

The Trustees report a net increase to overall funds for the year of **£2.3 million** (2021/22 £4.6 million increase) and an overall funds balance of **£25.7 million** at 31st March 2023 (£23.4 million at 31st March 2022). The financial position of the group is set out in the balance sheet on page 57. The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and expenditure

The Statement of Financial Activities is set out on page 56 of these financial statements. From an operating point of view, 2022/23 showed a surplus before investment gains/(losses) and pension liability movements of £1,561,418 (2021/22 surplus of £3,638,499).

The hospice's principal sources of income are donations, legacies, NHS contracts and trading profits.

Total income in 2022/23 was £13.8 million (2021/22 £16.0 million), a decrease of 13.8%.

Income from donations (including capital build) in 2022/23 was £2.6 million, a 7.7% decrease compared to the previous year (2021/22 £2.8 million). The reduction was due to a large one-off donation and associated gift aid being received in 2021/22

Legacy income is 17.5% down this year (£3.3 million), recognised as received or as due under FRS102 (2021/22 £4.0 million).

Funding from NHS Clinical Commissioning Groups amounted to £5.1 million, an increase of 2.0% (2021/22 £5.0 million).

The turnover of the Trading Company saw no change and remained at £2.6 million. The amount donated to the hospice is £1.0 million, an 11.1% increase compared to 2021/22.

Investment income and interest receivable in 2022/23 was £157k, this is an increase of 127.5% compared with 2021/22 of £69k. This was driven by increasing interest rates.

The cost of Charitable Activities decreased slightly by 0.5% from £9.91 million in 2021/22 to £9.86 million in 2022/23. We continue to review our cost base to ensure that we are providing our services as efficiently as possible.

The actuarial gain in the pension fund is £1.09 million (2021/22 £0.9 million gain). In the Balance Sheet there is a decrease in the liability to £0.6 million (2021/22 £1.6 million)

The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the St Ann's Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability is shown in Note 24 in these financial statements.

Investment Performance, Policy & Management

At 31st March 2023 the value of the investment portfolio was £2.2 million (note 16). compared to 31st March 2022 balance of £4.7m. In preparation for the Capital Build project £2m of investments were liquidated in September 2022.

During the year, income earned on the portfolio was reinvested.

The total return of the investment portfolio (income plus capital change) to the 31st March 2023 stood at –4.7%. This is against WMA Income index and Brewin Dolphin's benchmark, which experienced returns of -1.8% and -2.7% respectively.

The effects of high inflation and the invasion of Ukraine have led to some degree of underperformance in the value of the portfolio. However, when viewed on a longer-term time frame the performance of the assets over a 3-year and 5-year rolling period continues to be strong and ahead of wider markets.

The investment managers have been given delegated

responsibility to manage the investment portfolio, subject to agreed asset allocations Funds are invested in a portfolio of UK and overseas equities, fixed interest investments, and alternative investments such as property and cash. Investment performance is reviewed quarterly at each Finance Committee.

The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth.

Investments made on behalf of the hospice are restricted in that no investments may be made directly in companies manufacturing tobacco related products.

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. The Trustees have agreed to reduce the level of free reserves held to a minimum of 3 months running costs, having previously stated they should not exceed more than twelve months running costs. The minimum target of free reserves for 2022/23 was 3 months running costs. This reduction is to allow for greater funds to be designated to the Capital Build project and recognises the diversified income streams of the Organisation.

The free reserves at 31st March 2023 are £3.01m (2021/22: £6.9 million), a decrease of £3.89m. This represents three months of normal running costs for the hospice (2021/22 six to seven months).

The Charities SORP specifically allows for funds held as 'tangible fixed assets for charity use' to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.7 million, equal to the net book value of tangible fixed assets (2021/22: £1.7 million). This amount has slightly increased on the previous year. In 2020/21 this fund reduced significantly as the Trustees unanimously agreed to remove the proportion of funds attributed to the Heald Green site due to the forthcoming rebuild project and the planned demolition of the building on this site.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £18.6 million (2021/22: £13.4 million). This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

The Trustees have agreed to create a new designated fund for Information Technology upgrade works £0.12m has been designated to this fund in 2022/23.

Strategic Risks

The Trustees have oversight of the strategic and operational risks across the organisation through both the Board and its committees. The three key strategic risks (red risks) facing the charity are the uncertainty of voluntary and Trading Company income; an IT system failure; and the Heald Green building is forced to close. These three risks are discussed in more detail below.

Uncertainty of voluntary and Trading Company income

Voluntary income from fundraising, particularly legacies is uncertain by its very nature. Changes to legislation in relation to fundraising practices, could reduce income and the capacity to fundraise through usual channels. Downturns in the economy can reduce fundraising income. The hospice is in direct competition with other major charities for fundraising income.

Loss of key staff from income generating teams can lead to gaps and affect continuity and capacity to fundraise whilst a reduction in Lottery subscribers leads directly to a fall in income and profit. In mitigation of this risk, the Trustees regularly review external influences and legislative implications. We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies. The Trading Company Corporate Strategy and the Fundraising Digital Transformation Strategy are now live, with the aim of identifying new income streams and building on the success of existing ones to support transformational income growth.

In addition, we are currently rebuilding the Communications & Marketing team, as this will be important to support the delivery of the Fundraising and Trading strategies and grow the brand across Greater Manchester and beyond.

IT System Failure

The current IT system, specifically the servers, could fail particularly due to age, and lack of warranty and support. This would cause major disruption to the daily operational functioning of the hospice, resulting in patient information not being accessible and staff being unable to update patient records and work with other key software systems.

In mitigation of this risk, a review was commissioned with an external IT consultant in August 2021 and a report with a detailed review of the hospice's network, hardware, and software configurations were produced. The report highlighted several risks across the organisation and provided guidance around how to mitigate these risks. Following the report, all recommendations were reviewed, and an action plan was created. The IT Team reviewed the various options available, including new on-premises servers, the use of cloud technology, or a hybrid combination of both. A Business Case for the purchase of new servers has been produced and has recommend the purchase of new on-premises servers and transition to the cloud over the next 5 years. The Business Case will be reviewed by the Strategic Development Committee and the Board, as it requires significant capital investment.

The Heald Green building is forced to close

The Heald Green building is rapidly deteriorating and could eventually become unsuitable for the delivery of end of life and palliative care in line with relevant legislation and guidance. If the building was forced to close, St Ann's Hospice would change beyond recognition. The charity would be without a facility to provide its clinical services from, to over half the population it serves, and nowhere for all its back-office functions such as Finance, HR, and Fundraising. This could result in a significant reduction of its services, or even worse, the closure of the charity.

In mitigation of this risk, the Trustees have acquired a piece of land, adjacent to the current Heald Green building, and nearly twice the size. The land is where the Trustees will build a new facility, fit for the future, and conducive to modern day healthcare delivery. A planning application was submitted to Stockport Council in April 2021 and approved. Construction is due to start Spring 2024 but is reliant on the remaining funds being secured from several different sources. The new building is due to be completed by the Summer 2025 and will be a huge step in protecting the charity against future challenges. More detailed information about the new Heald Green building can be found on Pages 50-51.

Going Concern

The Trustees are satisfied that the hospice has considerable financial resources available to be financially viable from the date of signing this report. Total Hospice income is slightly behind budget. Fundraising income is behind budget, however legacy income, statutory income and investment income are all performing ahead of budget.

The hospice has also made significant savings in expenditure from a wide range of areas due to the changes in working practices. Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully.

Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.

Trustees' Responsibility Statement

The trustees (who are also directors of St Ann's Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

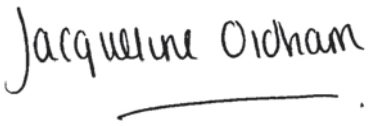
The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf.



Professor Jacqueline Oldham BSc (Hons) RGN PhD

Chair of St Ann's Hospice

Date: 14th February 2024

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31st March 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
INCOME FROM:					
Donations and legacies	3	5,047,883	861,833	5,909,716	6,795,953
Charitable activities	4	4,022,472	1,182,175	5,204,647	6,553,773
Other trading activities	5	2,561,605	-	2,561,605	2,617,238
Other Income	6	962	-	962	4,778
Investments	7	155,961	855	156,816	68,698
TOTAL INCOME		11,788,883	2,044,863	13,833,746	16,040,440
EXPENDITURE ON:					
Raising funds	8	2,412,977	-	2,412,977	2,487,350
Charitable activities	9	8,707,367	1,151,984	9,859,351	9,914,591
TOTAL EXPENDITURE		11,120,344	1,151,984	12,272,328	12,401,941
Net income/(expenditure) before investment gains/(losses)		668,539	892,879	1,561,418	3,638,499
Net Gains/(losses) on Investments	16	(319,502)	-	(319,502)	110,671
Net income/(expenditure) before tax	11	349,037	892,879	1,241,916	3,749,170
Taxation	14	477	-	477	(3,203)
Net income/(expenditure) for the year		349,514	892,879	1,242,393	3,745,967
Transfer Between Funds	22	48,925	(48,925)	-	-
Other Recognised Gains/(Losses):					
Actuarial Gains/(Losses) on Defined Benefit Schemes	24	1,091,000	-	1,091,000	854,000
NET MOVEMENT IN FUNDS		1,489,439	843,954	2,333,393	4,599,967
FUND BALANCES BROUGHT FORWARD AT 1st April		22,043,445	1,320,030	23,363,475	18,763,508
FUND BALANCES CARRIED FORWARD AT 31st March	22	23,532,884	2,163,984	25,696,868	23,363,475

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus of the parent charity for the year for Companies Act purposes is £2,333,393 (2022: £4,599,967).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET
As at 31st March 2023

	Note	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
FIXED ASSETS					
Tangible assets for use by the charity	15	5,110,373	4,930,088	5,101,067	4,921,521
Investments	16	2,243,861	4,723,376	2,243,863	4,723,378
		7,354,234	9,653,464	7,344,930	9,644,899
CURRENT ASSETS					
Stocks	17	36,267	40,057	30	546
Debtors	18	4,137,206	5,808,524	4,836,953	6,422,944
Cash at bank and in hand	19	16,127,823	10,831,752	15,142,800	9,927,124
		20,301,296	16,680,333	19,979,783	16,350,614
CREDITORS: amounts falling due within one year	20	(1,331,662)	(1,332,322)	(1,000,845)	(994,038)
NET CURRENT ASSETS		18,969,634	15,348,011	18,978,938	15,356,576
TOTAL ASSETS LESS CURRRENT LIABILITIES					
LIABILITIES		26,323,868	25,001,475	26,323,868	25,001,475
NET ASSETS EXCLUDING					
PENSION LIABILITY		26,323,868	25,001,475	26,323,868	25,001,475
PENSION LIABILITY	24	(627,000)	(1,638,000)	(627,000)	(1,638,000)
NET ASSETS INCLUDING					
PENSION LIABILITY		25,696,868	23,363,475	25,696,868	23,363,475
FUNDS					
Unrestricted Funds		23,532,884	22,043,445	23,532,884	22,043,445
Restricted funds		2,163,984	1,320,030	2,163,984	1,320,030
TOTAL FUNDS	22	25,696,868	23,363,475	25,696,868	23,363,475

These financial statements of St Ann's Hospice,(registered number 00947220), were appoved by the Directors and authorised for issue on 14th February 2024. They were signed on its behalf by:

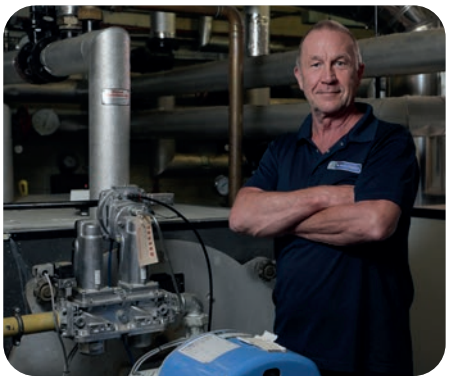
Mr Darren Holt BA FCA
Honorary Treasurer

CASH FLOW STATEMENT

For the year ended 31st March 2023

	Group 2023 £	Group 2022 £
Net cash flow from operating activities	3,447,400	1,751,635
Cash flows from investing activities:		
Interest received	92,241	7,549
Investment net proceeds	2,160,013	(31,792)
Investment income received	64,575	61,149
Proceeds from sale of equipment	-	1,500
Purchase of property, plant and equipment	(468,158)	(673,712)
Net cash flows from in investing activities	1,848,671	(635,306)
Net increase/(decrease) in cash and cash equivalents	5,296,071	1,116,329
Cash and cash equivalent at beginning of year	10,831,752	9,715,423
Cash and cash equivalents at the end of the year	16,127,823	10,831,752

Reconciliation of net income and net cashflow from operating activities	Group 2023 £	Group 2022 £
Net income before investment gains	1,561,418	3,638,499
Adjustments for:		
Investment income	(64,575)	(61,149)
Interest Receivable	(92,241)	(7,549)
Corporation Tax Paid	-	-
Depreciation	287,873	301,439
Profit on sale of tangible fixed assets	-	(1,500)
	1,692,475	3,869,740
Decrease in stock	3,790	4,230
Decrease/(Increase) in debtors	1,671,318	(2,412,254)
(Decrease)/increase in creditors	(183)	217,919
Adjustment for pension funding	80,000	72,000
	3,447,400	1,751,635



Notes to the financial statements

For the year ended 31st March 2023

1. ACCOUNTING POLICIES

Company and charitable status

St Ann's Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 9 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 93.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) 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; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence from the date of signing. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking St. Ann's Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 16.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- *Fundraising and publicity*
  This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- *Lottery and raffle prizes and organisation costs*
  This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- *Other costs associated with trading activities*
  This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- *General unrestricted funds*
  General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- *Designated funds*
  Designated funds are amounts which have been put aside at the discretion of the Trustees.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease
Leasehold buildings	period of the lease
Fixtures, furniture and equipment	4 years
Motor vehicles	4 years

Investments

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents 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.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees acknowledge that judgement and estimates have been used in establishing legacy valuation, and are satisified these are based on acceptable underlying assumptions.

Estimates of the pension valuation depend on a number of complex judgments relating to the discount rate used, changes in retirement ages, mortality rates, and the calculation of pension increases. The group engages a firm of actuaries to provide expert advice about the assumptions made and the effect on the pension valuation of changes in these assumptions.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

3 ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	1,860,268	2,197,735
Legacies	3,298,611	3,968,941
Donations - HG Capital Project	750,837	629,277
	5,909,716	6,795,953

4 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	2023	2022
	£	£
NHS Contracts	5,091,614	5,003,140
Grants	113,033	112,209
Job Retention Scheme	-	11,790
Hospice UK	-	1,426,634
	5,204,647	6,553,773

5 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Fundraising activities	15,109	42,636
Lottery and raffle income from trading subsidiary	1,651,312	1,638,442
Other income from trading subsidiary	895,184	912,152
Trading Company Job Retention Scheme	-	24,008
	2,561,605	2,617,238

6 ANALYSIS OF INCOME FROM OTHER INCOME

	2023	2022
	£	£
Other Income	962	4,778
	962	4,778

7 INVESTMENT INCOME

	2023	2022
	£	£
UK listed investments	64,575	61,149
Bank Interest	92,241	7,549
	156,816	68,698

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

8 ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	2023	2022
	£	£
Employee costs	441,729	491,524
Office and sundry costs	114,462	67,825
Direct costs	269,789	168,803
Share of support costs	71,080	70,453
Lottery and raffle prizes and organisation costs	470,649	540,323
Other costs associated with trading activity	1,045,268	1,148,422
	2,412,977	2,487,350

9 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

2023	Activities undertaken directly	Support costs	2023 Total
	£	£	£
Provision of Hospice services:			
In-patient Care	6,943,609	177,143	7,120,752
Day Therapy	935,429	24,411	959,840
Community Specialist Palliative Care Team	693,197	7,362	700,559
Hospice at Home	225,980	20,891	246,871
Education	405,421	-	405,421
Out-patients	420,068	5,840	425,908
	9,623,704	235,647	9,859,351

2022	Activities undertaken directly	Support costs	2022 Total
	£	£	£
Provision of Hospice services:			
In-patient Care	6,960,538	173,550	7,134,088
Day Therapy	972,501	24,523	997,024
Community Specialist Palliative Care Team	687,824	7,282	695,106
Hospice at Home	242,408	19,340	261,748
Education	361,204	-	361,204
Out-patients	459,000	6,421	465,421
	9,683,475	231,116	9,914,591

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

10 ANALYSIS OF SUPPORT COSTS

	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2023 Total £
2023								
Governance	91,536	12,838	4,314	12,243	3,056	123,987	37,399	161,386
Finance	37,329	5,047	1,329	3,771	1,214	48,690	14,687	63,377
Information Technology	19,500	2,636	694	1,970	634	25,434	7,672	33,106
Human Resources	18,641	2,520	664	1,883	606	24,314	7,334	31,648
Communications	10,137	1,370	361	1,024	330	13,222	3,989	17,211
	177,143	24,411	7,362	20,891	5,840	235,647	71,081	306,728

	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2022 Total £
2022								
Governance	95,177	13,556	4,357	11,571	3,538	128,199	39,080	167,279
Finance	30,365	4,249	1,133	3,010	1,117	39,874	12,155	52,029
Information Technology	19,602	2,743	732	1,943	721	25,741	7,847	33,588
Human Resources	20,493	2,868	765	2,032	754	26,912	8,204	35,116
Communications	7,913	1,107	295	784	291	10,390	3,168	13,558
	173,550	24,523	7,282	19,340	6,421	231,116	70,454	301,570

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

11 NET INCOME/(EXPENDITURE) FOR THE YEAR

Net income/(expenditure) is stated after charging:	2023 £	2022 £
Depreciation of owned asset	172,347	169,210
Depreciation of leased assets	92,940	99,610
Depreciation of motor vehicles	22,586	32,619
Rentals under operating leases		
Land and buildings	121,853	178,790
Other	5,379	5,689
Auditor's remuneration		
Fees payable to the charity's auditor for the audit of the charity's annual financial statements*	32,500	45,000
Fees payable to the charity's auditor for other services to the group	-	-
The audit of the charity's subsidiary	7,950	6,300

* This is the first year Crowe have provided audit services at a cost of £32,500. (2022: £45,000) Previous year completed by Deoitte and was recognised in the year as a gift-in-kind for the audit of the charity.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

12 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

	Group		Charity	
The average monthly number of employees was:	**2023**	**2022**	**2023**	**2022**
	No.	**No.**	**No.**	**No.**
Charitable activity	191	204	191	204
Raising funds	15	18	13	16
Trading activities	24	27	-	-
Support	57	65	57	65
	287	314	261	285

	Group		Charity	
Their aggregate remuneration comprised:	**2023**	**2022**	**2023**	**2022**
	£	**£**	**£**	**£**
Wages and salaries	7,568,504	7,394,840	6,923,908	6,708,570
Social security costs	681,039	640,699	627,993	589,657
Pension costs	742,834	720,933	710,193	691,613
	8,992,377	8,756,472	8,262,094	7,989,840

Included in the 2023 aggregate remuneration are total redundancy costs amounting to £234,600
This is due to restructuring and the consultation period being completed in March 2023.

13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

	2023 No.	2022 No.
£60,001 - £70,000	-	1
£70,001 - £80,000	3	3
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	1	1
£120,001 - £130,000	-	-

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 93.
The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £484,323 (2022: £534,147).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2022: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

	2023 £	2022 £
Current tax on profit		
UK corporation tax	43,850	44,327
Adjustments in respect of prior year	(44,327)	(41,124)
Total tax on profit	(477)	3,203

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 19%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2023 £	2022 £
Profit on ordinary activities before tax	993,931	844,857
Tax on profit at the standard rate - 19% (2022 - 19%)	188,847	160,523
Effects of:		
Gift aid donations at 20%	(188,938)	(159,914)
Expenses not deductible for tax purposes	103	2,301
Capital allowances (in excess of)/less than depreciation	(489)	293
Other timing differences	44,327	41,124
Adjustments to tax charge in respect of previous periods	(44,327)	(41,124)
Total tax charge/(credit) for the year	(477)	3,203

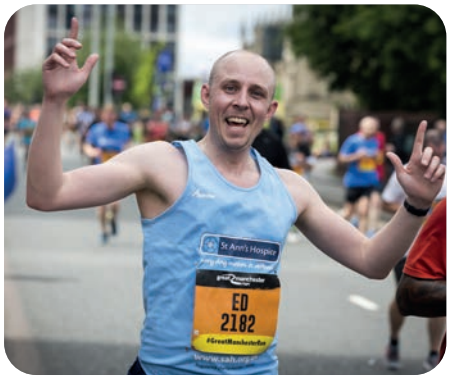
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2023

15 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2022	747,336	4,292,002	3,548,280	202,299	2,518,278	230,342	11,538,537
Additions	338,752	2,760	4,710	-	121,936	-	468,158
Disposal	-	-	-	-	-	-	-
At 31 March 2023	1,086,088	4,294,762	3,552,990	202,299	2,640,214	230,342	12,006,695
Accumulated depreciation							
At 1 April 2022	-	1,917,485	1,889,854	201,348	2,403,367	196,395	6,608,449
Charge for the year	-	85,054	92,396	544	87,293	22,586	287,873
Disposal	-	-	-	-	-	-	-
At 31 March 2023	-	2,002,539	1,982,250	201,892	2,490,660	218,981	6,896,322
Net book value							
At 31 March 2023	1,086,088	2,292,223	1,570,740	407	149,554	11,361	5,110,373
At 31 March 2022	747,336	2,374,517	1,658,426	951	114,911	33,947	4,930,088

CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2022	747,336	4,292,002	3,548,280	2,129,653	221,045	10,938,316
Additions	338,752	2,760	4,710	115,486	-	461,708
Disposals	-	-	-	-	-	-
At 31 March 2023	1,086,088	4,294,762	3,552,990	2,245,139	221,045	11,400,024
Accumulated depreciation						
At 1 April 2022	-	1,917,485	1,889,854	2,022,358	187,098	6,016,795
Charge for the year	-	85,054	92,396	82,126	22,586	282,162
Disposals	-	-	-	-	-	-
At 31 March 2023	-	2,002,539	1,982,250	2,104,484	209,684	6,298,957
Net book value						
At 31 March 2023	1,086,088	2,292,223	1,570,740	140,655	11,361	5,101,067
At 31 March 2022	747,336	2,374,517	1,658,426	107,295	33,947	4,921,521



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

16 FIXED ASSET INVESTMENTS

	Group & Charity	
	2023	2022
	£	£
Market value at 1 April 2022	4,723,366	4,580,903
Additions	2,310,658	933,168
Disposals proceeds	(4,354,199)	(920,086)
Net Investment Gain	(319,502)	110,671
Movement in cash held by investment managers	(116,472)	18,710
Market value at 31 March 2023	2,243,851	4,723,366
Cost at 31st March 2023	6,354,717	6,354,717
Market value analysed between:	£	£
Investments	2,080,091	4,559,606
Cash held by investment managers	163,760	163,760
	2,243,851	4,723,366
Investment in Hospice Quality Partnership	10	10
Total Group Investment	2,243,861	4,723,376
Investment in Subsidiary Trading Company	2	2
Charity Investment	2,243,863	4,723,378

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice. The Charity owns 1.5% of the issued ordinary share capital.

The charity owns the entire issued ordinary share capital of St Ann's Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary is detailed below. St Ann's Hospice Trading Company Limited's taxable profits are donated to the charity annually.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

16 FIXED ASSET INVESTMENTS (continued)
RESULTS OF TRADING SUBSIDIARY

The results for St Ann's Hospice Trading Company Limited, a wholly owned subsidiary of St Ann's Hospice for the year ended 31 March 2023 are given below.

	2023	2022
	£	£
Turnover	2,546,496	2,574,602
Cost of sales	(266,151)	(258,237)
Gross profit	2,280,345	2,316,365
Administrative expenses	(1,290,766)	(1,471,508)
Operating profit	989,579	844,857
Interest receivable	4,352	-
Profit before taxation	993,931	844,857
Tax on profit	477	(3,203)
Profit for the financial year attributable to the equity shareholders of the company	994,408	841,654

Statement of changes in equity

	Profit and loss account
	£
Balance at 1 April 2021	-
Profit after tax for the year	841,654
Gift aid distribution	(841,654)
Balance at 31 March 2022	-
Profit after tax for the year	994,408
Gift aid distribution	(994,408)
Balance at 31 March 2023	-

BALANCE SHEET

The aggregate of the assets and liabilities was:

	2023	2022
	£	£
Fixed assets	9,303	8,567
Current assets	1,100,483	1,038,436
Creditors: amounts falling due within one year	(1,109,784)	(1,047,001)
Total net assets	2	2

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

17 STOCKS

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Finished goods and goods for resale	36,267	40,057	30	546

18 DEBTORS

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	61,866	154,860	59,466	129,893
VAT Recoverable	565,857	326,603	576,390	325,616
Prepayments and accrued income	145,068	1,368,592	105,774	1,329,994
Other debtors	3,364,415	3,958,469	3,326,886	3,928,724
Amounts due from subsidiary company	-	-	768,437	708,717
	4,137,206	5,808,524	4,836,953	6,422,944

19 CASH AND CASH EQUIVALENTS

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Interest bearing accounts	16,126,324	10,830,369	15,141,301	9,925,741
Current accounts and cash	1,499	1,383	1,499	1,383
	16,127,823	10,831,752	15,142,800	9,927,124

20 CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade Creditors	326,410	396,746	271,644	342,139
Accruals and deferred income	690,397	640,759	507,908	433,754
Taxation and social security	159,110	140,803	144,137	136,604
Other creditors	111,895	109,687	77,156	81,541
Corporation tax	43,850	44,327	-	-
	1,331,662	1,332,322	1,000,845	994,038

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds £	Restricted funds £	Total funds 2022 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	5,842,215	953,738	6,795,953
Charitable activities	4	4,051,067	2,502,706	6,553,773
Other trading activities	5	2,617,238	-	2,617,238
Other Income	6	3,146	1,632	4,778
Investments	7	67,717	981	68,698
TOTAL INCOME		12,581,383	3,459,057	16,040,440
EXPENDITURE ON:				
Raising funds	8	2,487,350	-	2,487,350
Charitable activities	9	7,780,418	2,134,173	9,914,591
TOTAL EXPENDITURE		10,267,768	2,134,173	12,401,941
Net (expenditure)/income before investment gains		2,313,615	1,324,884	3,638,499
Net gains on Investments	16	110,671	-	110,671
Net income before tax	11	2,424,286	1,324,884	3,749,170
Taxation	14	(3,203)	-	(3,203)
Net (expenditure)/income for the year		2,421,083	1,324,884	3,745,967
Transfer Between Funds	22	246,898	(246,898)	-
Other Recognised Gains:				
Actuarial Gain on Defined Benefit Schemes	25	854,000	-	854,000
NET MOVEMENT IN FUNDS		3,521,981	1,077,986	4,599,967
FUND BALANCES BROUGHT FORWARD AT 1st April 2021		18,521,464	242,044	18,763,508
FUND BALANCES CARRIED FORWARD AT 31st March 2022	22, 23	22,043,445	1,320,030	23,363,475

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

22 STATEMENT OF RESERVES

2023 Group	At 1 April 2022	Income	Expenditure (incl taxation)	Gains	Transfers	At 31 March 2023
	£	£	£	£	£	£
Unrestricted funds:						
General fund	6,881,507	11,788,883	(11,119,867)	771,498	(5,253,939)	3,068,082
Designated funds						
Fixed assets	1,723,237	-	-	-	8,825	1,732,062
IT upgrade	-	-	-	-	120,000	120,000
Property refurbishment and development	13,438,701	-	-	-	5,174,039	18,612,740
Unrestricted funds	22,043,445	11,788,883	(11,119,867)	771,498	48,925	23,532,884
Restricted Fund						
Specific donations	1,320,030	2,044,863	(1,151,984)	-	(48,925)	2,163,984
	23,363,475	13,833,746	(12,271,851)	771,498	-	25,696,868

2023 CHARITY	At 1 April 2022	Income	Expenditure (incl taxation)	Gains	Transfers	At 31 March 2023
	£	£	£	£	£	£
Unrestricted funds:						
General fund	6,890,072	10,273,443	(9,604,427)	771,498	(5,253,200)	3,077,386
Designated funds						
Fixed assets	1,714,670	-	-	-	8,086	1,722,756
Subsidiary	2	-	-	-	-	2
IT upgrade	-	-	-	-	120,000	120,000
Property refurbishment and development	13,438,701	-	-	-	5,174,039	18,612,740
Unrestricted funds	22,043,445	10,273,443	(9,604,427)	771,498	48,925	23,532,884
Restricted Fund						
Specific donations	1,320,030	2,044,863	(1,151,984)	-	(48,925)	2,163,984
	23,363,475	12,318,306	(10,756,411)	771,498	-	25,696,868

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patientsor for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. In 2021 the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

22 STATEMENT OF RESERVES (continued)

2022 Group	At 1 April 2021	Income	Expenditure (incl taxation)	Gains	Transfers	At 31 March 2022
	£	£	£	£	£	£
Unrestricted funds:						
General fund	3,052,613	12,581,383	(10,270,971)	964,671	553,811	6,881,507
Designated funds						
Fixed assets	1,690,557	-	-	-	32,680	1,723,237
Property refurbishment and development	13,778,294	-	-	-	(339,593)	13,438,701
Unrestricted funds	18,521,464	12,581,383	(10,270,971)	964,671	246,898	22,043,445
Restricted Fund						
Specific donations	242,044	3,459,057	(2,134,173)	-	(246,898)	1,320,030
	18,763,508	16,040,440	(12,405,144)	964,671	-	23,363,475

2022 CHARITY	At 1 April 2021	Income	Expenditure (incl taxation)	Gains	Transfers	At 31 March 2022
	£	£	£	£	£	£
Unrestricted funds:						
General fund	3,067,815	10,889,435	(8,579,023)	964,671	547,174	6,890,072
Designated funds						
Fixed assets	1,675,353	-	-	-	39,317	1,714,670
Subsidiary	2	-	-	-	-	2
Property refurbishment and development	13,778,294	-	-	-	(339,593)	13,438,701
Unrestricted funds	18,521,464	10,889,435	(8,579,023)	964,671	246,898	22,043,445
Restricted Fund						
Specific donations	242,044	3,459,057	(2,134,173)	-	(246,898)	1,320,030
	18,763,508	14,348,492	(10,713,196)	964,671	-	23,363,475

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

23 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total
2023 GROUP	**£**	**£**	**£**
Tangible fixed assets	5,110,373	-	5,110,373
Investments	2,243,861	-	2,243,861
Current assets	18,137,312	2,163,984	20,301,296
Current liabilities	(1,331,662)	-	(1,331,662)
Provision for pension scheme liability	(627,000)		(627,000)
At 31 March 2023	23,532,884	2,163,984	25,696,868
2023 CHARITY			
Tangible fixed assets	5,101,067	-	5,101,067
Investments	2,243,863	-	2,243,863
Current assets	17,815,799	2,163,984	19,979,783
Current liabilities	(1,000,845)	-	(1,000,845)
Provision for pension scheme liability	(627,000)	-	(627,000)
At 31 March 2023	23,532,884	2,163,984	25,696,868
2022 GROUP			
Tangible fixed assets	4,930,088	-	4,930,088
Investments	4,723,376	-	4,723,376
Current assets	15,360,303	1,320,030	16,680,333
Current liabilities	(1,332,322)	-	(1,332,322)
Provision for pension scheme liability	(1,638,000)	-	(1,638,000)
At 31 March 2022	22,043,445	1,320,030	23,363,475
2022 CHARITY			
Tangible fixed assets	4,921,521	-	4,921,521
Investments	4,723,378	-	4,723,378
Current assets	15,030,584	1,320,030	16,350,614
Current liabilities	(994,038)	-	(994,038)
Provision for pension scheme liability	(1,638,000)	-	(1,638,000)
At 31 March 2022	22,043,445	1,320,030	23,363,475

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

24 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2023 £'000	Recognised in SoFA 2023 £'000
NHS Pension	411	411
Stakeholder	383	383
St Ann's Hospice Defined Benefit	18	993
	812	1,787

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

24 EMPLOYEE RETIREMENT BENEFITS (continued)

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at St Ann's.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Ann's Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £411,261 (2022: £397,181). An amount of £62,508.11 (2022: £57,009) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by St Ann's Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to St Ann's Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £382,922 (2022: £373,717). An amount of Nil (2022: £29,248) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

	2023 %	2022 %
Discount rate	4.70	2.80
Expected return on assets	4.70	2.80
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	3.70	4.00

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2023 years	2022 years
Retiring today:		
Males	85.8	85.5
Females	88.3	87.5
Retiring in 20 years		
Males	87.5	87.1
Females	90.0	89.3

The amounts recognised in the statement of financial activities are as follows:

	2023 £000's	2022 £000's
Current service cost	(52)	(40)
Interest on obligations	(419)	(334)
Expected return on scheme assets	373	282
Total operating charge	(98)	(92)
Actuarial gain	1,091	854
Total cost recognised in the statement of financial activities	993	762

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2023 £000's	2022 £000's
Present value of defined benefit obligations	11,300	15,300
Fair value of scheme assets	(10,673)	(13,662)
Net liability recognised in the balance sheet	627	1,638

24c EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

	2023 £000's	2022 £000's
At 1 April	15,300	16,200
Current service cost	52	40
Interest cost	419	334
Contributions by scheme participants	9	10
Administrative expenses	(28)	-
Actuarial (gains)	(3,776)	(593)
Benefits paid	(676)	(691)
At 31 March	11,300	15,300

Movements in the fair value of scheme assets were as follows:

	2023 £000's	2022 £000's
Opening fair value of scheme assets	13,662	13,780
Expected return on scheme assets	373	282
Actuarial (losses)/gains	(2,685)	261
Contributions by the employer	18	20
Contributions by scheme participants	9	10
Benefits paid	(676)	(691)
Administration Expenses	(28)	-
	10,673	13,662

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

	2023 £000's	2022 £000's
Equities	4,252	10,440
Gilts and bonds	1,064	2,882
Liability Driven Investment	5,248	-
Cash	109	340
	10,673	13,662

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2023

25 FINANCIAL COMMITMENTS

Operating lease commitments

At the balance sheet date the total future minimum lease payments under non-cancellable operating leases were as follows:

	2023		2022	
GROUP	**Land and buildings**	**Other**	**Land and buildings**	**Other**
Leases which expire:	**£**	**£**	**£**	**£**
within one year	133,094	4,834	121,853	5,379
between one and five yea	396,673	-	245,651	-
after five years	412,617	-	129,283	-
	942,384	4,834	496,787	5,379

CHARITY	**Land and buildings**	**Other**	**Land and buildings**	**Other**
	£	**£**	**£**	**£**
Leases which expire:				
within one year	4,400	-	4,400	-
within one to five years	17,600	-	17,600	-
over five years	40,700	-	45,100	-
	62,700	-	67,100	-

26 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, St Ann's Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2022: Nil)

The total value of donations received from the trustees during the year was £1,186 (2022: £1,049)

05 Independent Auditor's Report

Independent Auditor's Report to the Members of St Ann's Hospice

Opinion

We have audited the financial statements of St. Ann's Hospice 'the charitable company' and its subsidiary St. Ann's Hospice Trading Company Limited 'the group' for the year ended 31st March 2023 which comprise the statement of financial activities, balance sheet, 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 group's and the charitable company's affairs as at 31st March 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 55, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable

company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Vicky Szulist

Vicky Szulist
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

15th March 2024

St Ann's Hospice

06 Officers and Professional Advisors

Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Prof. David Walker
Bishop of Manchester

VICE PRESIDENTS

Sir Warren Smith KCVO KStJ JP
HM Lord Lieutenant of Greater Manchester
(resigned 1st September 2023)

Mrs Anne Mack

Mrs Ann Hughes

Professor Sir Cary Lynn Cooper CBE FAcSS

Kathy Cowell OBE DL

TRUSTEES

CHAIR

Professor Jacqueline Oldham BSc(Hons) RGN PhD

HON. TREASURER

Mr Darren Holt BA FCA

Mr Mike Brown (Vice Chair) MSc FHSM CMIPM

Dr Stephanie Gomm MD FRCP

Mr Alan Bond FCCA, ACIS

Mrs Fiona Taylor RGN, RM, RHV, Dip HE, BSc(Hons), MA

Ms Kate Squire BA (Hons)

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Odgen BPham FRPhamS

Key Management Personnel

CHIEF EXECUTIVE & COMPANY SECRETARY
(appointed Company Secretary 22nd January 2024)

Rachel McMillan RGN BA(Hons) MSc

DIRECTOR OF PEOPLE, CULTURE, & SUPPORT SERVICES

Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT & COMPANY SECRETARY
(Resigned 19th January 2024)

Dr Paul Jarvis MEng(Hons) MSc PhD

DIRECTOR OF CLINICAL SERVICES

Emma Dixon RGN BA(Hons)

MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR

Dr Alison Roberts MBChB FRCP

Professional Advisors and Registered Office

SOLICITORS

Brabners LLP

55 King Street, Manchester M2 4LQ
and
Exchange Flags, Liverpool L2 3YL

AUDITOR

Crowe UK LLP
3rd Floor, The Lexicon, Mount Street,
Manchester, M2 5NT

INVESTMENT MANAGERS

Brewin Dolphin

1 The Avenue
Spinningfields Square, Manchester M3 3AP

BANKERS

The Royal Bank of Scotland

5th Floor
1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINCIPAL OFFICE

St Ann's Hospice

St Ann's Road North
Heald Green,
Stockport
SK8 3SZ

ST ANN'S HOSPICE TRADING CO LTD

Subsidiary of **St Ann's Hospice**

COMPANY DIRECTORS

Dr Paul Jarvis (resigned 19th January 2024)

Gill Turnpenney

Rachel McMillan

Contact details

St Ann's Hospice
St Ann's Road North,
Heald Green, Cheadle,
Cheshire SK8 3SZ
Tel: 0161 437 8136

St Ann's Hospice
Meadowsweet Lane, off Peel Lane,
Little Hulton, Worsley,
Manchester M28 0FE
Tel: 0161 702 8181

www.sah.org.uk www.facebook.com/StAnnsHospice @StAnnsHospice @StAnnsHospice

Registered charity number 258085. Registered in England No. 947220.

Moya Cole Hospice

England & Wales - Charity number 258085

Accounts

St Ann's Hospice

every day makes a difference

Annual Report and Financial Accounts **2021/22**

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01 Our purpose, values and aims

Our purpose and our values

St Ann's is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services, caring for people in the place they call home.

Our support means different things to different people. Some people come to us for care at the end of their life, others for help managing their symptoms. Some join our outpatient sessions, while others enjoy complementary therapies or spend time with our counsellors.

Our core purpose is to provide excellent care and support to people living with or affected by life-limiting illnesses.

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.

We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.

Our patients and their loved ones are at the heart of everything we do, and always will be.

The care we provide is truly holistic. Our patients are individuals and our care addresses their unique needs, whatever they may be.

Our values

Our values are a set of guiding principles and behaviours which shape how we go about our day-to-day jobs to achieve our longer-term goals and plans. If you're supported by the hospice, or are a fundraiser, volunteer, shop customer or staff member, you'll experience our values being put into practice. They are what make us so unique, and make St Ann's such a special place to work.

People matter

People are at the centre of everything we do. We treat each other, and ourselves, with kindness and compassion. We value and celebrate diversity; recognising everyone as an individual.

Brave and bold

We want to grow for the future, not settle. We're not afraid to do things differently, get creative, challenge ourselves and the status quo. We're ambitious in our aims, accountable for our actions and learn from our experiences and successes.

Lead and learn

We're experts in what we do, and we don't stop there. We're always learning; informing and shaping the sectors we're in through education, training and research. We lead by example; sharing best practice, advancing in our fields and pioneering new approaches.

Together we are stronger

Together, we're stronger and have a bigger impact than we could have alone. As a charity, we work in collaboration with supporters, partners and the communities around us. We think beyond traditional boundaries to make sure we're here for our communities for years to come.

Strategic aims

As St Ann's looks beyond our 50th anniversary, it's important that we ensure the hospice remains able to meet the changing care needs of future generations. There are certain things which make us different:

- We're a part of the broad health and social care environment but we're also an independent charity, able to determine our own future.
- Our clinical strategy is at the heart of everything we do.
- Our workforce is supported by a large number of volunteers.
- The majority of our funding comes directly from our supporters and local communities.
- We don't charge for our core services at the point of delivery.
- Our reputation is the key to our future and the type and quality of service we provide is therefore directly linked to that reputation.
- We are a true local charity, serving our local communities.

Our strategic aims put patients and their carers first:

To provide world-class, innovative care:

- Delivery of excellent care, free of charge and equitably
- Care at a time that's right for each individual, including disadvantaged groups
- Seek and share best practices
- Integration of research, teaching and learning to improve patient care

To be an organisation of choice:

- Ensure St Ann's remains a great place to work
- Foster development opportunities and engagement that leads to a skilled and engaged workforce
- Nurture staff and volunteer wellbeing
- Endeavour to offer competitive terms, conditions and benefits

To continue to develop a values-based culture within which there are high-performing individuals and teams:

- Ensure inspired, inspirational and visionary leadership, contributing to a highly capable, flexible workforce at all levels
- Continuous evaluation of Board performance and membership to ensure effective governance
- Trustees, Executives and Senior Managers will lead by example, exhibiting our core values

To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end of life care:

- Deliver buildings and infrastructure we are proud of
- Ensure they are suitable, safe and facilitate effective performance
- Enable flexibility to develop and meet emerging demands

To continue to be financially viable:

- Ensure effective financial governance at all times
- Increasing and sustaining engagement with statutory commissioners, NHS Trusts, and grant organisations to allow delivery of efficient, effective services
- Encourage innovative fundraising activity via sustainable, diverse income streams
- Develop robust strategies to increase fundraising and trading income

“Everyone is very friendly and professional in caring for me. Thank you.”

St Ann's Patient

02 Highlights of 2021/22

St Ann's in numbers

Statistics are important to us at St Ann's, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

Our catering teams prepared

34,452

delicious meals for our patients

Our domestic services team laundered

35,282

bedsheets to ensure our patients are comfortable.

The domestic services team cleaned

1.4million

square metres of floors.

Our catering staff made

58,341

cups of tea or coffee

Fundraising income for our new building was **£629,277** this year compared to £33,494 last year

The 2021 Totally Stockport Frog Trail rasied

£30,000

from the frog auction

Fundraising income from donations and legacies grew by

45.9%

this year.

Our Trading Company proft increased by

50.1%

this year compared with 2020/21

It took

12 weeks

to complete the redevelopment of our Little Hulton main entrance and café

6 Clinical leaders from the hospice enrolled onto our first Master's programme

We couldn't possible list everything we've achieved in the last year, but here are a few highlights...

April 2021

Our planning application for our brand new hospice in Heald Green was accepted. This was a huge milestone in our ambitious project to safeguard the future of hospice care in the area.

Build it together
St Ann's New Hospice Appeal

May 2021

We celebrated our 50th anniversary, remembering some of the pioneers who created St Ann's half a century ago. We're so proud to be one of the oldest and largest hospices in the UK, and that we've continued to evolve and adapt our organisation to meet the changing needs of our patients.

June 2021

Our specially commissioned Forget-me-not themed art installation was unveiled at the Trafford Centre. People could purchase one of the special flowers to dedicate to someone special. Thousands of people saw the installation and came to say hello too. We are so grateful for all of the support we received throughout our anniversary year.

July 2021

Our Practice Development Centre Team shared some of their '50 webinars in our 50th year' training programme, aimed at training and educating hospice, health and social care sector professionals and others in key areas of palliative and end of life care provision.

August 2021

We began workshops to shape our future organisational values, with more than 150 people from across the hospice taking part and feeding in their ideas and thoughts. This was a hugely important project and led to our new values: People Matter, Bold and Brave, Together we are Stronger and Lead and Learn. Our values underpin everything we do at St Ann's.

September 2021

A large group of staff from the hospice walked 50km from our Heald Green Hospice to our Little Hulton site to raise funds and celebrate our 50th anniversary year! They were cheered on by lots of members of the local community, and it was a fantastic way to honour our birthday.

October 2021

We were thrilled to have received Investors in People Gold accreditation – an accolade which is recognised in 66 countries around the world, as the global benchmark in people management. Comments from the assessor who came to visit the hospice included: "Your people are engaged, motivated, valued, empowered and appreciated for the expertise, knowledge and skills they bring to their roles, and have enthusiasm for achieving the best for patients and their families, as well as the hospice as a whole."

INVESTORS IN PEOPLE®
We invest in people Gold

November 2021

We were proud to have also won the Greater Manchester Chamber Excellence Awards 'Problem Solver' accolade in November. We were chosen in recognition for how we innovated and adapted to the challenges of the pandemic to enable us to continue providing our specialist services and support.

We also then went on to win the national award as the winner of winners, which meant that members of the team were invited to close trading at the London Stock Exchange!

CHAMBER EXCELLENCE AWARDS 2021
Greater Manchester Chamber of Commerce

December 2021

Christmas is always a special time at the hospice, as we prepare menus and activities for the people we support. Our annual calendar is also packed as we celebrate and raise money during the festive season. This December, as always, thousands of people joined us to take part in our Light up a Life appeal in memory of someone special.

January 2022

In January we held our Wellbeing Festival for staff. Health and wellbeing are important and many of our benefits aim to support employees both mentally and physically. The festival is part of our year-long Wellbeing Matters activity, and this year it included a range of live and on demand events and resources for employees to access in a way that was best for them.

February 2022

In February we launched our 'Love your Local Lottery' campaign, aimed at spreading the word about our biggest single fundraiser for the hospice. A range of promotional activities took place both on and offline, and led to increased sign-ups and greater awareness of the hospice lottery as a simple way to support our patients.

March 2022

March was our annual Will Month, where we partner with local solicitors to offer supporters the chance to make their Will for free in return for a donation to the hospice. It's always incredibly popular, and also is a helpful way of encouraging discussion around death and dying. We're always incredibly grateful to anyone who remembers St Ann's in their Will – with around a third of our income coming from gifts left as legacies every year.

What an incredible year.

03 Chair and Chief Executive's statement

“Not content with maintaining the status quo, challenges have been turned into opportunities and services developed to ensure we have remained responsive, safe and compassionate throughout the pandemic.”

Professor Jacqueline Oldham, Chair of the Board

Joint Statement from the Chair and Chief Executive

St Ann's has been at the centre of local specialist palliative and end of life care for more than half a century.

As we celebrated our 50th anniversary in 2021, it was a time to look back on everything we've achieved over the years. A time to be proud, to reflect and to remember everyone that has made St Ann's the organisation it is today. We are particularly grateful to our local communities who have been so supportive to the hospice. We would not be here without them.

It is clear however, that the political, economic, and healthcare landscapes continue to change at pace. Covid has continued to have an impact and it's now more important than ever for us to look ahead and ensure we can fulfil our future ambitions.

This year we have continued to adapt our services, being bold and brave to ensure we could not only carry on delivering them throughout the pandemic, but also that we could thrive, develop, and innovate. Many have had to pause services or reduce access for patients but we have ensured continuation of specialist care for those that need it in Greater Manchester and parts of Cheshire.

While this has been a challenging year, both in terms of care provision and securing funds, we have continued to move forward at pace. There's a sense of pride amongst staff and volunteers about everything that has been achieved and this document provides a snapshot of some of the hard work that has occurred across the organisation.

Our value 'Together we are Stronger' has been especially important. Collaborations are at the heart of much of our work, and we've launched and delivered many innovative services, projects and activities working alongside others in the community, in the sector, or in our own teams.

As we look ahead to an exciting year we are committed to starting build a brand new hospice in Heald Green, to replace our current site that is no longer fit for purpose. We will also focus on continuing developments to our Little Hulton hospice, and expansions and delivery of both new and existing services. Collaboration will continue to be a priority both locally and further afield.

The same communities who enabled us to open our doors in 1971 are already getting behind our 'Let's build it together' capital fundraising campaign for future generations of local people and supporting us to adapt our services to meet the evolving needs of patients.

> "There's a sense of pride amongst staff and volunteers about everything that has been achieved."

The needs of the population have changed significantly in recent years. Patients who come to the hospice have more complex needs than ever before, it's therefore imperative we are equipped to continue to provide world-class care.

Alongside our capital build ambitions, we continue to concentrate on our strategic and operational activity to ensure delivery of our financial objectives, clinical strategy, and our five-year plan. We also remain committed to supporting and empowering our staff and volunteers to enable them to deliver the best possible services for the people that access St Ann's.

The new hospice site, along with our recently innovated services, and a wide range of inpatient, community and outreach provisions, mean that we can remain an organisation of choice for people from across Greater Manchester and parts of Cheshire. We're excited about what the future holds.

Rachel McMillan
Chief Executive of St Ann's Hospice
Date: 28th March 2023

Professor Jacqueline Oldham
BSc (Hons) RGN PhD
Chair of St Ann's Hospice
Date: 28th March 2023

> "The same communities who enabled us to open our doors in 1971 are already getting behind our 'Let's build it together' capital fundraising campaign."

04 Trustees' report and financial statements

"I've been coming to St Ann's for a while now. The staff and volunteers can't do enough for you. It's a lovely, calm and peaceful place to come."

St Ann's Patient

Trustees' Report including Strategic Report

The Trustees of St Ann's Hospice, who are also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31 March 2022.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102).

Constitution and governing documents

St Ann's Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

St Ann's Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, day therapy and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport; Meadowsweet Lane, off Peel Lane, Little Hulton, Salford; and The Neil Cliffe Centre at Wythenshawe Hospital, Manchester. The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice at Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of St Ann's Hospice have carefully considered the Charity Commission's general guidance on public benefit. St Ann's Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester, Lancashire and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

The Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction

All new Trustees participate in an induction programme which was redeveloped 4 years ago in 2017/18. The programme is reviewed annually and is constantly changing to address the challenges and emerging trends across the sector. The programme aims to build knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction, which is attended by all new staff. The programme has been hosted online since the start of the COVID-19 pandemic.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad-hoc training events, usually taking place at trustee away days.

Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, risk management, and financial investments.

Section 172

Trustees' duty to promote the success of the Charity

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

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

The Trustees have approved the new St Ann's Hospice Strategy 2023-2028, which was launched in January 2023. The strategy considers the likely consequence of any decisions in the long term. The Strategic Risk Register which resides on the Risk Management module within Pineapple, contains all major risks that could affect the charity's long-term positioning and performance. Strategic risks are regularly reviewed and managed through the implementation of risk controls and the identification of mitigating actions for completion. An overview of the key strategic risks can be found in the Strategic Risks section Page 53.

The Board meets at least quarterly throughout the year where it assesses progress against the strategy, identifies areas for focus for the following year, and receives updates on the Charity's performance and plans. The committees of the Board are responsible for risk management within their respective areas, and any significant concerns are escalated through the committee chairs, to the Board. The Board typically also has an annual away day for strategic planning.

The Board obtains assurance that attention is given to the factors set out in section 172 when promoting the success of the Charity, by monitoring that the Executive Team and the wider organisation are delivering the agreed strategy and are complying with specific organisational policies.

Engagement with the Charity's main stakeholder groups are as set out in the subsequent sections of this document. The Executive Team regularly reports to the Board on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders. At the beginning of every Board meeting, a member of clinical staff is invited to prepare and deliver a patient story to the Trustees. The purpose of this, is to remind the Trustees the reason why the organisation exists and the impact the charity has on its beneficiaries.

The Charity ensures that it maintains a reputation for high standards of business conduct by having in place a range of policies and processes that promote corporate responsibility and ethical behaviour.

Organisation

The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work. The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary. By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making

A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management

The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub-committees of the Board.

The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Team and relevant sub-committees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Since 2021 the organisation has been transitioning to use Pineapple as its internal risk management system for controlling and monitoring risk. Pineapple is a bespoke piece of software developed in-house to support leadership teams in strategic and operational management. The application is hosted securely in the cloud on Microsoft Azure servers.

Engaging Stakeholders

Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies, and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders and obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Our Beneficiaries

We are keen to learn from our beneficiaries' experiences at St Ann's and actively seek feedback and suggestions that help us make positive changes. Our teams engage with numerous patients and their families on a day-today basis through the many services we provide. Prior to covid our Trustees and Executive team carried out a monthly walk around on the IPUs (inpatient units) and listened to patients' experiences. This is something we will restart as soon as it is safe to do so. Our Executive team and Heads of Department regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision-making and help us make continuous improvements.

Our Supporters

We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our quarterly newsletter. The circular helps keep our supporters up to date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see first-hand the impact it has. We have a significant presence online and across the social media platforms that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget-me-not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking to them regularly over the phone and inviting them to in-person meet ups with other participants. This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences.

Every year we hold a call-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have. In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff & Volunteers

We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive team hold a Director's Drop-in. We have several working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in decision-making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment.

At St Ann's, volunteers work across the hospice in a variety of roles and with varying responsibilities. From running our coffee shop and providing visitors with a much-needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley. Our

volunteers are the lifeblood of the organisation. We want to encourage people, whatever their skills and background, to consider volunteering for us. We also want our volunteers to have every opportunity to develop themselves and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

Our Suppliers

St Ann's Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. A robust procurement process is in place to ensure the highest quality product is delivered at the most cost-effective price point.

Environmental Sustainability

We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development of a new modern hospice facility, efficiency projects for our existing estate, and changing staff culture and behaviour.

Carbon Dioxide Emissions (CO_2e)

Tonnes of CO_2e generated by St Ann's from Gas, Fuel for Transport and Electricity for fuel and/or transport:

- Gas = 342.86 tonnes CO_2e
- Electricity = 124.83 tonnes CO_2e
- Business Transport = 17.02 tonnes CO_2e

The total CO_2e generated by St Ann's Hospice during 2021-22 is 486.36 tonnes CO_2e (484.71 tonnes CO_2e in 2020-21)

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible is 2,407,085.18kWh (1,930,544.56 kWh in 2020-21).

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type, fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an 'average' car in the government guidance.

Ambulances and vans applied the category of 'Managed Vans; Average; Diesel' for their conversion factor. Data on distance was taken from fuel invoice information with vehicle mpg information drawn from number of online sources noted in supporting documentation (ESOS calculation spreadsheet). Current government guidance on all conversion factors was used throughout.

The ratio below is based on operational hours for St Ann's, this equals:

- 8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor:

- 55.52 kg CO_2e /operational hour

Energy Efficiency

The following measures were taken to increase energy efficiency in the reporting period:

- Implementation of offsite document archiving to reduce site storage costs.
- Proposals in place to switch from on-premises server to a cloud-based solution - significantly reducing energy costs.
- Electrification of several reporting applications and projects to computer-based systems, significantly reducing the amount of paper used.
- DEC's at both sites (Display Energy Certificates).
- Improved web-based video conferencing and communication to reduce traveling.
- Engagement with staff to reduce business travel where possible (including proposals to lift-share cross-site)
- Implementation of controls on heating system at Little Hulton creating a zonal system that reduces overuse and unnecessary wastage.
- Replacing LED lights across the estate when reactive work is required.
- Full proposal to refurbish Little Hulton with LED lights throughout.
- Reviewed building design for the new hospice at Heald Green – requesting M&E achieve net saving o current energy expenditure in what will be a significantly larger site.

Water Use

The Little Hulton site used 2,414 m^3 of water in 2021-22 and the Heald Green site used 3,218 m^3 of water for the same period.

Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.

Board of Trustees

Audit

Audit Committee
Responsible for ensuring St Ann's fulfils its corporate responsibilities in relation to financial reporting, internal control systems, risk management systems, internal and external audit function, and annual reporting.

Clinical Quality & Performance

Clinical Quality & Performance Committee
Responsible for ensuring appropriate scrutiny is provided into quality standards, care delivery, and patient experience and safety, providing assurances on systems and processes, driving improvements in quality care, and monitoring all levels of risk.

Finance

Finance Committee
Responsible for high-level scrutiny of finance and business performance, robustness of financial systems, analyses and assurances, strategic investments, pensions, risk, internal controls and policies, and annual reporting.

Human Resources

Human Resources Committee
Responsible for monitoring remuneration, employment policies, changes in conditions, overseeing matters of equality diversity and inclusivity, and monitoring the delivery of nonclinical training and development.

Strategic Development*

Strategic Development Committee
Responsible for optimising and developing new strategic opportunities, analysing the external environment and planning for sustainability, overseeing strategic developments and reviewing all income generation strategies, including the capital fundraising campaign.

**Assumed responsibility for the Capital Fundraising Appeal Committee (dissolved October 2019)*

"The pressures we are facing cannot be underestimated, the Board will need to look carefully at how we are going to respond to these external pressures to protect St Ann's in the short term, and ensure we safeguard the long-term financial viability of our organisation."
Professor Jacqueline Oldham, Chair of the Board

St Ann's Directorates

Our executive team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates:

Chief Executive

Director of Clinical Services

Clinical Services
- Oversees strategic and operational clinical management and leadership across all patient services.
- Directorate comprises inpatient units, day therapy, supportive and medical outpatient services, Hospice@Home, Community Specialist Palliative Care Team, and the Practice Development Centre.
- The Director of Clinical Services is the Senior Information Risk Owner (SIRO) for the organisation.

Medical Director

Medical
- The directorate comprises consultants and doctors that work both in the hospice and across the wider health and care ecosystem.
- Palliative care specialists that provide medical assessment and management of all hospice patients.
- The Medical Director is the Caldicott Guardian for the organisation.

Director of Organisational Development & Support Services

Organisational Development & Support Services
- Oversees a wide range of operational services and support functions across the hospice.
- Directorate comprises human resources, training and organisational development, estates, facilities, IT, and health and safety.
- Overseas the strategic development of the hospice through organisantional culture change, staff development, and idenitifyng new ways of working.

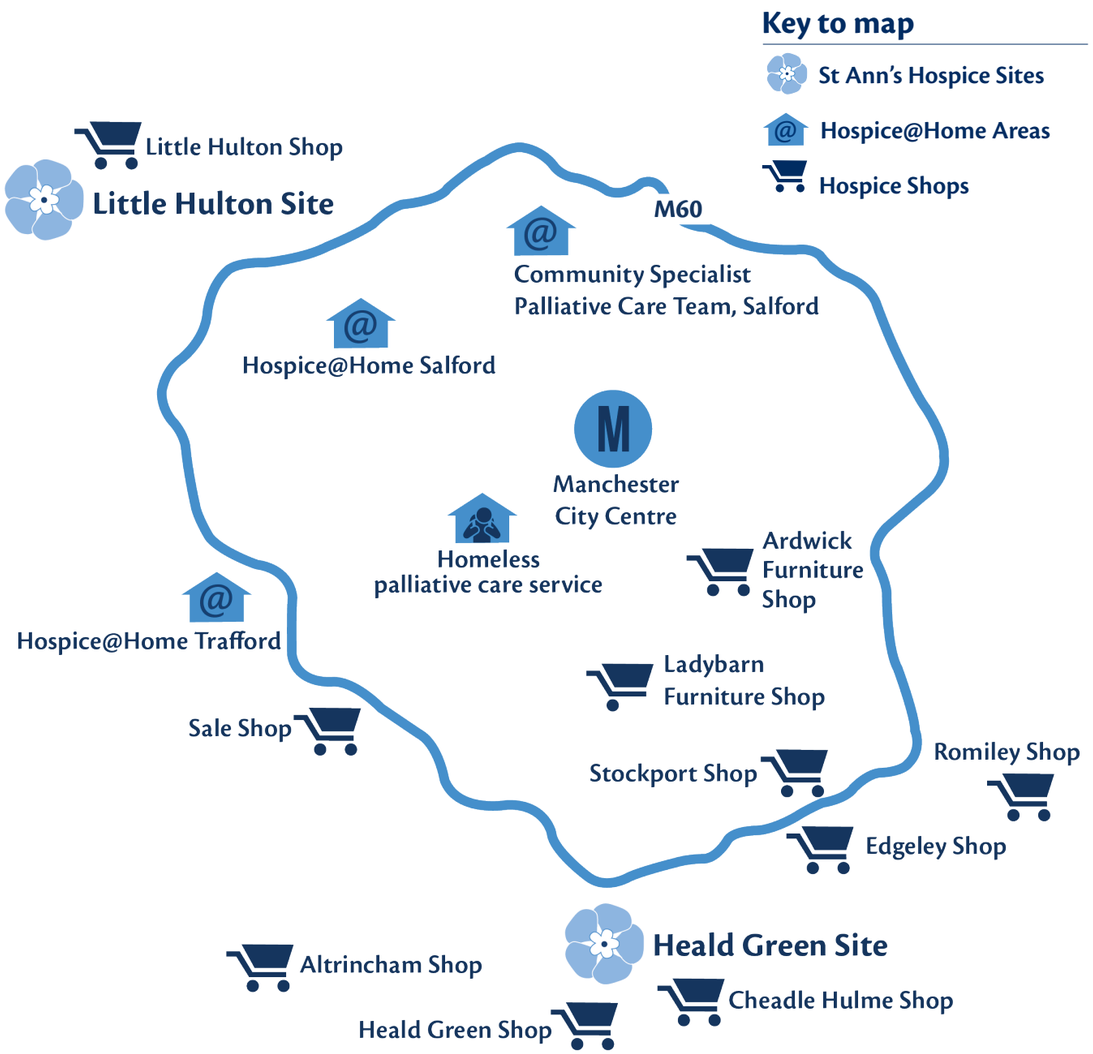
Director of Business Development

Business Development
- Comprises four hospice departments; Finance, Fundriasing, Trading, and Communications.
- Oversees the strategic direction of the business thorugh maximising revenue, diversifying income streams, and ensuring the hospice is finacially viable.
- Immediate responsibility for the hopisce rebuild project at Heald Green and the concomitant Capital Campaign.

Our reach

St Ann's is one of the oldest and largest hospices in the UK and our services span Greater Manchester and parts of Bolton, Wigan and East Cheshire.

We care for thousands of patients from across the area every year and provide support for their loved ones too.



We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:

Clinical Services

Throughout the reporting period of 2021-2022, St Ann's has continued to adapt and reshape services in response to the COVID-19 pandemic, ensuring that the services we provide meet the needs of our patients, carers, staff, and volunteers, and are safe in accordance with the requirements set out by Public Health England (PHE) and NHS England (NHSE). We have successfully achieved our 'Roadmap to Recovery' plan and resumed all clinical services by using a blend of virtual and face-to-face care.

Our inpatient units have operated a full inpatient service and we have seen admission numbers reach full capacity again throughout 2021-2022. This has been supported by our work around access to seven-day services, meaning that admissions can be taken on weekends and bank holidays.

Our staff have continued to support patients and their families with all aspects of their care, working tirelessly to provide them with information to make informed choices, including preferred priorities of care, nutrition and hydration, medicines, and visiting.

Our Being You Centres resumed on-site services in August/September 2021 having moved to virtual platforms in the first year of the pandemic. Feedback obtained from staff and patients indicated there was a need for face-to-face, virtual, and online resources; the biggest demand being for face-to-face. As a result of the team undertaking a rolling evaluation of the services, our Being You Centres now offer a tailored service to meet individual needs. This ensures that medical, rehab, and wellbeing services are available for all patients to access. The team has continued to support both staff and visitors through the COVID-19 testing programme. During the latter part of the last 12 months, the team has been supporting The Christie NHS Foundation Trust Systemic Anti-Cancer Therapy Clinic at Little Hulton, and Phlebotomy Clinic at our Little Hulton and Heald Green sites. Our Heald Green site has also been hosting a Stepping Hill HPB clinic (Hepatic, Pancreatic and Biliary) and upper GI (gastrointestinal) joint clinic once a month. In addition, Heald Green has also been working in partnership with Manchester Foundation NHS Trust to support their One Stop Lung Clinic at the Neil Cliffe Centre, Wythenshawe.

Throughout 2021-2022 we have worked in collaboration with the Clinical Commissioning Groups (CCGs) and our neighbouring NHS health, social care, and voluntary organisations, providing mutual aid and support for patients across Greater Manchester and Cheshire.

In November 2021 our Little Hulton site was inspected by the Care Quality Commission (CQC) and we received a rating of 'Outstanding'. The report, published in January 2022 noted that services were 'delivered in a way to ensure flexibility, choice and continuity of care and were tailored to meet patients' individual needs and wishes. Little Hulton planned and provided care in a way that fully met the needs of local people and the communities served. The report noted that the hospice had worked to increase the inclusion of underrepresented patient groups as part of their strategy and to increase access to services for the homeless population, people with learning disabilities, people with autism, those from a range of cultural backgrounds, older patients, and those with dementia.

The hospice met regularly throughout 2021-2022 with our CQC Relationship Manager, and have met virtually with the CQC as part of their Direct Monitoring Approach.

Commissioning for Quality and Innovation (CQUIN)

St Ann's was not required to implement the CQUIN requirements, carry out CQUIN audits, nor submit CQUIN performance data. However, we have continued to actively participate in the CQUIN in collaboration and agreement with Stockport CCG; the lead CCG for the consortium. CQUIN projects set targets which are performance managed against set criteria to ensure achievement and development within services. The CQUIN framework helps make quality part of the commissioner-provider discussion and allows us to look at the quality of our services and ensure that quality continues to improve. St Ann's Hospice's CCG income in 2021-2022 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework. The operation of CQUIN has remained suspended for all providers until 31st March 2022 due to the COVID-19 pandemic, however, St Ann's continued to implement CQUIN requirements, carry out CQUIN audits, and record CQUIN performance data for projects which were already agreed prior to 1st April 2020. During the period the following CQUIN projects were carried out/continued: Rehabilitative Palliative Care Approach. The rehabilitative palliative care CQUIN looked at how as a hospice, we deliver care and support and ways in which we can further empower and enable patients. This work was supported by the rehab team but the changes are being led by other staff within the hospice to help support this significant culture change. As part of this work a cross-site steering group has been developed to lead the changes across the whole organisation in line with the aims of the clinical strategy.

Quality Accounts

The hospice published the Quality Accounts for this reporting period in line with national guidance.

Community services

Both the Hospice@Home service and the Community Specialist Palliative Care Team (CSPCT) have had a busy year. Our Community Specialist Palliative Care Team has continued to provide a full service and has seen continuing increases in referral numbers during this time. The team has delivered specialist clinical leadership and expertise for patients, our staff, community, and acute hospital staff throughout the past year. The team has continued to provide adapted services when required including video and telephone consultation.

Our Hospice@Home Team has maintained a full service throughout 2021-2022. This service has successfully triaged all referrals within 48 hours, assessed the needs of patients at each visit, and continued to provide ongoing emotional and psychological support for patients and their families.

Our Homeless Palliative Care Coordinator has continued to provide a full service throughout 2021-2022. The second year of this service has seen a set of key aims developed which were:

- Coordination of a flexible and responsive care pathway for people experiencing homelessness with advanced ill health or terminal prognosis;
- Increasing the knowledge and confidence of homeless sector staff supporting people in the last year of life.
- Facilitating earlier identification of people in last year of life;
- Improving multi-agency working;
- Increasing the likelihood that individuals are cared for and die in a place of their choosing; and
- Acting as an advocate for clients' entitlements and challenge inequalities and exclusions and ensuring people can approach the end of their life with support, respect, dignity and choice.

In December 2021 our Homeless Palliative Care team were awarded the Mayor's Special Recognition Award in the Greater Manchester Health & Care Champion Awards.

Our Rehabilitation Team resumed the majority of services throughout 2021-2022 with some services being reintroduced in the latter part of the year. Our Complementary Therapists were able to provide services from summer onwards, and are currently supporting volunteers to return to enable more patients to be able to access these services. The Dietitian post was recruited to during the reporting year which has enabled the nutritional needs of patients, and how the hospice meets these needs effectively, to be reviewed. The team played a

pivotal role in supporting the culture change to a more rehabilitative one. One example of this is the development of goal setting training sessions as part of the mandatory training day, enabling all nursing staff to participate and develop their skills.

Our Patient and Family Support Team has continued to provide a full service to support our patients, their families/carers, volunteers and staff throughout 2021-2022. The team has remained flexible and responsive to meet the spiritual, psychological, and social needs of our patients and their carers. The team continues to support the mental health first aid initiative and facilitates regular Schwartz Rounds for staff and volunteers. The team has also supported The Christie in the provision of clinical supervision for their Social Work Team.

Our Pharmacy Team has continued to provide pharmacy services, throughout 2021-2022 under our service level agreement with Salford and Wythenshawe. This team, with support from our Advanced Clinical Practitioners and Medical Team, has helped to maintain pain management, symptom management, medication administration, and discharge planning.

The Clinical Administration Team has supported the Clinical and Support Services teams by working innovatively and collaboratively throughout 2021-2022 whilst maintaining the administration of the clinical services and data collection.

Practice Development Centre

Clinical training and education at St Ann's is provided by our own Practice Development Centre which consists of clinical educators and an Education and Project Support Officer. Non-clinical training is coordinated and facilitated by our Organisational Development Manager and spans the whole organisation.

Throughout 2021-2022, we have continued to adapt our training and work innovatively to ensure that learning and education has remained a priority for our workforce. We have continued to use a blended approach to our courses, utilising both virtual and face-to-face methods.

Clinical Audit and Quality

St Ann's has remained focused on quality improvement within our services. In June 2021, we relaunched our Quality Improvement Group with the aim of giving oversight, support, and direction to our quality improvement projects, audit, and research, across clinical services. St Ann's also participates in, and contributes to, the North West Regional Audit Group (NWAG) which is led by one of our consultants.

Patient Experience and User Involvement

The comments scheme enables visitors, patients, volunteers, and staff to make suggestions for improvement or comments about our services.

Patient and carer feedback

St Ann's is involved in a Greater Manchester hospice wide involvement group that aims to share current best practice in collecting patient and carer feedback. We are also working towards developing a process for seeking feedback from a wider cohort across the seven Greater Manchester hospices where larger datasets will be utilised. We also conduct the Friends and Family Test. During this reporting period we have received excellent feedback to the two questions and many positive comments.

As an organisation, St Ann's continues to take complaints seriously, investigate appropriately, and manage compassionately. We encourage people to make complaints if they feel something has gone wrong. We want to learn from people's experiences and improve our services wherever possible. We encourage openness and honesty, and our staff are supported by our complaints and whistleblowing policies.

Incident Reporting and Near Misses

All incidents, accidents, and near-misses are reported at St Ann's in, our electronic incident management system. Staff are supported by a suite of policies, training, procedures, and guidance around incident management within the organisation. During 2021-2022 all aspects of incident reporting

and management have undergone a complete review. Systems, training, processes, and policies now align to best practice guidance. A review of governance arrangements, including meeting terms of reference, has ensured that incidents are discussed at relevant meetings.

We have always encouraged openness and honesty in line with both the professional and legislative duty of candour. Our culture encourages candour, openness, and transparency across all departments within the hospice and in any communication with patients and families in relation to both notifiable safety incidents and non-notifiable safety incidents. We ensure the requirement to be open when things go wrong are explicit within our complaints, incident management, and whistleblowing policies.

The year ahead

At St Ann's Hospice we pride ourselves in striving to achieve world-class palliative and end of life care for our patients, their loved ones, and care givers. We will continue to work towards achieving our five- year strategy during 2022 whilst embedding our clinical strategy and new exciting hospice values, which our staff and stakeholders have helped to develop. We will endeavour to take a collective approach to review, reflect, and monitor the quality of services, to ensure we are working effectively and efficiently, and to help us to drive improvement. We will face achievements and challenges together, whilst listening to, and learning from our staff, patients, their families, and volunteers, to shape, inform, and develop our new strategy.

Organisational Development and Support Services

Organisational Development

Investors in People (IIP) Reaccreditation

INVESTORS IN PEOPLE® We invest in people Gold

The hospice's was again recognised as an Investor in People this year with progression to a Gold award. Our Assessor commented "One of the key strengths of St Ann's Hospice is the strength of its vision, values and culture. You've created a culture where people are at the forefront. Your people clearly feel this and are passionate about achieving. Strategically, the approach being taken has enabled you to progress your ambitions toward delivering world-class innovative care. The recent COVID situation has demonstrated your ability to adapt and be agile to the conditions your people needed to work within in order to keep people safe and maintain the ability to care and support those with life limiting conditions. You've a plan which enables efficiency and maintains productivity."

Competency Frameworks

High performing individuals and teams are crucial to ensuring excellent care is provided to patients and their families as well as to meeting standards set by regulators. Defining and communicating performance standards contributes to achieving high performance and this year has seen the introduction of Competency Frameworks being expanded for all staff. The framework sets out clear performance standards to underpin effective employee development and progression as well as positive employee engagement through focused feedback and coaching and recognition and reward.

Values Refresh

The hospice first introduced a set of organisational values in 2011 and its 50th anniversary in 2021 was seen as a good opportunity to review and potentially refresh them. This has been a significant and exciting piece of work for St Ann's and it was important to involve as many people as possible during the project. Our staff and volunteers together with partners, supporters, patients and families were invited to workshops and/or asked to complete a questionnaire to help gather feedback on our values. Following detailed analysis of this feedback a new set of values has been created which were launched in December 2021.

Clinical Leadership Development

Work on the academic partnership with Salford University gained momentum in the early part of the year. In June approval was obtained from the University's Programme Approval and Review Panel (PARP) for the joint delivery of a Master's programme in clinical leadership. The University's PARP commended the following areas of good practice in the accredited programme:

- the range of strategies in delivering the programme, including peer review and feedback, and real life issues
- the "Patchwork Assessment" highlights good practice which is relevant to the leadership journey and development a learner would take
- the opportunities for peer-to-peer learning and self-reflection
- the nature of the collaboration. The paperwork reflected the cohesive nature of the partnership
- work-based learning aspects of the programme where students can forge their own path for learning

The hospice is facilitating all Action Learning Sets (ALS) for the students.

Subsequently six clinical leaders from the hospice enrolled on to the first Master's programme commencing in September 2022.

Support Services

Upgrade to IT Infrastructure

Enhancements have been made to the hospice's IT infrastructure including a new telephone and broadband system. This has had the benefit of streamlining services to one contract supplier with improvements to connectivity and resilience. Other developments have focussed on cyber-security with the introduction of multi-factor authentication (MFA).

Little Hulton Redevelopment

Work was carried out in consultation with staff and architects to develop a strategy for the space and the needs of service users and staff at the Little Hulton site. Phase 1 of this project focused on a reconfiguration of rooms to enhance the existing building to support the provision of excellent care. It also included redeveloping the site's hospitality facilities. A 12-week construction project commenced on site in July 2021. A major donor provided financial support for the project with additional funding being sought from other sources.

Improvements to Patient Areas and Facilities

Throughout the year it has been possible to make a number of improvements including:

- landscaping of the Little Hulton interior garden area allowing patients, their visitors and staff members access to a shared communal place
- removal of a number of aging trees from the Heald Green site allowing more light into patient areas.
- completion of a transitional project that turned a former meeting room at Little Hulton into a clinical procedure room allowing providers to deliver chemotherapy to local out-patients and improving accessibility.
- creation of a dedicated lymphedema and blood transfusion treatment centre at the Heald Green site which included turning a meeting space into three separate clinical rooms.
- addition of an out-of-hours visitor kitchen at both sites to allow patient families and visitors access to refreshments during evenings and weekends.

Business Development

The last year has been extremely busy with many competing demands placed on each team and its resources. The departments have managed exceptionally well, despite an increased turnover of staff following the pandemic.

We have continued to deliver our 'business as usual' work, as well as starting, and completing, several innovative projects to ensure the business is fit for the future and operating in the 21st century. One of the most important pieces of work this year was the release of the first version of Pineapple; an online web application for the management of risk across the organisation.

The coming year is likely to be very difficult with challenges in Fundraising and Trading that we've not seen for a generation. The cost of living crisis will see a fall in 'real' disposable incomes for most people and is likely to result in a decline in charitable giving.

The strategies we now have in place for capital fundraising and long-term growth income generation will support the hospice to continue to be finally viable as well as being able to start its ambitious building project in Heald Green.

Fundraising

Fundraising income from donations and legacies to the 31st March 2022 was **£6,795,953** against the previous year of **£4,657,247** (2020/21) an increase of **45.9%.**

The ongoing impact of the pandemic caused significant challenge in attempts to restart some of our more significant income streams.

- Developed, designed, and launched the public appeal for the new hospice in Heald Green
- Maintained revenue income for delivery of services
- Ensured adequate funding for redevelopments at Little Hulton
- Finalised 2023-2028 strategy in line with organisational strategy development

We have during this time progressed against the strategy in the following ways:

To increase Income to ensure the charity remains financially viable and that revenue income plans dovetail with the public phase of the capital campaign.

At the end of 31st March 2022, donations (non-HG Capital Project) were **£2,197,735** compared with **£2,213,500** in 2020-21, a decrease of **0.7%**. There was a large increase in legacies this year, achieving an income of **£3,968,941** compared to **£2,410,253**, an increase of **64.7%**.

This year Corporate income hit budget, with Direct Mailing and Trust & Foundations performing as expected. Events and Community fundraising are still the areas that have not recovered fully following the pandemic and we're still experiencing challenges in filling our events; the Manchester Midnight Walk and the Great Manchester Run were 50% down on participants, however this is not unusual in the industry.

In Memory Giving remains a major concern as the decline we experienced in 2020-21 continues. Prior to the pandemic this had been a high-performing area. We have now installed some display boards in reception with the messaging of 'support your local hospice' as a reminder that we are a charity. It is expected as COVID-19 restrictions continued to be lifted, we expect to see a higher footfall in the hospice and could then see a resurgence in In Memory Giving.

We received one significant donation of **£236K** for the redevelopment of the coffee shop and reception area at the Little Hulton site. This was from a high-net-worth individual who has continued to generously support the hospice over a number of years.

To celebrate St Ann's Hospice 50th birthday 'A Slice of History' art installation was created at the Trafford Centre as part of our 3-year partnership. This display of 1,000 metal forget- me-nots, sculpted into a cake shape generated over **£35,000**, many new donors, and a large amount of media activity. We also partnered with Totally Stockport for their 2021 Frog Trail in Stockport Town centre generating **£30,000** of income from the auction of frogs after the trail closed.

Innovation is delivering new income. Our second Facebook challenge delivered a gross income of **£35K,** this was up from our first 'trial' event which delivered **£14K**. We continue to learn from the success of previous challenges whilst working with experts and sector leaders. We hope this new way of raising funds will continue to grow and provide a stable, reliable, and continuing source of income.

Along with GM Hospices we participated in a legacy promotion project with a joint investment in training and delivery of promotional activity through October/November. Although the activity undertaken was a smaller scale than we'd hoped due to the capacity in comms we have received an additional 5 pledges in the last 3 months of 2021. The average value of a pledge is **£25K**; and we know that only ½ of pledgers actually inform us of their pledge. We could therefore expect a potential **£250K** of future income from this activity.

To grow our volunteer network by recruiting and training money-generating volunteers.

Coming out of the main social restrictions we have started to re-establish volunteering support in the fundraising team, initially in the community and also in the office in Q3/Q4. Not all volunteers have returned and a gap analysis was undertaken to establish the need for the future. A large number of people supported the 50th anniversary Forget-Me-Not Cake activity at the Trafford Centre, this was a combination of staff and non-staff volunteers. We were able to reintroduce two winter fairs with the support of volunteers; we need to continue this work to reduce the reliance on staff.

To recruit and retain highly skilled individuals, investing in training and development opportunities.

The team continued to develop with attendance at training sessions and industry webinars. Outcomes from this include the successful development of our Facebook challenges, adaptations to the Forget-Me-Not and Light Up a Life appeals, and development of our major donor programme. The team have delivered their own sessions in webinars, including in Direct Mail delivery and monitoring, innovation, and events fundraising.

To design and implement our donor journey to increase the retention of supporters.

Our 2021-22 focus on the donor journey was focussed around 3rd party supporters and events participants, with a combination of automated stewardship journeys implemented alongside bespoke thanking events. We reintroduced supporter 'get together' events for our half marathon and marathon runners.

Lapsed donor rate was **11,058** in the 12 months to 31st March 2022. This is down from **12,657** in 2020-21 and significantly down from **15,100** in 2019-20.

To ensure all our activities are underpinned with correct governance.

St Ann's Hospice and St Ann's Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR).

No incidents were reported in the 12 months to 31st March 2022. We review all new activity in line with our information governance policy.

We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for

street and door fundraising that outline the standards expected of fundraising activity. In the Year 2021-22, we received no request to cease communication through the Fundraising Preference Service. One complaint relating to Fundraising was received during the year, these were logged on our internal incident reporting register and actioned accordingly.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications.

The fundraising team and Trading Company undertake safeguarding training in line with the Charity's policy for protecting vulnerable people.

We engage with external fundraising contractors who act on our behalf to engage with Trusts & Foundations and carry out lottery promotions.

Capital Campaign Fundraising

Fundraising for the capital campaign continued during the year, with income to 31st March 2022 at **£629,277** compared with **£33,494** in 2020-21. We prioritised applications to large charitable trusts and were grateful to receive grants and pledges for the build from Garfield Weston, The Wolfson Foundation, The Bradbury Foundation, and The Zochonis Charitable Trust. We also received number of grants from local charities and business including The Duchy of Lancaster, The Beaverbrooks Foundation and Together Money. A tender process was also carried out for the lead agency to work on our Public Appeal. This was in preparation for the appeal to launch in the summer of 2022 alongside the ongoing Trust & Foundation, and Major Donor activity, whilst the building is under construction.

Trading Company

Trading Company turnover in the year was **£2,526,669** (2020-21: £2,286,942), a **30.7%** increase on 2020-21. Operating profit in the year was **£844,857** (2020-21: £562,735), a **50.1%** increase on 2020-21. Goods sold under the Gift Aid Scheme, which are reported as donations in the Charity, totalled **£221,092** (2020-21: £94,526), a **134%** increase.

Both Retail and Lottery saw significant increases in profit against the previous year. The increase in Retail profit is due to the sustained economic recovery and reopening of the High Street following the COVID-19 pandemic. The increase in lottery profit can be attributed to successful player recruitment campaign in the current and previous years.

Turnover to 31st March 2022
£2,574,602
a **30.7%** increase on 2020/21

Operating profit to 31st March 2022
£844,857
a **50.1%** increase on 2020/21

The largest area of increase in retail profit was from the sales of donated items and Gift Aid amounts from these sales, as well as House Clearance fees.

Considering the ongoing challenges facing the High Street with footfall still not having returned to pre-pandemic levels, along with further lockdowns, and a shift in trends to online shopping, the St Ann's Retail operation has performed remarkably well.

Shops

This year has seen an increase in sales figures from the previous year (2020-21) due to the complete reopening of the shops on the high street. Shops had remained closed for a significant part of the financial year 2020-21 and were allowed to fully reopen on 12th April 2021.

Distribution Centre sale days and donation events continued throughout 2021-22. These initiatives provide a good supply of donated goods into the Trading Company, whilst disposing of goods that would have otherwise been sent to landfill.

House Clearance fees continued to be a growth income stream for the Trading Company and generated **£24,985** in 2021-22; a **43%** increase on the previous year. In addition to the fees, the clearances also generate stock for our furniture shops. We will focus on this income stream as an area with significant opportunities for growth.

Due to the continued underperformance, the saturation of charity shops in the locality, and expected rent increases, two shops were sadly closed in 2021-22; Cheadle closed in September 2021, and Monton in November 2021.

Amazon sales were suspended in late 2021 due to restrictions imposed on items listed and sales via online platform Depop were introduced in 2021-22 for vintage items.

Lottery

18,298 Lottery Members

Lottery membership at the end of March 2022 was **18,298** with an average of **83%** of members playing each week. During the 2021-22 financial year, membership grew by **1.3%**, and the average number of active players grew by **5%.**

Due to the success of telephone recruitment since 2019, these activities have continued throughout 2021-22 alongside face-to-face canvassing, both door-to-door and in pre-booked venues.

The number of canvassing companies was decreased from three to two. This is due to team member recruitment difficulties faced by one of the companies.

We continued to sign-up new lottery members via the lottery website at an average of 5-6 new plays each week, with a total of **272** during the year.

New initiatives

The bridal shop was relocated to the top floor of the Stockport shop following the closure of the Cheadle shop. Bridal appointments have been popular and online promotions of the shop have resulted in sales both locally and internationally.

The New Goods range available from the hospice reception sites was reviewed and new ranges introduced. Income is still down in this area compared to where it was prior to the pandemic. We will continue to keep a close eye on this area and review it regularly.

Mail Order offerings and responses were reviewed, and the decision made to focus on online sales in 2022-23. This decision was taken to reduce costs and open the ranges to a new customer base with digital sales.

An audit of our online department was carried out to highlight growth opportunities and efficiency improvements across our online sales platforms. The report provides several recommendations that will be implemented swiftly to support the development and growth of this department.

A security audit of our lottery was completed to ensure compliance with Gambling Commission requirements.

A Trading Company Corporate Strategy was developed with the mission being to transform the trading activities at St Ann's Hospice Trading Company with a focus on profitability, digitalization, and attracting new customers. The objectives from the strategy include maintaining annual lottery membership and income growth, ensuring shop profitability, and growth of the online operation.

Finance

2021-22 was an exceptionally busy year for the Finance Team which saw a number of staffing changes including the appointment of a new Finance Manager.

COVID-19 restrictions were still in force as we started the year and we continued to support the organisation with additional external reporting requirements including monthly reports to support the payment of grant income from NHSE.

The team worked closely with colleagues across all areas of the organisation; supporting new fundraising initiatives, providing information to support grants and bids, and providing input and advice for new projects.

The team were faced with particular challenges relating to payroll processing. In August 2021 we took the decision to move payroll processing to an external consultant to ensure the payroll commitments continued to be met. This arrangement remained in place until February 2022 at which point we were able to bring payroll processing back internally. A wider Payroll review is planned for 2022-23 which will cover staffing, software, and processes.

In line with previous years ambitions to embrace technology a project commenced in November 2021 to review the accounting software used by the Finance Team. Suitable software was identified and the transition to move to this new software began in February 2022. The project went live in April 2022. We continue to embrace the new features offered by this software and will continue to review and adjust processes during 2022-23 to make full use of the features.

Communications

It was another important year for communications at the hospice. Continuing changes in line with the Covid-19 pandemic meant the need for a rapidly changing, strategic approach to ensure all of our patients, families, staff, volunteers, and external stakeholders were kept abreast with the latest information and guidance.

Our work to prepare for our new hospice in Heald Green also continued, with campaigns and messages to reiterate the importance of specialist hospice care in the area, as well as the important role St Ann's has played in the provision of that care for more than half a century.

Fundraising appeals, campaigns and other activities also continued, with these needing to be communicated in a timely, efficient and effective manner.

We have successfully increased activity across all elements of the marketing and communications mix again this year, leading to further growth in both the number of people reached and their engagement with our content. Numerous projects to increase engagement with our digital content, platforms and channels also continued, and helped further improve our online visitor journey.

Multiplatform content creation included a range of videos to help dispel myths around hospice care, and digital assets to promote both our services and our fundraising appeals.

These have enabled us to reach out to a broader range of communities locally, including those who have not traditionally engaged with the hospice.

This more strategic approach to communications led activity has continued to be important, particularly for the launch of the appeal for our new hospice in Heald Green.

Review of 2021-2022 Priorities

Ensure the organisation is ready to start construction of the new Heald Green building by Q2 2022

We have worked closely with our project design team and expert consultants over the last year to keep the project on track and aligned to the master programme schedule. We had our planning application approved at the end of April 2021, but have spent the rest of the year negotiating specifics of the Section 106 with the planning team at Stockport Metropolitan Borough Council. This process of negotiation has been extremely inefficient and highly frustrating and has added further delays to the build. Because of these delays, the build cost has significantly increased due to inflationary pressures across the construction and labour markets.

In December 2021 our Project Manager and Quantity Surveyor lead the team through the process of selecting a construction contractor to build our new facility. An expression of interest request was sent to 18 local organisations and we were incredibly pleased to have received back 12 expressions of interest. The team asked all 12 contractors to complete a Pre-Qualification Questionnaire (PQQ) to help us shortlist 3-4 contractors to take through to the final round. Following a very competitive process, 4 contractors were shortlisted with the winner being Caddick Construction Limited; a family owned business that was formed in 1979 by Chairman Paul Caddick.

By the end of 2022, the hospice fully expects to complete the Section 106 and move swiftly into the Judicial Review period of 6 weeks. Once this period passes, immediately followed by a 2-week window in which the hospice is legally obliged to complete the purchase of the land from Cheadle Royal Hospital Charitable Trust. This will involve transferring the outstanding balance of **£3,175,000**.

Due to the significant delays caused by the Section 106 drafting, it is likely that construction work will not start on site until Q1 2023. Whilst it is disappointing that we've had to accept these delays, it has meant that the volatility of the construction markets and related supply chains have started to return to something that resembles normality. This may result in costs falling slightly, ultimately benefiting the hospice's finances and affordability of the project.

Review our pay structure to ensure we remain competitive, encourage staff development, and reward achievement

The OD Strategy recognises the necessity of the hospice becoming an "employer of choice" particularly as it battles against a national shortage of registered nurses and competes with local NHS trusts. Since launching the Strategy in April 2018 a considerable amount of work has been undertaken to create and promote the hospice as a "Great Place to Work" to ensure the hospice attracts and retains talented individuals. Reviewing the hospice's remuneration framework has been a key feature of this work.

Since 2017, the Executive Leadership Team (ELT) has been reviewing the hospice's pay structure with the ambition of remodelling and enhancing the hospice's remuneration framework. This was in response to Staff Survey results highlighting concerns with pay as well as significant challenges in some areas with recruiting and retaining staff, particularly registered nurses and the need to be competitive in light of the NHS's pay awards.

Due to affordability the review was phased. Initial changes to the structure saw a streamlining of the hospice's pay scale with the removal of overlapping spine points. More ambitious work was undertaken with the development and implementation of Competency Frameworks. The first phase began in 2019 with Band 5 registered nurses and following successful implementation this has been further developed to include the creation of Competency Frameworks for all staff groups with a full rollout from February 2022.

The new Competency Frameworks are linked to pay and support development and progression, as well as helping the hospice remain some competitiveness with the NHS. The staff nurse frameworks also recognise and reward individuals who have additional responsibilities out-of- hours.

Continuously develop and deliver our clinical services roadmap for recovery from the COVID-19 pandemic

St Ann's puts patient safety and quality at the heart of everything we do, and it is important to note the second extraordinary year that we have had due to COVID-19 and the challenges that the past year has bought. Throughout the reporting period of 2021-2022, St Ann's has continued to adapt and reshape services in response to the pandemic, ensuring that the services we provide meet the needs of our patients, carers, staff and volunteers and are safe in accordance with the requirements set out by Public Health England (PHE) and NHS England (NHSE). We have successfully achieved our 'Roadmap to Recovery' plan and resumed all clinical services by using a blend of virtual and face-to-face care.

Over the last year, St Ann's has:

- Successfully delivered a flu vaccination campaign for staff.
- Provided a COVID-19 secure environment within all areas of hospice.
- Provided access to COVID-19 vaccinations for staff and patients.
- Provided an asymptomatic COVID-19 testing programme for patients, visitors, volunteers and staff.
- Continued to deliver Schwartz Rounds for staff to talk about the emotional challenges of working at the hospice, particularly through the second year of the COVID-19 pandemic

During the second year of the pandemic, we have continued with additional measures implemented during 2020-2021, to ensure the quality of our services meets with national and best practice guidance. For example, COVID-19 checklists and monitoring tools, risk assessments, and daily Public Health England guidance reviews. All information regarding changes or implementation of new guidance has been communicated to staff via COVID-19 information boards, meetings, and emails. Our Heads of Departments have monitored these measures throughout the last 12 months to provide assurance to our staff, patients, visitors, volunteers, and stakeholders.

Enhance our governance for clinical quality and improvement to ensure our inspection readiness state is maintained

Throughout 2021-2022 we have worked in collaboration with our Clinical Commissioning Groups (CCGs) and our neighbouring NHS health, social care, and voluntary organisations, providing mutual aid and support for patients across Greater Manchester and Cheshire. In November 2021 our Little Hulton site was inspected by the Care Quality Commission (CQC) and we received a rating of 'Outstanding'. The report, published in January 2022 noted that services were 'delivered in a way to ensure flexibility, choice, and continuity of care, and were tailored to meet patients' individual needs and wishes'. It was noted that Little Hulton planned and provided care in a way that fully met the needs of local people and the communities served. They have worked to increase the inclusion of underrepresented patient groups as part of their strategy and to increase access to services for the homeless population, people with learning disabilities, people with autism, those from a range of cultural backgrounds, older patients, and those with dementia.

During 2021-2022 all aspects of incident reporting and management have undergone a complete review. Systems, training, processes, and policies now align to best practice guidance and a review of governance arrangements, including meeting terms of reference, has ensured that incidents are discussed at relevant meetings.

Our reports and audits produce detailed assurance around the quality of our services. As part of our quality assurance these findings are discussed at the relevant governance meetings which enables us to share information, best practice, challenge practice, and seek improvement, across the organisation. Meetings form part of our robust shared governance system at St Ann's.

St Ann's is able to gain further assurance around the quality of the services we provide through a number of other methods; for example, clinical dashboards, incident management dashboards, risk register reviews, and benchmarking against national standards (Hospice UK).

St Ann's measures the quality of the services provided using various methods to ensure that the care we are providing is safe, effective, and of the best possible standard in line with our strategic aims, legislation, policies, and best practice guidance.

Complete the first phase of our redevelopment and refurbishment work at our Little Hulton site

Following a consultation between the hospice's architects, PRP, and the staff, work started in Q2 2021 on the redevelopment and reconfiguration of the Little Hulton site. Staff were initially invited to interviews and focus groups so the architects could understand and elicit their requirements. Staff were then further invited to comment on the design plans, for example, overall layout, furniture, colour scheme, and art work.

Construction work of the reception, foyer, coffee shop, conservatory, and courtyard (Phase One) at Little Hulton was successfully completed in Q2 2021. The contractors, Domis Construction, handed the building back to us slightly early. The relationship between the hospice and the contractor was excellent and we appreciate the fact that the project manager and his team were, at all times, respectful & professional whilst on site. The finished result is exceptional and feedback has been positive.

This work was made possible by a large donation from one of our long-term supporters. On completion, the donor joined us for an inspection and was very moved to have seen what they have been able to help facilitate.

Our priorities for 2022 - 2023

Our current 5 year strategy 2017 -2022 will reach its conclusion in the next few months and therefore we look to launching our new organisational strategy 2023-2028. The purpose of the strategy remains constant, in that the patients and those closest to them remain at the centre of everything we do to ensure they receive the best possible care and support.

Our priorities for the coming year will aim to bring together everything we set out to do back in 2017. We can then kick start our new strategy for the next 5 years as we navigate through a newly restructured health and social care system and identify opportunities and overcome challenges we may identify along the way.

The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1. **Construction of the new hospice at Heald Green will begin with completion expected early 2024**
2. **Review and enhance the flexible clinical services offer using lessons learnt from the COVID-19 pandemic**
3. **Review the staff survey results and the impact of the implementation of the new pay framework aspiring to attract talent and retain high performing individuals and teams**
4. **Review the next phase of the Little Hulton refurbishment**
5. **Develop partnerships to enhance collaboration and co-production to deliver services, education and training and business development opportunities for future sustainability.**

Construction of the new hospice at Heald Green will being with completion expected early 2024

- The final planning agreements within the specific framework will be agreed, the ownership of the new land will transfer to the hospice, and construction of the new facility will commence with the preferred contractor
- We will continue to work alongside the project design team to ensure the scheme is on track, and within budget, and any risks are mitigated through vigilant project management.
- The capital campaign will progress and follow the detailed plan that has been research and developed by the Head of Fundraising and Capital Campaign utilising a diverse number of income streams and supported by fundraising consultants and other experts in the field.
- The brand, brand guidelines, and interior design work will be accelerated and brought to life in readiness for detailed design and transformation of the new hospice building.
- A transition plan will begin to be developed and in place ready to move the staff and patients from the old building to the new facilities with minimal disruption to hospice operations

Review and enhance the flexible clinical services offer using lessons learnt from the COVID-19 pandemic

- In line with the new Health and Social Care bill and the Ambitions framework we will review our services to ensure flexibility, inclusivity, and access for those who need it.
- We will focus on patient flow and access to the right service at the right time
- We will review the impact of our volunteers returning to the hospice and ensure they are supported in the new roles.
- We will ensure the environment is aligned to the delivery of effective services and the clinical offer is enhanced by support services such as catering and housekeeping.

Review the staff survey results and the impact of the implementation of the new pay framework aspiring to attract talent and retain high performing individuals and teams

- To develop an action plan following the recent Birdsong staff survey and ensure this is communicated with teams
- We will continue to support people enabling them to complete the newly agreed competency frameworks and identify their talent, ambition and also their development needs
- We will continue to monitor the NHS pay deal and provide the Board with options and recommendations for next years pay so we remain competitive and attract high performing individuals

Review the next phase of the Little Hulton refurbishment

- We will reflect on the phase 1 refurbishment and review all outstanding requirements for the Little Hulton estate, ensuring it remains fit-for-purpose and future proof.
- We will continue to lobby Greater Manchester Mental Health NHS Foundation Trust to approve the sale of the freehold so we can secure the future of the Little Hulton facility.
- We will continue to engage with our supportive architects to look at ensuring the space is used appropriately for the needs of the patients and can accommodate the staff and services.
- Once again we will involve a wide range of staff, volunteers, and patients,

across the hospice, to ensure any design for future development reflect the needs of these groups.

Develop partnerships to enhance collaboration and co-production to deliver services, education and training and business development opportunities for future sustainability.

- We will continue to work with our existing partners in the NHS and hospice sector and develop new relationships within the emerging Integrated Care System both at a local and regional levels
- We will continue to develop and enhance our offer of services we can share amongst our colleagues and further develop the offer such as safeguarding training and information governance.
- We will start to identify our requirements to pursue our ambitions to lead the way in training and education and set the foundations to become research ready.
- We will continue to work in partnership with universities as we engage in research projects and as we coproduce and develop our academic offer.
- We will talk to other hospices to find common ground where we can work together; to develop shared services and reduce expenditure.

Manchester's New Hospice

St Ann's is one of the oldest and largest hospices in the UK, caring for people throughout Greater Manchester. Thanks to the generosity and support of our local community we opened our doors 50 years ago, to look after people with life-limiting illnesses, and to provide support for their families.

We now need a new, purpose-built hospice that will serve the needs of our community now and in the future. If we do not act now, we're at real risk of closing services in the near future. We will create a new hospice facility in Heald Green that ensures we can continue to deliver pioneering, world-class care for people in Greater Manchester for generations to come.

Background & Vision

St Ann's new hospice will be a complete care facility in Greater Manchester that people can come to from diagnosis of a life-limiting illness, through treatment, and beyond. Our holistic approach to care will meet the complete medical, physical and spiritual needs of patients and their families, in an environment that is welcoming, caring and fully equipped with modern facilities.

Our new hospice will be a model of future hospice care; it will give us space to expand our work, becoming a centre of training and excellence and a hub of innovation, working with partners in palliative and end of life care across Greater Manchester. We know that care will change as the needs of our patients change, and we will be equipped for these changes so that we can always be at the forefront of innovative care – in the next 10, 50, or 100 years and beyond.

World-Class Facilities

The building will offer more flexible accommodation which will mean we can increase our admissions, and care for patients with complex needs more easily. People will benefit from improved privacy to attend consultations, assessments, activities and counselling therapies in a way that suits them; inpatients will have increased dignity with their own private space and facilities, and staff will benefit from an easier working environment and be able to focus more time on caring directly for patients.

The Being You Centre will be transformed by the increased space, offering an integrated dining area and lounge, consulting rooms for outpatient services – including counselling, patient and family support, and complementary therapies – and a fully equipped physiotherapy suite. Surrounding the whole facility will be landscaped gardens accessible to all patients and visitors.

The new hospice building will deliver improved social and financial sustainability, offering a training suite and bistro as available spaces for use by the local community. The environment focussed design will use the latest green initiatives. Ultimately, it will mean a better working environment for staff and volunteers and vitally, result in a hospice that will be able to care for whoever needs it for a further 50 years and more.

Planning & Construction

On 29th April 2021, at the Planning & Highways Regulation Committee for Stockport Metropolitan Borough Council, the hospice requested full planning permission for the demolition of all existing buildings and the development of a new hospice facility, including access and landscaping. In addition, the hospice requested outline planning permission with all matters reserved, except for access for a residential development of up to 40 residential dwellings, landscaping, and other associated infrastructure on the existing hospice site. It was resolved (11 for, 1 against) that planning permission be granted.

During 2021-22 we worked with our expert consultants and legal team to agree and negotiate the planning conditions and a section 106 agreement. The Section 106 took far longer than we could have ever imagined and has resulted in significant delay to the project. Once all three parties agree the Section 106, which is most likely to happen before the end of December 2022, the planning authority will then issue the planning decision notice, and the hospice will complete the purchase of the land from Cheadle Royal Hospital Charitable Trust.

Our design team have now completed the final design and have spent the additional time looking at ways to value engineer the building to reduce any unnecessary expenditure and keep the project cost under control. In addition, we put the construction project out to tender to select a building contractor. In December 2021, Caddick Construction Limited were selected during a highly competitive process from an excellent pool of candidates.

To ensure we can fully finance the construction project and secure a loan against the value of our existing land, we have started the process of marketing our existing site for future sale. We have jointly appointed Avison Young and Cushman & Wakefield as agents to sell the site. Both agents will begin the process by approaching 10-20 local housebuilders to determine their interest. Once a good quality list of interested parties has been compiled, the agents will ask for formal bids.

Capital Fundraising Campaign

This is an ambitious £20 million project. It is essential this project is completed so we can continue to provide our care into the future and ensure the palliative and end of life care needs of patients in Greater Manchester can be met.

With the plans now in place, we now need to raise the funds to ensure that this vision becomes a reality. We have designated **£13,438,701** of our reserves towards the project. This is a huge commitment and over 50% of the total amount required. But with no statutory funding available for hospice buildings, we need to raise the rest.

Following several years of extensive research and planning, we have launched an ambitious capital fundraising campaign. We have submitted grant applications to charitable trusts and foundations, and make direct asks to individuals and corporations who have the capacity and propensity to give. In Summer 2022 we launched our public fundraising campaign. We engaged with the local and wider community and asked them to help us raise the remaining funds so we can start the construction of our new hospice as soon as possible.

We anticipate fundraising to continue whilst the building is under construction. We will use the various stages of construction to support the public campaign message, for example, 'help us lay our foundations for the future', or 'buy-a-brick to build the walls of our new hospice'.

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and its trading subsidiary.

The Trustees report a net increase to overall funds for the year of **£4.6 million** (2020-21: £5.1 million increase) and an overall funds balance of **£23.4 million** at 31st March 2022 (£18.8 million at 31st March 2021). The financial position of the group is set out in the balance sheet on page 57. The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and expenditure

The Statement of Financial Activities is set out on page 56 of these financial statements. From an operating point of view, 2021-22 showed a surplus before investment (losses)/gains and pension liability movements of £3,638,499 (2020-21: surplus of £2,363,458).

The hospice's principal sources of income are donations, legacies, NHS contracts and trading profits.

Total income in 2021-22 was £16.0 million (2020-21 £14.6 million), an increase of 10%.

Income from donations (including capital build) is up this year at £2.8 million, a 25.8% increase compared to the previous year (2020-21: £2.2 million).

Legacy income is 64.7% up this year (£4.0 million), recognised as received or as due under FRS102 (2020-21: £2.4 million).

Funding from NHS Clinical Commissioning Groups amounted to £5.0 million, a decrease of 2.4% (2020-21 £5.1 million). Hospice UK, on behalf of NHS England, awarded funding to allow the hospice to make available bed capacity and community support to people with complex needs in the context of the COVID-19 pandemic.

The turnover of the Trading Company has increased to £2.6 million compared to £2.3 million in 2020-21; an increase of 14.9%. This was driven by the reopening of all our shops and an increase in lottery plays. The amount gifted to the hospice is £0.9 million, a 49.0% increase compared to 2020-21.

Investment income and interest receivable in 2021-22 was £69k, this is a decrease of 35.0% compared with 2020-21 of £106k.

The cost of Charitable Activities increased slightly by 0.9% from £9.8 million in 2020-21 to £9.9 million in 2021-2. We continue to review our cost base to ensure that we are providing our services as efficiently as possible.

The actuarial gain in the pension fund is £0.9 million (2020-21 £1.6 million gain). In the Statement of Financial Activities there is a decrease in the liability to £1.6 million (2020-21 £2.4 million). The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the St Ann's Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 24 in these financial statements.

Investment Performance, Policy and Management

At 31st March 2022 the value of the investment portfolio was £4.7 million (see note 16); an increase of £142k (3.1%) compared to 31st March 2021 balance of £4.6m. During the year, income earned on the portfolio was reinvested.

The total return of the investment portfolio (income plus capital change) to the 31st March 2022 stood at 2.9%. This is against WMA Income index and Brewin Dolphin's benchmark, which experienced returns of 4.2% and 6.2% respectively. The effects of high inflation and the invasion of Ukraine have led to some degree of underperformance in the value of the portfolio. However, when viewed on a longer term time frame the performance of the assets over a 3-year and 5-year rolling period continues to be strong and ahead of wider markets.

The investment managers have been given delegated responsibility to manage the investment portfolio, subject to agreed asset allocations. Funds are invested in a portfolio of UK and overseas equities, fixed interest investments, and alternative investments such as property and cash. Investment performance is reviewed quarterly at each Finance Committee.

The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth.

Investments made on behalf of the hospice are restricted in that no investments may be made directly in companies manufacturing tobacco related products.

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. The Trustees have agreed that these free reserves should not normally exceed one year's running costs. The free reserves at 31st March 2022 are £6.9m (2020-21: £3.1 million), an increase of £3.8m (125.4%). This represents six to seven months of normal running costs for the hospice (2020-21: three months).

The Charities SORP specifically allows for funds held as 'tangible fixed assets for charity use' to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.7 million, equal to the net book value of tangible fixed assets (2020-21: £1.7 million). This amount has slightly increased on the previous year. In 2020-21 this fund reduced significantly as the Trustees unanimously agreed to remove the proportion of funds attributed to the Heald Green site due to the forthcoming rebuild project and the planned demolition of the building on this site.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £13.4 million (2020-21: £13.8 million).

This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

Strategic Risks

The Trustees have oversight of the strategic and operational risks across the organisation through both the Board and its committees. The three main strategic risks (red risks) facing the charity are: the uncertainty of voluntary and Trading Company income; an IT system failure; and the Heald Green building is forced to close. These three risks are discussed in more detail below.

Uncertainty of voluntary and Trading Company income

Voluntary income from fundraising, particularly legacies is uncertain by its very nature. Changes to legislation in relation to fundraising practices, could reduce income and the capacity to fundraise through usual channels. Downturns in the economy can reduce fundraising income. The hospice is in direct competition with other major charities for fundraising income. Loss of key staff from income generating teams can lead to gaps and affect continuity and capacity to fundraise whilst a reduction in Lottery subscribers leads directly to a fall in income and profit.

In mitigation of this risk, the Trustees regularly review external influences and legislative implications. We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies. The Trading Company Corporate Strategy and the Fundraising Digital Transformation Strategy are now live, with the aim of identifying new income streams and building on the success of existing ones to support transformational income growth. In addition, we are currently rebuilding the Communications & Marketing team, as this will be important to support the delivery of the Fundraising and Trading strategies and grow the brand across Greater Manchester and beyond.

IT System Failure

The current IT system, specifically the servers, could fail particularly due to age, and lack of warranty and support. This would cause major disruption to the daily/operational functioning of the hospice, resulting in patient

information not being accessible and staff being unable to update patient records and work with other key software system.

In mitigation of this risk, a review was commissioned with an external IT consultant in August 2021 and a report with a detailed review of the hospice's network, hardware, and software configurations was produced. The report highlighted several risks across the organisation and provided guidance around how to mitigate these risks. Following the report, all recommendations were reviewed, and an action plan was created. The IT Team reviewed the various options available, including new on-premises servers, the use of cloud technology, or a hybrid combination of both. A Business Case for the purchase of new servers has been produced and has recommend the purchase of new on-premises servers and transition to the cloud over the next 5 years. The Business Case will be reviewed by the Strategic Development Committee and the Board, as it requires significant capital investment.

The Heald Green building is forced to close

The Heald Green building is rapidly deteriorating and could eventually become unsuitable for the delivery of end of life and palliative care in line with relevant legislation and guidance. If the building was forced to close, St Ann's Hospice would change beyond recognition. The charity would be without a facility to provide its clinical services from, to over half the population it serves, and nowhere for all of its back-office functions such as Finance, HR, and Fundraising. This could result in a significant reduction of its services, or even worse, the closure of the charity.

In mitigation of this risk, the Trustees have acquired a piece of land, adjacent to the current Heald Green building, and nearly twice the size. The land is where the Trustees will build a new facility, fit for the future, and conducive to modern day healthcare delivery. A planning application was submitted to Stockport Council in April 2021 and approved. Construction is due to start sometime in 2022 but is reliant on the remaining funds being secured from several different sources. The new building is due to be completed by the end of 2024 and will be a huge step in protecting the charity against future challenges. More detailed information about the new Heald Green building can be found on Pages 50-51.

Going Concern

The Trustees are satisfied that the hospice has considerable financial resources available to be financially viable from date of signing this report. The hospice's income as of January 2023 has significantly outperformed budget with legacies and the Trading Company doing particularly well.

The hospice has also made significant savings in expenditure from a wide range of areas due to the changes in working practices. Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully.

Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.

Trustees' Responsibility Statement

The trustees (who are also directors of St Ann's Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf

Jacqueline Oldham

Professor Jacqueline Oldham BSc (Hons) RGN PhD
Chair of St Ann's Hospice
Date: 28th March 2023

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31st March 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
INCOME FROM:					
Voluntary income					
Donations and legacies	3	5,842,215	953,738	6,795,953	4,657,247
Charitable activities	4	4,051,067	2,502,706	6,553,773	7,522,604
Other trading activities	5	2,617,238	-	2,617,238	2,277,366
Other Income	6	3,146	1,632	4,778	11,106
Investments	7	67,717	981	68,698	105,583
TOTAL INCOME		12,581,383	3,459,057	16,040,440	14,573,906
EXPENDITURE ON:					
Raising funds	8	2,487,350	-	2,487,350	2,380,997
Charitable activities	9	7,780,418	2,134,173	9,914,591	9,829,451
TOTAL EXPENDITURE		10,267,768	2,134,173	12,401,941	12,210,448
Net income/(expenditure) before investment gains/(losses)		2,313,615	1,324,884	3,638,499	2,363,458
Net Gains/(losses) on Investments	16	110,671	-	110,671	1,160,259
Net income/(expenditure) before tax	11	2,424,286	1,324,884	3,749,170	3,523,717
Taxation	14	(3,203)	-	(3,203)	23,420
Net income/(expenditure) for the year		2,421,083	1,324,884	3,745,967	3,547,137
Transfer Between Funds	22	246,898	(246,898)	-	-
Other Recognised Gains/(Losses):					
Actuarial Gains/(Losses) on Defined Benefit Schemes	24	854,000	-	854,000	1,595,000
NET MOVEMENT IN FUNDS		3,521,981	1,077,986	4,599,967	5,142,137
FUND BALANCES BROUGHT FORWARD AT 1st April		18,521,464	242,044	18,763,508	13,621,371
FUND BALANCES CARRIED FORWARD AT 31st March	22	22,043,445	1,320,030	23,363,475	18,763,508

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus of the parent charity for the year for Companies Act purposes is £4,599,967 (2021 £5,142,137).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET

As at 31st March 2022

	Note	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
FIXED ASSETS					
Tangible assets for use by the charity	15	4,930,088	4,557,816	4,921,521	4,542,612
Investments	16	4,723,376	4,580,913	4,723,378	4,580,915
		9,653,464	9,138,729	9,644,899	9,123,527
CURRENT ASSETS					
Stocks	17	40,057	44,287	546	546
Debtors	18	5,808,524	3,396,269	6,422,944	3,665,928
Cash at bank and in hand	19	10,831,752	9,715,423	9,927,124	9,212,553
		16,680,333	13,155,979	16,350,614	12,879,027
CREDITORS: amounts falling due within one year	20	(1,332,322)	(1,111,200)	(994,038)	(819,046)
NET CURRENT ASSETS		15,348,011	12,044,779	15,356,576	12,059,981
TOTAL ASSETS LESS CURRRENT LIABILITIES					
LIABILITIES		25,001,475	21,183,508	25,001,475	21,183,508
NET ASSETS EXCLUDING PENSION LIABILITY		25,001,475	21,183,508	25,001,475	21,183,508
PENSION LIABILITY	24	(1,638,000)	(2,420,000)	(1,638,000)	(2,420,000)
NET ASSETS INCLUDING PENSION LIABILITY		23,363,475	18,763,508	23,363,475	18,763,508
FUNDS					
Unrestricted Funds		22,043,445	18,521,464	22,043,445	18,521,464
Restricted funds		1,320,030	242,044	1,320,030	242,044
TOTAL FUNDS	22	23,363,475	18,763,508	23,363,475	18,763,508

These financial statements of St Ann's Hospice,(registered number 00947220), were appoved by the Directors and authorised for issue on 28th March 2023. They were signed on its behalf by:

Mr Darren Holt BA FCA
Honorary Treasurer

CASH FLOW STATEMENT
For the year ended 31st March 2022

	Group 2022 £	Group 2021 £
Net cash flow from operating activities	1,751,635	1,958,841
Cash flows from investing activities:		
Interest received	7,549	9,640
Investment net proceeds	(31,792)	2,934,072
Investment income received	61,149	95,943
Proceeds from sale of equipment	1,500	-
Purchase of property, plant and equipment	(673,712)	(190,471)
Net cash flows from in investing activities	(635,306)	2,849,184
Net increase/(decrease) in cash and cash equivalents	1,116,329	4,808,025
Cash and cash equivalent at beginning of year	9,715,423	4,907,400
Cash and cash equivalents at the end of the year	10,831,752	9,715,423

Reconciliation of net income and net cashflow from operating activities	Group 2022 £	Group 2021 £
Net income before investment gains	3,638,499	2,363,458
Adjustments for:		
Investment income	(61,149)	(95,943)
Interest Receivable	(7,549)	(9,640)
Corporation Tax Paid	-	(27,548)
Depreciation	301,439	303,733
Profit on sale of tangible fixed assets	(1,500)	-
	3,869,740	2,534,060
Decrease in stock	4,230	12,678
Increase in debtors	(2,412,254)	(599,488)
(Decrease)/increase in creditors	217,919	(100,409)
Adjustment for pension funding	72,000	112,000
	1,751,635	1,958,841

Notes to the financial statements
For the year ended 31st March 2022

1. ACCOUNTING POLICIES

Company and charitable status

St Ann's Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 9 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 93.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) 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; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence from the date of signing. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking St. Ann's Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 16.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- *Fundraising and publicity*
  This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- *Lottery and raffle prizes and organisation costs*
  This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- *Other costs associated with trading activities*
  This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- *General unrestricted funds*
  General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- *Designated funds*
  Designated funds are amounts which have been put aside at the discretion of the Trustees.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease
Leasehold buildings	period of the lease
Fixtures, furniture and equipment	4 years
Motor vehicles	4 years

Investments

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents 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.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

3 ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	2,197,735	2,213,500
Legacies	3,968,941	2,410,253
Donations - HG Capital Project	629,277	33,494
	6,795,953	4,657,247

4 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£	£
NHS Contracts	5,003,140	5,124,219
Grants	112,209	110,909
Job Retention Scheme	11,790	78,921
Hospice UK	1,426,634	2,208,555
	6,553,773	7,522,604

5 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising activities	42,636	8,424
Lottery and raffle income from trading subsidiary	1,638,442	1,463,381
Other income from trading subsidiary	912,152	612,262
Trading Company Job Retention Scheme	24,008	193,299
	2,617,238	2,277,366

6 ANALYSIS OF INCOME FROM OTHER INCOME

	2022	2021
	£	£
Other Income	4,778	11,106
	4,778	11,106

7 INVESTMENT INCOME

	2022	2021
	£	£
UK listed investments	61,149	95,943
Bank Interest	7,549	9,640
	68,698	105,583

8 ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	2022	2021
	£	£
Employee costs	491,524	464,072
Office and sundry costs	67,825	63,393
Direct costs	168,803	116,715
Share of support costs	70,453	68,610
Lottery and raffle prizes and organisation costs	540,323	544,147
Other costs associated with trading activity	1,148,422	1,124,060
	2,487,350	2,380,997

9 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

2022	Activities undertaken directly £	Support costs £	2022 Total £
Provision of Hospice services:			
In-patient Care	6,960,538	173,550	7,134,088
Day Therapy	972,501	24,523	997,024
Community Specialist Palliative Care Team	687,824	7,282	695,106
Hospice at Home	242,408	19,340	261,748
Education	361,204	-	361,204
Out-patients	459,000	6,421	465,421
	9,683,475	231,116	9,914,591

2021	Activities undertaken directly £	Support costs £	2021 Total £
Provision of Hospice services:			
In-patient Care	6,901,438	158,768	7,060,206
Day Therapy	950,159	21,964	972,123
Community Specialist Palliative Care Team	661,011	6,470	667,481
Hospice at Home	257,291	15,812	273,103
Education	340,112	-	340,112
Out-patients	510,073	6,353	516,426
	9,620,084	209,367	9,829,451

10 ANALYSIS OF SUPPORT COSTS

2022	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2022 Total £
Governance	95,177	13,556	4,357	11,571	3,538	128,199	39,080	167,279
Finance	30,365	4,249	1,133	3,010	1,117	39,874	12,155	52,029
Information Technology	19,602	2,743	732	1,943	721	25,741	7,847	33,588
Human Resources	20,493	2,868	765	2,032	754	26,912	8,204	35,116
Communications	7,913	1,107	295	784	291	10,390	3,168	13,558
	173,550	24,523	7,282	19,340	6,421	231,116	70,454	301,570

2021	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2021 Total £
Governance	84,650	11,735	3,527	8,620	3,392	111,924	36,678	148,602
Finance	30,791	4,250	1,223	2,988	1,230	40,482	13,266	53,748
Information Technology	16,682	2,302	662	1,619	666	21,931	7,187	29,118
Human Resources	19,016	2,624	755	1,845	760	25,000	8,193	33,193
Communications	7,629	1,053	303	740	305	10,030	3,288	13,318
	158,768	21,964	6,470	15,812	6,353	209,367	68,612	277,979

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

11 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2022	2021
Net income/(expenditure) is stated after charging:	£	£
Depreciation of owned asset	169,210	178,162
Depreciation of leased assets	99,610	92,951
Depreciation of motor vehicles	32,619	32,619
Rentals under operating leases		
Land and buildings	178,790	190,035
Other	5,689	8,452
Auditor's remuneration		
Fees payable to the charity's auditor for the audit of the charity's annual financial statements*	45,000	14,000
Fees payable to the charity's auditor for other services to the group	-	-
The audit of the charity's subsidiary	6,300	6,000

* Note: Deloitte LLP provide the audit of the statutory accounts as a gift in kind as a means to support the charity. The amount disclosed is the fair value of the services provided, £45,000 (2021: £14,000) was recognised in the year as a gift-in-kind for the audit of the charity.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

12 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

	Group		Charity	
The average monthly number of employees was:	**2022**	**2021**	**2022**	**2021**
	No.	**No.**	**No.**	**No.**
Charitable activity	204	226	204	226
Raising funds	18	20	16	18
Trading activities	27	32	-	-
Support	65	73	65	73
	314	351	285	317

	Group		Charity	
Their aggregate remuneration comprised:	**2022**	**2021**	**2022**	**2021**
	£	**£**	**£**	**£**
Wages and salaries	7,394,840	7,619,263	6,708,570	6,888,037
Social security costs	640,699	630,406	589,657	575,758
Pension costs	720,933	628,541	691,613	594,736
	8,756,472	8,878,210	7,989,840	8,058,531

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

	2022 No.	2021 No.
£60,001 - £70,000	1	1
£70,001 - £80,000	3	2
£80,001 - £90,000	-	1
£90,001 - £100,000	1	2
£100,001 - £110,000	1	-

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 93.
The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £534,147 (2021: £553,009).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2021: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

	2022 £	2021 £
Current tax on profit		
UK corporation tax	44,327	41,124
Adjustments in respect of prior year	(41,124)	(64,544)
Total tax on profit	3,203	(23,420)

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 19%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2022 £	2021 £
Profit before tax	844,857	562,859
Tax on profit at the standard rate - 19%	160,523	106,943
Effects of:		
Gift aid donations at 20%	(159,914)	(111,393)
Expenses not deductible for tax purposes	2,301	1,487
Capital allowances (in excess of)/less than depreciation	293	1,065
Other timing differences	41,124	43,022
Adjustments to tax charge in respect of previous periods	(41,124)	(64,544)
Total tax charge/(credit) for the year	3,203	(23,420)

March 2021, the Chancellor in the Budget Statement announced an increase in the rate of corporation tax to 25% with effect from 1 April 2023. This does not constitute substantive enactment and therefore deferred tax assets and liabilities at the balance sheet date continue to be measured at the enacted tax rate of 19%.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

15 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2021	407,743	4,292,002	3,297,625	396,777	2,469,588	264,243	11,127,978
Additions	339,593	-	250,655	-	83,464	-	673,712
Disposal	-	-	-	(194,478)	(34,774)	(33,901)	(263,153)
At 31 March 2022	747,336	4,292,002	3,548,280	202,299	2,518,278	230,342	11,538,537
Accumulated depreciation							
At 1 April 2021	-	1,832,486	1,792,300	393,770	2,353,930	197,676	6,570,162
Charge for the year	-	84,999	97,554	2,056	84,211	32,619	301,439
Disposal	-	-	-	(194,478)	(34,774)	(33,900)	(263,152)
At 31 March 2022	-	1,917,485	1,889,854	201,348	2,403,367	196,395	6,608,449
Net book value							
At 31 March 2022	747,336	2,374,517	1,658,426	951	114,911	33,947	4,930,088
At 31 March 2021	407,743	2,459,516	1,505,325	3,007	115,658	66,567	4,557,816

CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2021	407,743	4,292,002	3,297,625	2,053,984	234,758	10,286,112
Additions	339,593	-	250,655	75,669	-	665,917
Disposals	-	-	-	-	(13,713)	(13,713)
At 31 March 2022	747,336	4,292,002	3,548,280	2,129,653	221,045	10,938,316
Accumulated depreciation						
At 1 April 2021	-	1,832,486	1,792,300	1,950,300	168,414	5,743,500
Charge for the year	-	84,999	97,554	72,058	32,397	287,008
Disposals	-	-	-	-	(13,713)	(13,713)
At 31 March 2022	-	1,917,485	1,889,854	2,022,358	187,098	6,016,795
Net book value						
At 31 March 2022	747,336	2,374,517	1,658,426	107,295	33,947	4,921,521
At 31 March 2021	407,743	2,459,516	1,505,325	103,684	66,344	4,542,612

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

16 FIXED ASSET INVESTMENTS

	Group & Charity	
	2022	2021
	£	£
Market value at 1 April 2021	4,580,903	6,354,717
Additions	933,168	1,298,605
Disposals proceeds	(920,086)	(4,238,010)
Net Investment Gain	110,671	1,160,259
Movement in cash held by investment managers	18,710	5,334
Market value at 31 March 2022	4,723,366	4,580,903
Cost at 31st March 2022	6,354,717	6,354,717
Market value analysed between:	£	£
Investments	4,559,606	4,435,853
Cash held by investment managers	163,760	145,050
	4,723,366	4,580,903
Investment in Hospice Quality Partnership	10	10
Total Group Investment	4,723,376	4,580,913
Investment in Subsidiary Trading Company	2	2
Charity Investment	4,723,378	4,580,915

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice.

The charity owns the entire issued ordinary share capital of St Ann's Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary is detailed below. St Ann's Hospice Trading Company Limited's taxable profits are donated to the charity annually.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

16 FIXED ASSET INVESTMENTS (continued)
RESULTS OF TRADING SUBSIDIARY

The results for St Ann's Hospice Trading Company Limited, a wholly owned subsidiary of St Ann's Hospice for the year ended 31 March 2022 are given below.

	2022	2021
	£	£
Turnover	2,574,602	2,268,942
Cost of sales	(258,237)	(246,478)
Gross profit	2,316,365	2,022,464
Administrative expenses	(1,471,508)	(1,459,729)
Operating profit	844,857	562,735
Interest receivable	-	124
Profit before taxation	844,857	562,859
Tax on profit	(3,203)	23,420
Profit for the financial year attributable to the equity shareholders of the company	841,654	586,279

Statement of changes in equity

	Profit and loss account
	£
Balance at 1 April 2020	-
Profit after tax for the year	586,279
Gift aid distribution	(586,279)
Balance at 31 March 2021	-
Profit after tax for the year	841,654
Gift aid distribution	(841,654)
Balance at 31 March 2022	-

BALANCE SHEET

The aggregate of the assets and liabilities was:

	2022	2021
	£	£
Fixed assets	8,567	15,204
Current assets	1,038,436	677,442
Creditors: amounts falling due within one year	(1,047,001)	(692,644)
Total net assets	2	2

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

17 STOCKS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Finished goods and goods for resale	40,057	44,287	546	546

18 DEBTORS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	154,860	50,124	129,893	26,925
VAT Recoverable	326,603	513,443	325,616	507,093
Prepayments and accrued income	1,368,592	737,940	1,329,994	686,946
Other debtors	3,958,469	2,094,762	3,928,724	2,058,483
Amounts due from subsidiary company	-	-	708,717	386,481
	5,808,524	3,396,269	6,422,944	3,665,928

19 CASH AND CASH EQUIVALENTS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Interest bearing accounts	10,830,369	9,712,053	9,925,741	9,211,028
Current accounts and cash	1,383	3,370	1,383	1,525
	10,831,752	9,715,423	9,927,124	9,212,553

20 CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade Creditors	396,746	398,650	342,139	344,603
Accruals and deferred income	640,759	449,073	433,754	272,853
Taxation and social security	140,803	157,805	136,604	145,856
Other creditors	109,687	64,548	81,541	55,734
Amounts due to subsidiary company	-	-	-	-
Corporation tax	44,327	41,124	-	-
	1,332,322	1,111,200	994,038	819,046

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds £	Restricted funds £	Total funds 2021 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	4,414,121	243,126	4,657,247
Charitable activities	4	4,112,568	3,410,036	7,522,604
Other trading activities	5	2,277,366	-	2,277,366
Other Income	6	11,106	-	11,106
Investments	7	105,583	-	105,583
TOTAL INCOME		10,920,744	3,653,162	14,573,906
EXPENDITURE ON:				
Raising funds	8	2,380,997	-	2,380,997
Charitable activities	9	6,312,039	3,517,412	9,829,451
TOTAL EXPENDITURE		8,693,036	3,517,412	12,210,448
Net (expenditure)/income before investment gains		2,227,708	135,750	2,363,458
Net gains on Investments	16	1,160,259	-	1,160,259
Net income before tax	11	3,387,967	135,750	3,523,717
Taxation	14	23,420	-	23,420
Net (expenditure)/income for the year		3,411,387	135,750	3,547,137
Transfer Between Funds	22	91,089	(91,089)	-
Other Recognised Gains:				
Actuarial Gain on Defined Benefit Schemes	25	1,595,000	-	1,595,000
NET MOVEMENT IN FUNDS		5,097,476	44,661	5,142,137
FUND BALANCES BROUGHT FORWARD AT 1st April 2020		13,423,988	197,383	13,621,371
FUND BALANCES CARRIED FORWARD AT 31st March 2021	22.23	18,521,464	242,044	18,763,508

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

22 STATEMENT OF RESERVES

2022 Group	At 1 April 2021 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2022 £
Unrestricted funds:						
General fund	3,052,613	12,581,383	(10,270,971)	964,671	553,811	6,881,507
Designated funds						
Fixed assets	1,690,557	-	-	-	32,680	1,723,237
Property refurbishment and development	13,778,294	-	-	-	(339,593)	13,438,701
Unrestricted funds	18,521,464	12,581,383	(10,270,971)	964,671	246,898	22,043,445
Restricted Fund						
Specific donations	242,044	3,459,057	(2,134,173)	-	(246,898)	1,320,030
	18,763,508	16,040,440	(12,405,144)	964,671	-	23,363,475

2022 CHARITY	At 1 April 2021 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2022 £
Unrestricted funds:						
General fund	3,067,815	10,889,435	(8,579,023)	964,671	547,174	6,890,072
Designated funds						
Fixed assets	1,675,353	-	-	-	39,317	1,714,670
Subsidiary	2	-	-	-	-	2
Property refurbishment and development	13,778,294	-	-	-	(339,593)	13,438,701
Unrestricted funds	18,521,464	10,889,435	(8,579,023)	964,671	246,898	22,043,445
Restricted Fund						
Specific donations	242,044	3,459,057	(2,134,173)	-	(246,898)	1,320,030
	18,763,508	14,348,492	(10,713,196)	964,671	-	23,363,475

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. In 2021 the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2022

22 STATEMENT OF RESERVES (continued)

2021 Group	At 1 April 2020 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2021 £
Unrestricted funds:						
General fund	4,997,156	10,920,744	(8,664,295)	2,755,259	(6,956,251)	3,052,613
Designated funds						
Fixed assets	4,298,955	-	-	-	(2,608,398)	1,690,557
Property refurbishment and development	4,127,877	-	(5,320)	-	9,655,737	13,778,294
Unrestricted funds	13,423,988	10,920,744	(8,669,615)	2,755,259	91,088	18,521,464
Restricted Fund						
Specific donations	197,383	3,653,162	(3,517,412)	-	(91,089)	242,044
	13,621,371	14,573,906	(12,187,027)	2,755,259	-	18,763,508

2021 CHARITY	At 1 April 2020 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2021 £
Unrestricted funds:						
General fund	5,028,047	9,275,957	(7,019,508)	2,755,259	(6,971,940)	3,067,815
Designated funds						
Fixed assets	4,268,062	-	-	-	(2,592,709)	1,675,353
Subsidiary	2	-	-	-	-	2
Property refurbishment and development	4,127,877	-	(5,320)	-	9,655,737	13,778,294
Unrestricted funds	13,423,988	9,275,957	(7,024,828)	2,755,259	91,088	18,521,464
Restricted Fund						
Specific donations	197,383	3,653,162	(3,517,412)	-	(91,089)	242,044
	13,621,371	12,929,119	(10,542,240)	2,755,259	-	18,763,508

23 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total
2022 GROUP	**£**	**£**	**£**
Tangible fixed assets	4,930,088	-	4,930,088
Investments	4,723,376	-	4,723,376
Current assets	15,360,303	1,320,030	16,680,333
Current liabilities	(1,332,322)	-	(1,332,322)
Provision for pension scheme liability	(1,638,000)		(1,638,000)
At 31 March 2022	22,043,445	1,320,030	23,363,475
2022 CHARITY			
Tangible fixed assets	4,921,521	-	4,921,521
Investments	4,723,378	-	4,723,378
Current assets	15,030,584	1,320,030	16,350,614
Current liabilities	(994,038)	-	(994,038)
Provision for pension scheme liability	(1,638,000)	-	(1,638,000)
At 31 March 2022	22,043,445	1,320,030	23,363,475
2021 GROUP			
Tangible fixed assets	4,557,816	-	4,557,816
Investments	4,580,913	-	4,580,913
Current assets	12,913,935	242,044	13,155,979
Current liabilities	(1,111,200)	-	(1,111,200)
Provision for pension scheme liability	(2,420,000)	-	(2,420,000)
At 31 March 2021	18,521,464	242,044	18,763,508
2021 CHARITY			
Tangible fixed assets	4,542,612	-	4,542,612
Investments	4,580,915	-	4,580,915
Current assets	12,636,983	242,044	12,879,027
Current liabilities	(819,046)	-	(819,046)
Provision for pension scheme liability	(2,420,000)	-	(2,420,000)
At 31 March 2021	18,521,464	242,044	18,763,508

24 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2022 £'000	Recognised in SoFA 2022 £'000
NHS Pension	397	397
Stakeholder	374	374
St Ann's Hospice Defined Benefit	20	762
	791	1,533

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at St Ann's.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Ann's Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £397,181 (2021: £374,907). An amount of £57,009 (2021: £53,181) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by St Ann's Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to St Ann's Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £373,717 (2021: £322,138). An amount of £29,248 (2021: Nil) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

24 EMPLOYEE RETIREMENT BENEFITS (continued)

St Ann's Hospice Pension Scheme

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of Broadstone - Employee Benefits & Actuarial Consultants.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31 March 2018.

The Hospice Trustees are cognisant of their duty as an employer to ensure the solvency of the St Ann's Hospice Pension Scheme. In consultation with the Trustees of the St Ann's Hospice Pension Scheme, and upon advice of the actuary, the Hospice Trustees agreed in 2022-23 a 7 year funding recovery plan that would eliminate the deficit. The Hospice Trustees agreed with the Pension Scheme Trustees that a lower amount would be repaid in the first two years, with the remaining balance then split equally across the subsequent 5 years. Should the deficit reduce/increase further following future valuations, the Hospice Trustees may need to consider a different approach.

The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

	2022 %	2021 %
Discount rate	2.80	2.10
Expected return on assets	2.80	2.10
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	4.00	3.50

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2022 years	2021 years
Retiring today:		
Males	85.5	85.5
Females	87.5	87.5
Retiring in 20 years		
Males	87.1	87.1
Females	89.3	89.3

The amounts recognised in the statement of financial activities are as follows:

	2022 £000's	2021 £000's
Current service cost	(40)	(44)
Interest on obligations	(334)	(348)
Expected return on scheme assets	282	258
Total operating charge	(92)	(134)
Actuarial gain	854	1,595
Total cost recognised in the statement of financial activities	762	1,461

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2022 £000's	2021 £000's
Present value of defined benefit obligations	15,300	16,200
Fair value of scheme assets	(13,662)	(13,780)
Net liability recognised in the balance sheet	1,638	2,420

24c EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

	2022 £000's	2021 £000's
At 1 April	16,200	15,400
Current service cost	40	44
Interest cost	334	348
Contributions by scheme participants	10	11
Administrative Expenses	-	-
Actuarial (gains)/losses	(593)	1,011
Benefits paid	(691)	(614)
At 31 March	15,300	16,200

Movements in the fair value of scheme assets were as follows:

	2022 £000's	2021 £000's
Opening fair value of scheme assets	13,780	11,497
Expected return on scheme assets	282	258
Actuarial (gains)	261	2,606
Contributions by the employer	20	22
Contributions by scheme participants	10	11
Benefits paid	(691)	(614)
Administration Expenses	-	-
	13,662	13,780

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

	2022 £000's	2021 £000's
Equities	10,440	10,207
Gilts and bonds	2,882	3,437
Cash	340	136
	13,662	13,780

25 FINANCIAL COMMITMENTS

Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases:

	2022		2021	
GROUP	**Land and buildings**	**Other**	**Land and buildings**	**Other**
Leases which expire:	£	£	£	£
within one year	121,853	5,379	142,933	6,150
between one and five yea	245,651	-	216,050	4,918
after five years	129,283	-	203,500	-
	496,787	5,379	562,483	11,068

CHARITY	**Land and buildings**	**Other**	**Land and buildings**	**Other**
	£	£	£	£
Leases which expire:				
within one year	4,400	-	4,400	-
within one to five years	17,600	-	17,600	-
over five years	45,100	-	49,500	-
	67,100	-	71,500	-

26 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, St Ann's Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2021: Nil)

The total value of donations received from the trustees during the year was £1,049.44 (2021: £8,383.55)

05 Independent Auditor's Report

Independent auditor's report to the members of St Ann's Hospice

Report on the audit of the Financial Statements

Opinion

In our opinion the financial statements of St Ann's Hospice (the 'charitable company') and its subsidiary ('the group'):

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the group statement of financial activities;
- the group summary income and expenditure account;
- the group and parent charitable company balance sheets;
- the group cash flow statement; and
- the related notes 1 to 26.

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).

Basis for opinion

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

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and 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.

[1] The terms used to describe the primary statements should be the same as those used by the trustees.

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.

Responsibilities of the trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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.

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.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework[s] that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act, pensions legislation; and

- do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included Care Quality Commission, Fundraising and Gambling Commission regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our specific procedures performed to address it are described below:

- recognition of legacy income in the correct accounting period. We assessed a sample of legacy agreements and probate evidence, to determine whether this has been recognised appropriately;
- completeness of donation income. To address this risk we have tested a sample of donations from source records to their supporting evidence and recorded income, and assessed the classification of the income as either restricted or unrestricted;
- classification of funds between restricted and unrestricted. To address this risk we have tested a sample of restricted income and expenditure to their supporting evidence to assess whether they have been classified appropriately; and
- recognition of trading income in the subsidiary company in the correct accounting period. We assessed a sample of lottery records, to determine whether this has been recognised in the correct accounting period.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing correspondence with Charity Commission and Care Quality Commission.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the companies act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, 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.

We have nothing to report in respect of these matters.

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.

Carl Acton BA (Hons), BFP FCA
(Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, United Kingdom
28th March 2023

06 Officers and Professional Advisors

Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Dr David Walker
Bishop of Manchester

VICE PRESIDENTS

Sir Warren Smith KCVO KStJ JP
HM Lord Lieutenant of Greater Manchester

Mrs Anne Mack

Mrs Ann Hughes

Professor Sir Cary Lynn Cooper CBE FAcSS (appointed 17th November 2021)

Kathy Cowell OBE DL (appointed 17th November 2021)

TRUSTEES

CHAIR

Professor Jacqueline Oldham BSc(Hons) RGN PhD

HON. TREASURER

Mr Darren Holt BA FCA

Mr Mike Brown (Vice Chair) MSc FHSM CMCIPD

Dr Stephanie Gomm MD FRCP

Mr Luke Dillon BA (resigned on 29th April 2022)

Mr Alan Bond FCCA, ACIS

Mrs Fiona Taylor RGN, RM, RHV, Dip HE, BSc(Hons), MA

Ms Kate Squire BA (Hons)

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Ogden BPham FRPhamS

SPECIAL ADVISOR

Mr Mike Walmsley MBE DL MCIOB BSc (Hons) (resigned on 20th April 2022)

Key Management Personnel

CHIEF EXECUTIVE

Rachel McMillan RGN BA(Hons) MSc

DIRECTOR OF ORGANISATIONAL DEVELOPMENT & SUPPORT SERVICES

Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT

Dr Paul Jarvis MEng(Hons) MSc PhD

DIRECTOR OF CLINICAL SERVICES

Emma Dixon RGN BA(Hons)

MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR

Dr Alison Roberts MBChB FRCP

DIRECTOR OF STRATEGIC INITIATIVES

Eamonn O'Neal DL BEd MSc Darts (resigned 21st December 2021)

Professional Advisors and Registered Office

SOLICITORS

Brabners LLP

55 King Street, Manchester M2 4LQ

and

Exchange Flags, Liverpool L2 3YL

AUDITOR

Deloitte LLP

Chartered Accountants and Statutory Auditor
The Hanover Building, Corporation Street,
Manchester, M4 4AH

INVESTMENT MANAGERS

Brewin Dolphin

1 The Avenue
Spinningfields Square, Manchester M3 3AP

BANKERS

The Royal Bank of Scotland

5th Floor
1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINCIPAL OFFICE

St Ann's Hospice

St Ann's Road North
Heald Green,
Stockport
SK8 3SZ

ST ANN'S HOSPICE TRADING CO LTD

Subsidiary of **St Ann's Hospice**

Contact details

St Ann's Hospice
St Ann's Road North,
Heald Green, Cheadle,
Cheshire SK8 3SZ
Tel: 0161 437 8136

St Ann's Hospice
Meadowsweet Lane, off Peel Lane,
Little Hulton, Worsley,
Manchester M28 0FE
Tel: 0161 702 8181

www.sah.org.uk www.facebook.com/StAnnsHospice @StAnnsHospice @StAnnsHospice

Registered charity number 258085. Registered in England No. 947220.

Moya Cole Hospice

England & Wales - Charity number 258085

Accounts

St Ann's Hospice

every day makes a difference

CELEBRATING 50 YEARS MANCHESTER'S HOSPICE

Annual Report and Financial Accounts **2020/21**

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01 Our purpose, values and aims

Our purpose and our values

St Ann's is one of the oldest and largest hospices outside of London, and we care for thousands of patients from across Greater Manchester every year. Our services are delivered from our sites in Heald Green and Little Hulton, as well as via a range of community and outreach services.

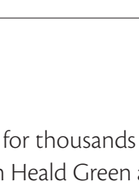
Our core purpose is 'to provide excellent care and support to people living with, or affected by, life-limiting illnesses'.

We believe everyone has the right to access the same high quality, specialist care at the end of their life as they do when they're born.

We're passionate about providing care that supports our patients right from the point of diagnosis, through treatment, and beyond.

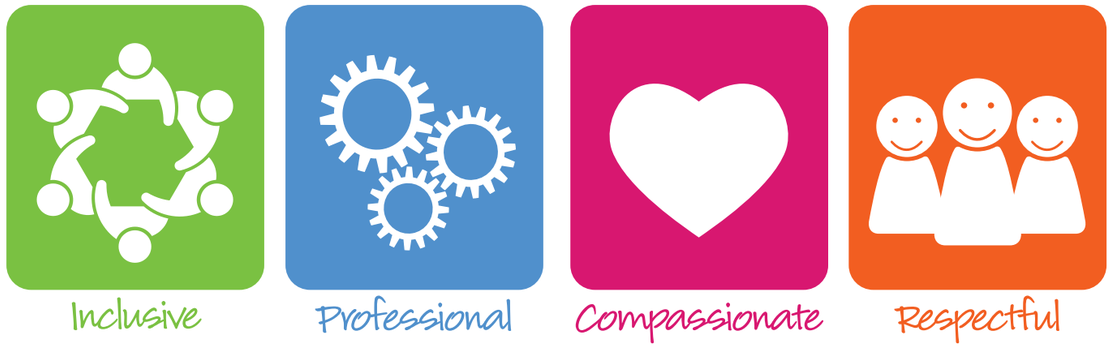
Our patients and their loved ones are at the heart of everything we do, and always will be.

The care we provide is truly holistic. Our patients are individuals and our care addresses their unique needs, whatever they may be.



Our values

Our core values are embedded in all aspects of our work, and are at the heart of everything we do.



Strategic aims

As St Ann's looks towards our 50th anniversary, it's important that we ensure the hospice remains able to meet the changing care needs of future generations.

There are certain things which make us different:

- We're a part of the broad health and social care environment but we're also an independent charity, able to determine our own future.
- Our clinical strategy is at the heart of everything we do.
- Our workforce is supported by a large number of volunteers.
- The majority of our funding comes directly from our supporters and local communities.
- We don't charge for our core service at the point of delivery.
- Our reputation is the key to our future and the type and quality of service we provide is therefore directly linked to that reputation.
- We are a true local charity, serving our local communities.

Our strategic aims put patients and their carers first:

To provide world-class, innovative care:

- Delivery of excellent care, free of charge and equitably
- Care at a time that's right for each individual, including disadvantaged groups
- Seek and share best practices
- Integration of research, teaching and learning to improve patient care.

To be an organisation of choice:

- Ensure St Ann's remains a great place to work
- Foster development opportunities and engagement that leads to a skilled and engaged workforce
- Nurture staff and volunteer wellbeing
- Endeavour to offer competitive terms, conditions and benefits.

To continue to develop a values-based culture within which there are high-performing individuals and teams:

- Ensure inspired, inspirational and visionary leadership, contributing to a highly capable, flexible workforce at all levels
- Continuous evaluation of Board performance and membership to ensure effective governance
- Trustees, Executives and Senior Managers will lead by example, exhibiting our core values.

To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end of life care:

- Deliver buildings and infrastructure we are proud of
- Ensure they are suitable, safe and facilitate effective performance
- Enable flexibility to develop and meet emerging demands.

To continue to be financially viable:

- Ensure effective financial governance at all times
- Increasing and sustaining engagement with statutory commissioners, NHS Trusts, and grant organisations to allow delivery of efficient, effective services
- Encourage innovative fundraising activity via sustainable, diverse income streams
- Develop a robust retail strategy to increase Trading Company income.

“Everyone is very friendly and professional in caring for me. Thank you.”

St Ann's Patient

02 Highlights of 2020/21

St Ann's in numbers

Statistics are important to us at St Ann's, they help us demonstrate our impact and reach, but more often than not, they are interesting and insightful.

We need to raise around **£20,000** a day to keep our services running.

We support **thousands** of patients and those closest to them every year from our two hospice sites and range of community and outreach services.

We have **350** staff who all work hard to ensure patients are at the centre of everything we do.

An army of **700** volunteers support our work – we're looking forward to being able to invite many more of them back to our sites and shops soon, as pandemic restrictions continue to ease.

Our online shops were incredibly popular this year, seeing an increase in sales of **12%.**

Our hospice lottery membership grew by **5%** this year.

St Ann's **50th birthday** is May 2021, making us one of the oldest and largest hospices in the UK.

At the end of March 2021 we had **28,618** followers on our social media channels. Please do join them if you're not already following!

Three quarters of staff at the hospice engaged with our Wellbeing Festival to help support their health and wellbeing.

During lockdown we even arranged **4** weddings for patients!

We couldn't possible list everything we've achieved in the last year, but here are a few highlights...

April 2020

We couldn't do what we do without our amazing supporters, and in April thousands responded to our urgent funding appeal for help during the pandemic. We were so appreciative of everyone who thought of us and kindly donated so we could continue our care.

URGENT FUNDING APPEAL

May 2020

We celebrated International Nurses Day, thanking staff who continued to work hard on the front line – and some members of our nursing team even took to social media with a special dance routine that raised thousands of pounds for the hospice.

June 2020

Our flagship fundraising event the Manchester Midnight Walk turned virtual this year, as hundreds of people took to the streets to walk whilst raising money for the hospice.

July 2020

Most of our shops were safely reopened for customers in July, and staff and volunteers were thrilled to welcome back shoppers from across Greater Manchester. We also held special sales and Donation Drive-Thru events in our Distribution Centre to offer even more pre-loved and new goods to bargain hunters.

August 2020

Our Catering Teams developed a range of new food options as part of an exciting project to further improve the food offering in our sites for staff, volunteers and visitors. Feedback is that the food is delicious, which is something our patients always comment on too!

September 2020

The conversion of one of our outbuildings previously used for meetings into a safe, secure place for outpatients to come for appointments and therapies was opened. This was just one of a huge number of innovative ways we have reviewed and refreshed our service offering during the pandemic in line with restrictions and to meet the needs of our patients.

October 2020

Rachel McMillan was appointed as our new Chief Executive, taking over from Eamonn O'Neal who has now become our Director of Strategic Initiatives.

This month we also held our Celebration Awards to recognise achievements of staff and volunteers across the organisation, and present long-service awards too. The event was virtual this year, but it was a fabulous opportunity to reflect and celebrate together.

November 2020

Our Practice Development Centre Team facilitated a series of webinars on inequalities in accessing palliative care, in collaboration with The Palliative and End of Life Care Greater Manchester and Eastern Cheshire Strategic Clinical Network teams. We're passionate about improving access to care for all communities, and this was an exciting series to help inform and educate.

December 2020

Christmas is always a special time at the hospice, as we prepare menus and activities for patients to help them create special memories. Our annual calendar is also packed as we celebrate and raise money during the festive season. A highlight, as always, was thousands of people joining us to take part in our Light up a Life appeal in memory of someone special.

January 2021

In January as we kicked off our 50th anniversary year celebrations, we also held our first ever Wellbeing Festival for staff. A mixture of live and on demand activities and resources meant that employees could access information in a way that was best for them – and feedback was that everyone found the festival extremely helpful in highlighting the range of support available.

February 2021

Our brand new Move, Eat, Play, Give campaign saw businesses from Greater Manchester take on a series of challenges to raise money for the hospice.

March 2021

A special 50th anniversary range of new goods was launched by our Trading Company Team, including bags, cups, badges and lots more limited edition items – all to mark our fantastic half-century milestone year!

What an incredible year.

03 Chair and Chief Executive's statement

> Not content with maintaining the status quo, challenges have been turned into opportunities and services developed to ensure we have remained responsive, safe and compassionate throughout the pandemic.
>
> *Professor Jacqueline Oldham, Chair of the Board*

Joint Statement from the Chair and Chief Executive

St Ann's first opened its doors in May 1971 and throughout 2021 we have been celebrating our 50th anniversary. A lot has changed since opening, but our ethos, to support people living with or affected by life-limiting illness has remained the same.

Throughout the year, teams across the hospice have risen to the challenges of the COVID-19 pandemic. Collaborating and adapting to constant change, staff, volunteers, local health professionals, fundraising and other supporters have pulled together to ensure patients and their loved ones have remained at the heart of every decision made and have been able to access the care they needed. Not content with maintaining the status quo, challenges have been turned into opportunities and services developed to ensure we have remained responsive, safe and compassionate throughout.

The COVID-19 pandemic has also created significant fundraising challenges. Fundraising and Trading Company teams have been highly innovative displaying considerable creativity and seeking new opportunities to diversify our fundraising activity and portfolio of annual events. A COVID-19 urgent appeal at the beginning of the pandemic resulted in a considerable response. We have also welcomed additional COVID-19 response income from the Government Treasury and NHS, enabling us to keep our doors open to support those who have needed our care.

The wellbeing of our staff and volunteers and understanding their needs has also been a priority. We have appointed 10 mental health first aiders across departments to support people's wellbeing and signpost to services. Enhanced leadership training across all departments has also strengthened knowledge and skills to develop individual and team resilience, maintain high performance and ensure we continue to be an employer of choice.

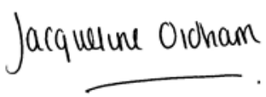
As we reflect on our achievements outlined in these accounts we know they would not have happened without extensive support and collaboration. Developing our own "roadmap to recovery" has enabled us to play a part in the mutual aid debate and locality planning during the pandemic. This in turn has resulted in raising our profile and an opportunity to showcase the instrumental role the hospice plays in the wider health and care system across Greater Manchester. These discussions have also formed part of the wider Greater Manchester Hospice community debate and have provided more opportunity to share knowledge and services. Focussing now on the future we are contributing and influencing wider changes as Integrated Care Systems (ICS) are being developed and preparing for any impact on commissioning and contracting of services.

> "The wellbeing of our staff and volunteers and understanding their needs has also been a priority."

As we now look forward, we are proud to announce an exciting and ambitious initiative to create a new hospice for Manchester as we strive to continue to be an organisation of choice for people from across Greater Manchester. Our current Heald Green building is struggling to remain fit for purpose and we are moving forward at pace to ensure that we can continue to provide specialist palliative and end of life care to meet the future needs of our patients and their families. We secured planning permission in April 2021 to build a completely new hospice on a site adjacent to the existing hospice. We have launched a major capital fundraising phased appeal and aim to commence building in Spring 2022. Meanwhile, with external support, we are investing also in a series of developments at our site in Little Hulton and are already embarking on significant refurbishment of our reception and coffee shop areas.

During the last 12 months we have remained focused, responded quickly and risen to the challenges of the COVID-19 pandemic whilst continuing to concentrate on realisation of our future strategy. We are now committed to focussing on and achieving our ambitious aims to continue to develop and deliver world-class innovative care.

Rachel McMillan
Chief Executive of St Ann's Hospice
Date: 14th December 2021



Professor Jacqueline Oldham
BSc (Hons) RGN PhD
Chair of St Ann's Hospice
Date: 14th December 2021

> "Not content with maintaining the status quo, challenges have been turned into opportunities and services developed to ensure we have remained responsive, safe and compassionate throughout."

“I've been coming to St Ann's for a while now. The staff and volunteers can't do enough for you. It's a lovely, calm and peaceful place to come.”

St Ann's Patient

04 Trustees' report and financial statements

Trustees' Report including Strategic Report

The Trustees of St Ann's Hospice, who are also Directors of the company for the purposes of the Companies Act 2006, submit their annual report, together with the financial statements and auditor's report for the year ended 31 March 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006 and the Charities Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102).

Constitution and governing documents

St Ann's Hospice is a company limited by guarantee (Company No 947220) and is registered as a charity under the Charities Act 1960 (Registered Charity No 258085). The company incorporated on 3rd February 1969 and is governed by a Memorandum and Articles of Association. A Board made up of Trustees (Directors) runs the company. Every Trustee undertakes to contribute to the assets of the company in the event of it being wound up during the time he/she is a Trustee or within one year afterwards. The amount that may be required will not exceed £1 (one pound) for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

Aims and objectives

The object of the charity, as set out in its Articles of Association, is to promote the relief of illness or suffering by:

- The expert care and support of people with palliative and end of life needs;
- The provision of services to promote health and wellbeing for patients and carers;
- The care and support of family and friends who have been bereaved; and
- The advancement of high quality and end of life care throughout the community.

St Ann's Hospice provides holistic care to patients with life-limiting illnesses - comprising inpatient care, day therapy and supportive outpatient services - from its sites at St Ann's Road North, Heald Green, Stockport; Meadowsweet Lane, off Peel Lane, Little Hulton, Salford; and The Neil Cliffe Centre at Wythenshawe Hospital, Manchester. The teams at the hospice also provide a range of community and outreach services to patients, including care in the place they call home via a Hospice at Home service available in Salford and Trafford. The hospice's Community Specialist Palliative Care Team also supports patients in Salford, and a 24-hour telephone advice line is available to patients, carers and healthcare professionals in Salford, Manchester, Trafford and Stockport.

Public benefit statement

In setting our objectives and planning our services, the Trustees of St Ann's Hospice have carefully considered the Charity Commission's general guidance on public benefit. St Ann's Hospice provides hospice services free of charge to those individuals aged over 18 years with life-limiting illness living in the Greater Manchester, Lancashire and Cheshire areas. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Governance

The Trustees are Directors of the company for the purposes of the Companies Act. The Articles of Association state there shall be a Board of Trustees (also referred to as the Board of Directors) which shall consist of not less than five members.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation is made to the Board by the Chair that the individual is appointed. Trustees have an annual appraisal, conducted by the Chair.

Trustee Induction

All new Trustees participate in an induction programme (reviewed and revised 2017/18) aimed at building knowledge and understanding of both the role and responsibilities of a Trustee and the work of the hospice. It includes attendance at the hospice's organisational induction training attended by all new staff.

All staff and volunteers, including the trustees, must complete an annual mandatory training programme as well as attending ad-hoc training events, usually taking place at trustee away days. Our annual mandatory training includes, but is not limited to, data security awareness, conflict resolution, equality & diversity, human rights, fire safety, health & safety, and infection control, as well as fundraising, and more recently, COVID-19 guidance.

Section 172(1) statement

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

a. The likely consequences of any decision in the long term,

b. The interests of the charity's employees,

c. The need to foster the Charity's relationships with third-party stakeholders which, in the case of St Ann's Hospice include people affected by, or living with life-limiting illnesses,

d. The impact of the charity's operations on the community and the environment,

e. The desirability of the charity maintaining a reputation for high standards of business conduct, and

f. The need to act fairly as between members of the charity.

Organisation

The Board administers the charity and meets a minimum of four times each year. The hospice ensures good governance through an effective committee structure. Each committee meets in between Board meetings and supports the Board with its work. The current structure allows the Board to focus on strategic and big picture issues by delegating responsibility and empowering each committee to examine the detail and provide the precise level of scrutiny that is necessary. By employing this structure, it allows the committees to provide assurance to the Board and supports the flow of solutions, recommendations, and ideas.

Delegated Decision Making

A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive. The Chief Executive is ultimately accountable to the Board for ensuring that the hospice meets its obligation to perform its functions within the available financial and other resources.

Internal Control and Risk Management

The Audit Committee exists to advise on the effectiveness of the hospice's internal control and management systems and to ensure all activities undertaken are subject to a continuous review for economy, effectiveness, and efficiency. The committee also has oversight of financial control, governance and risk-management across all facets of the organisation. The management of individual risks is delegated to relevant sub-committees of the Board.
The Audit Committee receives reports from the internal auditor on both financial and non-financial matters. Clinical audit responsibilities are discharged to the Clinical Quality and Performance Committee. It also receives reports from the Executive Team and relevant sub-committees on the identification and management of strategic and operational risks. The Audit Committee also meets the external auditors.

Engaging Stakeholders

Through regular engagement with key stakeholders, we maintain an understanding of their needs that informs how we define our organisational objectives, policies and strategy. The Board of Trustee's decision-making process considers the impact of potential decisions on relevant stakeholders, and obtains assurance that proper consideration is given by its Committees to stakeholder interests through regular reports from each Committee.

Our Beneficiaries

We are keen to learn from our beneficiaries' experiences at St Ann's and actively seek feedback and suggestions that help us make positive changes. Our teams engage with numerous patients and their families on a day-to-day basis through the many services we provide. Our Trustees and Executive team carry out a monthly walk around on the IPUs (inpatient units) and listen to patients' experiences. Our Executive team and Heads of Department regularly spend time with patients and help them complete a structured questionnaire that provides us with quantitative and qualitative data to inform our decision-making and help us make continuous improvements.

Our Supporters

We engage with our supporters using a variety of proven and innovative strategies. To ensure our supporters remain with with us, we proactively engage with them by phone, email, or face-to-face meetings. We regularly thank our supporters for everything they do, constantly encouraging and nurturing them to become dynamic ambassadors that champion the hospice and its purpose.

For those who have agreed to receive communications from us, we send them 'Friends', our quarterly newsletter. The circular helps keep our supporters up-to-date with recent news, events, and stories from across the hospice. We also have invested effort in understanding our donor journey to ensure our supporters recognise the importance their support provides and enables them to see first-hand the impact it has. We have a significant presence online and across the social media platforms that we invest substantial effort in, creating interactive content and telling inspirational stories.

We invite all our supporters to our annual Light up a Life and Forget-me-not events as a way for us to come together as a community to remember and reflect. For those individuals who participate in any of our fundraising events, we build and develop strong relationships with them prior to the event by speaking them regularly over the phone and inviting them to in-person meet ups with other participants. This provides encouragement and support to their fundraising activity, but it helps strengthen our community and brings our supporters together to share their experiences.

Every year we hold a call-a-thon where the fundraising team attempt to phone as many of our supporters as possible in one day. We thank them for their ongoing support and loyalty and listen carefully to any feedback they have. In addition to our active communication approaches, we regularly ask our supporters to complete surveys and questionnaires and encourage them to provide us with constructive criticism and feedback, especially where we can improve our engagement with them.

Our Staff & Volunteers

We are proud that we have such a wonderful team of highly professional, caring staff at the hospice, who are passionate about what they do, and we recognise the importance of engaging with, and listening to them. Our weekly Chief Executive's brief goes out to all staff and volunteers and once a month our Executive team hold a Director's Drop-in. We have a number of working groups where membership includes various staff roles across the hospice. We use these groups to consult staff on new initiatives, ask them to participate in decision-making, and constructively provide feedback on policy and procedures. We also hold regular Schwartz rounds for staff and volunteers to share their experiences of working in what sometimes is a difficult and challenging environment.
At St Ann's, volunteers work across the hospice in a variety of roles and with varying responsibilities. From running our coffee shop and providing visitors with a much-needed cup of tea, to tending to the hospice gardens, working in our charity shops, supporting the fundraising team with events or office work, or supporting staff on our wards with our celebrated drinks trolley, our volunteers are the lifeblood of the organisation.
We want to encourage people, whatever their skills and background, to consider volunteering for us. We also want our volunteers to have every opportunity to develop themselves, and offer them the chance to apply for paid roles and access training and education to help support their personal and professional development.

Our Suppliers

St Ann's Hospice works with key suppliers to ensure the delivery of high-quality services to its staff and beneficiaries through regular contract reviews and monitoring of quality. The supply of major services to the hospice are regularly tendered to ensure high levels of service are maintained and delivered cost effectively.

Environmental Sustainability

We remain committed to move our organisation to more sustainable practices through continually reviewing and developing our working environments. Our aim is that informed and engaged employees work in low-carbon, efficient environments, using minimum resources, producing minimum waste and travelling only when necessary. Activities in this area range from, the development of a new modern hospice facility, efficiency projects for our existing estate, and changing staff culture and behaviour.

Carbon Dioxide Emissions (CO2e)

A total of 488.09 tonnes of CO2 generated by St Ann's from Gas, Fuel for Transport and Electricity for fuel and/or transport.

- Gas = 368.33 tonnes CO2e
- Electricity = 115.49 tonnes CO2e
- Business Transport = 4.27 tonnes CO2e

Compared to 2019/20 figures below,

- Gas = 263.89 tonnesCO2e
- Electricity = 136.28 tonnes CO2e
- Business Transport = 34.15 tonnes CO2e
- Total CO2e generated by St Ann's Hospice during 2019/20 = 434.32

Energy Consumed

The aggregate of the annual quantity of energy consumed from activities for which the charity is responsible, in kWh is:

- 1,930,544.56 kWh

compared to 2,144,518.18 for 2019/20.

Methodology

Energy consumption data was generated from billing information. Business travel information was obtained from staff mileage claims for the period. As retrieving car type,

fuel type etc. was not possible, aggregated conversion factors were used for petrol & diesel cars, based on an "average" car in the government guidance. Ambulances and vans applied the category of "Managed Vans; Average; Diesel" for their conversion factor. Data on distance was taken from fuel invoice information with vehicle mpg information drawn from a number of online sources noted in supporting documentation (Energy Savings Opportunity Scheme - ESOS calculation spreadsheet). Current government guidance on all conversion factors was used throughout.

The ratio below is based on operational hours, for St Ann's this equals::

- 8,760 per annum.

A ratio expressing annual emissions in relation to a quantifiable factor:

- 39.56 kgCO2e/operational hour
- 48.48 kgCO2e/operational hour 2019/20

Energy Efficiency

The following measures were taken to increase energy efficiency in the reporting period:

- Introduction of SAH's inaugural Sustainability Policy
- New smart meters sending daily readings to our suppliers allowing more accurate billing and access to better tarrifs
- New 'smart zone' heating system introduced at LH that heats areas in localised zones meaning only populated areas are heated.
- DEC's at both sites (Display Energy Certificates).
- Energy Efficiency reports for both sites.
- Development of video conferencing and remote working infrastructure and support.
- Appeals to staff to reduce business travel where possible (including proposals to lift-share cross-site)
- Input into HG new-build design – requesting Mechanical and Electrical - M&E achieve net saving on current energy expenditure in what will be a significantly larger site.
- Information and communications technology - ICT strategy includes energy consumption as a key consideration regarding server upgrade v cloud-based computing

Notes

The uplift in gas use may reflect reporting inaccuracies in the previous financial year. The switch to a daily report smart meter should provide a better reflection of actual use and will be assessed with year on year figures in 2021/22.

Fuel use/ambulance use was significantly reduced in 2020/21 due to covid. Cross site working reduced by around 80% and the closure of both day care services reduced use of ambulance transport.

Committees of the Board

Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.

Board of Trustees

Audit

Audit Committee
Responsible for ensuring St Ann's fulfils its corporate responsibilities in relation to financial reporting, internal control systems, risk management systems, internal and external audit function, and annual reporting.

Clinical Quality & Performance

Clinical Quality & Performance Committee
Responsible for ensuring appropriate scrutiny is provided into quality standards, care delivery, and patient experience and safety, providing assurances on systems and processes, driving improvements in quality care, and monitoring all levels of risk.

Finance

Finance Committee
Responsible for high-level scrutiny of finance and business performance, robustness of financial systems, analyses and assurances, strategic investments, pensions, risk, internal controls and policies, and annual reporting.

Human Resources

Human Resources Committee
Responsible for monitoring remuneration, employment policies, changes in conditions, overseeing matters of equality diversity and inclusivity, and monitoring the delivery of nonclinical training and development.

Strategic Development*

Strategic Development Committee
Responsible for optimising and developing new strategic opportunities, analysing the external environment and planning for sustainability, overseeing strategic developments and reviewing all income generation strategies, including the capital fundraising campaign.

**Assumed responsibility for the Capital Fundraising Appeal Committee (dissolved October 2019)*

"Throughout the year, teams across the hospice have risen to the challenges of the COVID-19 pandemic.

Professor Jacqueline Oldham, Chair of the Board"

St Ann's Directorates

Our executive team is responsible for each of the departments within the hospice. Our activities are organised under the following four directorates:

Chief Executive

Deputy CEO & Director of Clinical Services

Clinical Services
- Oversees strategic and operational clinical management and leadership across all patient services.
- Directorate comprises inpatient units, day therapy, supportive and medical outpatient services, Hospice@Home, Community Specialist Palliative Care Team, and the Practice Development Centre.
- The Director of Clinical Services is the Senior Information Risk Owner (SIRO) for the organisation.

Medical Director

Medical
- The directorate comprises consultants and doctors that work both in the hospice and across the wider health and care ecosystem.
- Palliative care specialists that provide medical assessment and management of all hospice patients.
- The Medical Director is the Caldicott Guardian for the organisation.

Director of Organisational Development & Support Services

Organisational Development & Support Services
- Oversees a wide range of operational services and support functions across the hospice.
- Directorate comprises human resources, training and organisational development, estates, facilities, IT, and health and safety.
- Overseas the strategic development of the hospice through organisantional culture change, staff development, and idenitifyng new ways of working.

Director of Business Development

Business Development
- Comprises four hospice departments; Finance, Fundriasing, Trading, and Communications.
- Oversees the strategic direction of the business thorugh maximising revenue, diversifying income streams, and ensuring the hospice is finacially viable.
- Immediate responsibility for the hopisce rebuild project at Heald Green and the concomitant Capital Campaign.

Our reach

St Ann's is one of the oldest and largest hospices in the UK and our services span Greater Manchester and parts of Bolton, Wigan and East Cheshire.

We care for thousands of patients from across the area every year and provide support for their loved ones too.

We have to raise around **£20,000** a day to keep our services across Greater Manchester running.

Achievements and Performance

Medical and Clinical Services:

Clinical Services

Our inpatient units have continued to operate a full inpatient service, throughout the last 12 months and we have seen an increase in admission numbers. This has been particularly evident at weekends and bank holidays due to our continuing work around access to seven-day services. Our staff have continued to support patients and their families with all aspects of their care, providing them with information to make informed choices including preferred priorities of care and preferred place of death (PPC & PPD), nutrition and hydration, medicines and visiting. Both inpatient units have seen a continuing flow of patients with increasing dependency, acuity, and complex needs throughout the patient pathway from referral to discharge or death.

The average monthly occupancy rate has been **77%,** 2019/20 - 81% and the average length of stay has reduced to **17** days calculated within the month from **22** in 2019/20. There has been an increase in the number of admissions to **628** from **558** in 2019/20. We have also seen a significant increase in weekend admissions from **29** in 2019/20 to **55** in 2020/21. We have had several patients with highly complex needs and therefore it has been difficult to transfer their care to an appropriate setting causing a longer than average length of stay which can further impact on the number of admissions. There has been a decrease in deaths to **58%** compared to last year's figure of **63%** and the number of discharges has significantly increased to **40%** supporting patient choice and partnership working with community colleagues.

Our clinical services developed and are delivering on our clinical roadmap to recovery, embracing all the positive changes we have adopted during the COVID-19 pandemic to ensure ongoing delivery of safe and effective care to patients across all settings.

The reporting of clinical data is improving in accuracy and evolving as part of a project to inform our strategy. St Ann's has been working alongside other Greater Manchester Hospices to develop a standardised data set which will enable accurate benchmarking and contribute to the wider health and social care economy. This is a huge task and is ongoing.

There have not been any on-site inspections from the Care Quality Commission (CQC) during this period. However, due to the changes in 2018 of how hospices are being inspected currently and in the future – that being in the hospital directorate - St Ann's has continued to engage with the relationship owner/ lead inspector at the CQC in what is proving to be a positive relationship.

The Being You Centre

Our Being You Centre has continued in a virtual format over the last 12 months. These services have continued to include key worker reviews, signposting and psychological support. Our Being You Centre Team has been pivotal in supporting patients who would normally access services but have had to shield due to the COVID-19 pandemic. Feedback from patients had indicated that this has supported well-being and mental health throughout the last year. Our creative and music therapies have continued on our inpatient units and virtually, the teams have used video recordings to reach out to our patients. In addition, our Being You Centre staff implemented and rolled out our regular staff and visitor COVID-19 testing and throughout the pandemic we have provided ongoing delivery of specialist palliative medicine virtual and clinic support to those living in the community but requiring this specialist support.

We have transformed the occupational therapy and physiotherapy face to face 'Breathing Space' programme to a series of four videos to enable these to be used during and after the pandemic for patients who may not be able to access face to face services at the hospice.

Commissioning for Quality and Innovation (CQUIN)

St Ann's was not required to implement the CQUIN requirements, carry out CQUIN audits nor submit CQUIN performance data. However, we have continued to actively participate in the CQUIN.

St Ann's Hospice undertakes CQUIN projects each year in collaboration and agreement with Stockport CCG, as the lead CCG for the consortium. CQUIN projects set targets which are performance managed against a set criteria to ensure achievement and development within services. The CQUIN framework helps make quality part of the commissioner-provider discussion and allows us to look at the quality of our services and ensure that quality continues to improve. St Ann's Hospice's income in 2020/2021 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework because the operation of CQUIN has remained suspended for all providers until 31 March 2021 due to the COVID-19 pandemic

However, we have continued to implement CQUIN requirements, carry out CQUIN audits and record CQUIN performance data for projects which were already agreed prior to 1 April 2020. During the period 2020/2021 the following CQUIN projects were carried out/continued: 2020/2022 – Rehabilitative Palliative Care Approach. The rehabilitative palliative care CQUIN is looking at how as a hospice, we deliver care and support and ways in which we can further empower and enable patients, it is being supported by the rehab team but the changes are being led by other staff within the hospice to help support this significant culture change. As part of this work a cross site steering group has been developed to lead the changes across the whole organisation in line with the aims of the clinical strategy.

Quality Accounts

The hospice published the Quality Accounts for this reporting period in line with national guidance.

Medical workforce

St Ann's medical workforce continues to comprise a spectrum of posts including Consultants, an Associate Specialist and Specialist Doctor roles, as well as supporting rotational medical posts within the hospice sites. All doctors who work within the hospice are part of an annual appraisal and revalidation process.

The hospice has been able to recruit successfully to our medical posts over the past year and this has included the recruitment to two Consultant posts.

The medical team at the hospice provide support for patients and their families across both in-patient units, as well as within The Being You Centres, medical outpatient service and community. They also continue to support education and training of others, quality improvement, as well as strategic developments for the hospice.

Pilots and evaluation of different models of Consultant weekend working at the hospice have now concluded and a model has been agreed for 2021/22.

The hospice medical and wider team maintains strong links with the Greater Manchester and Eastern Cheshire Strategic Clinical Network Palliative Care Programme.

Community services

Both the Hospice @ Home service and the Community Specialist Palliative Care Team (CSPCT) have had a busy year. There has been a significant increase in the total number of referrals to the community teams.

	Referrals	Deaths	Discharges
Hospice @ Home Trafford	47	13	14
Hospice @ Home Salford	287	110	66
Hospice @ Home Total	334	123	80
Community Specialist Palliative Care Team	1080	412	187
TOTAL	**1414**	**535**	**267**

Our Community Specialist Palliative Care Team has continued to provide a full face to face service during the last 12 months and have seen an increase in referrals during this time. The team has delivered specialist clinical leadership and expertise for patients, our staff and acute hospital staff throughout the past year. The team has adapted services when required to include video and telephone consultation.

Our Hospice@Home Team has maintained a full service throughout 2020/2021. This service has successfully continued to triage referrals within 48 hours, assess the needs of patients at each visit and continued to provide ongoing emotional and psychological support for patients and their families, alongside collaborating more than ever with the District Nursing Teams.

Our Homeless Palliative Care Co-ordinator has maintained a full face to face service throughout 2020/2021. During this period, this service directly assisted 28 people in need of palliative care support across the GM footprint. In addition the service directly supported 42 people who had been impacted by loss. In addition, our Co-ordinator has worked collaboratively with our Community Specialist Palliative Care Team to make inroads into reaching out to this vulnerable population, working with the wider Greater Manchester homeless network.

Practice Development Centre

Both our practice development centre (clinical training) and our Organisational Development and Training Manager (non-clinical) have continued to provide reduced programmes of training and education for staff throughout 2020/2021. We have adapted our training and worked innovatively to ensure that learning and education has remained a priority for our workforce. For example, our organisational induction programme has been adapted virtually to ensure new starters have been fully supported and our medical teams have facilitated monthly training sessions for all staff on a variety of relevant topics. Despite set-backs faced because of the COVID-19 pandemic, the remaining modules in the Inspire/Aspire Leadership Development Programme were adapted for virtual delivery and 13 individuals successfully completed the programme in February 2021. In addition, our Heads of Departments completed their external coaching support during 2020 and each gave positive feedback indicating that the programme was beneficial. Other training programmes which we were unable to deliver will be rescheduled for the forthcoming year. Our Practice Education Facilitators (clinical) have continued to support staff throughout the pandemic to support clinical education and deliver training as needed. Sadly, due to the pandemic, we have been unable to facilitate our hospice exchange programme; however, we are hopeful we will be able to do so within the coming 12 months. Additionally, as an organisation through the early part of the pandemic, we retrained our staff as part of our re-deployment efforts to ensure that we had adequate numbers of staff, with the relevant skills and experience to continue to provide services during 2020/2021. Each redeployed staff member was supported with a buddy or mentor from the department they were redeployed to.

Clinical Audit and Quality

We hold quarterly meetings where a rolling programme for clinical audit is agreed and reviewed. This includes clinical and medical staff from all services and departments. St Ann's also participates in, and contributes to, the North West Regional Audit Group (NWAG) which is led by one of our consultants.

Patient Experience and User Involvement

The comments scheme enables visitors, patients, volunteers, and staff to make suggestions for improvement or comments about our services. The Service Development Lead was responsible for managing the scheme and sending any comments received to the appropriate manager for consideration and ensuring a response if required.

Actions included:

- Review of the disabled parking facilities
- Training update for volunteers on fire alarm procedure
- Provision of battery operated candles for the chapels.

Patient and carer feedback

St Ann's is involved in a Greater Manchester hospice-wide involvement group that aims to share current best practice in collecting patient and carer feedback. We are also working towards developing a process for seeking feedback from a wider cohort across the seven Greater Manchester hospices when larger datasets are required.

We also conduct the Friends and Family Test. During this reporting period, we have received excellent feedback to the two questions and many positive comments.

How likely are you to recommend St Ann's to friends and/or family members if they needed similar care or treatment?

	IPU	Being You Centre	Community
Extremely Likely	191	27	54
Likely	6	4	1
Neither likely or unlikely	0	0	0
Extremely unlikely	0	0	0
Don't Know	0	0	0
Total completed tests	197	31	55

Incident Reporting and Near Misses

The hospice has a learning culture embedded in departments and encourages staff and volunteers to report and engage in the incident reporting system. This allows us to learn, improve, and prevent further incidents. Depending on the nature of the incident, they are discussed appropriately at the relevant committee to share learning across the organisation.

The year ahead

St Ann's Hospice celebrates a history of success, being one of the oldest and largest hospices in the UK. We feel highly privileged to be able to provide care and support to patients, their loved ones and care givers and will continue to work towards providing world class palliative and end of life care for all of those people we support. We will continue to work towards achieving our five year strategy during the coming 12 months alongside embedding our clinical strategy, as we reflect back on our achievements and challenges and look towards the requirements for our next five year strategy in 2022.

We will continue to monitor, measure and reflect on the quality of the services we provide and actively seek new ways to obtain feedback and establish where improvements can be made. As we celebrate our 50th year, we want to ensure our work and the services we provide are high quality, effective, efficient and dynamic as we face the future together.

Organisational Development and Support Services

Organisational Development

Health & Wellbeing

The Wellbeing Programme has continued to be rolled out with particular focus on wellbeing and resilience initiatives during the pandemic. Relationships have been built with the Greater Manchester Resilience Hub which is providing staff with additional support.

A week long Wellbeing Festival held in January was mainly delivered online due COVID-19 restrictions with live and recorded events. This included specialist blogs from members of staff, relaxation sessions with the hospices complementary therapists and sessions with the Greater Manchester Resilience Hub. A pocket-size guide was designed to support the Wellbeing Festival and issued to all staff signposting them to wellbeing resources.

During the year, ten employees have been trained as mental health first aiders and were launched at the Wellbeing Festival.

Apprenticeships

Apprenticeships are supporting St Ann's to attract high performing talent to the organisation along with investing in career development to assist with retention of talented individuals. The level at which employees are studying has increased, supporting our strategic aim of having high performing individuals and teams.

During the year the hospice has supported eleven apprentices ranging from Level 2 (equivalent to 5 G.C.S.E passes) to Level 7 (equivalent to Master's Degree) supporting both clinical and non-clinical staff. The variety of careers supported by apprenticeships has also increased in diversity.

This year the hospice has collaborated with external partners to support funding for apprenticeships.

Digital Champions

Digital skills have been identified as a key area of staff development and during the year a number of new initiatives were established to support this area. A Digital Champions development initiative has been launched to increase digital capability across the workforce with 18 individuals being assigned a digital buddy as part of an eight week programme of development. Subject matter experts have also been identified as Digital Champions and are available to provide ad-hoc support for quick queries.

Leadership Development

Work has continued to support leadership development with all new leaders attending the hospice's Inspire Leadership Development Programme and ongoing support and collaboration provided through the Leadership Exchange Network (LEN). This year's LEN has focussed on wellbeing and has equipped leaders with tools to build their own and their team's resilience.

The new leadership behaviours, developed in 2019, have been embedded into the recruitment process and leadership development is targeted to support the behaviours. This is an important initiative as it formally defines the future skills and qualities needed by leaders to enable delivery of the strategic aims..

Staff Awards

The hospice held its annual celebration event to celebrate staff and volunteers. Due to the pandemic restrictions this was a virtual event.

The event included awards in the following categories, as well as long service awards for employees and volunteers:

- Collaborative
- Innovative
- Initiative
- Together
- Team St Ann's

- Volunteer Special Recognition Award

A Covid-19 Special Recognition Award was presented to all teams through their Heads of Department in recognition of the extraordinary dedication and commitment they have given during challenging times.

Senior Staff Pay

We aim to ensure that our employees' salaries including our key leadership roles reflect the level of responsibility expected of them, and that they are comparable with the salaries paid by other voluntary organisations. This is in line with the National Council for Voluntary Organisations' senior staff pay guidance that the aim of a charity's pay policy should be to offer fair pay to attract and retain appropriately qualified individuals to lead, support and deliver the charity's aims. By paying salaries that match similar roles at comparable organisations, we can attract and keep the highly skilled and committed staff the hospice requires. The salary structure and remuneration are considered in accordance with the Pay Policy and proposals are presented through the HR Committee and Finance Committee to the Board of Trustees.

Equality, Diversity and Inclusion

St Ann's Hospice is committed to equality, diversity and inclusion in volunteering, employment and workplace practices and to promoting equality, tackling discrimination and fostering good relationships between a diverse range of people, including service users. The hospice aims to create an organisation that fosters good relationships between diverse groups, values diversity and promotes equality regardless of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief or sexual orientation as well as tackle unlawful discrimination proactively through policies, practice and procedures. At St Ann's Hospice recruitment, selection, induction training, other opportunities for training, remuneration, Performance and Development Reviews, promotion, disciplinary action, dismissal, organisational communication and working practices take account of equal opportunities. Wherever possible the hospice will make reasonable adjustments to working practices and premises to support staff with a disability

Staff Engagement

A variety of channels and forums have been developed to ensure effective communication and involvement including a weekly Chief Executive Brief, staff intranet and departmental team meetings. In addition departmental representatives are invited to attend quarterly Involve meetings providing a channel for communication and consultation in relation to:

- developing our workplace culture and working practices
- ensuring safety, wellbeing and happiness at work
- safeguarding and promoting our values
- reward and recognition
- development and career progression
- sustaining our future

Support Services

Redevelopments at Little Hulton

Planning permission was granted for the redevelopment of the "front of house" areas at Little Hulton including the Reception, Coffee Shop and Conservatory. This will provide much needed space for the Coffee Shop. Landscaping outside into the enclosed garden will create an outdoor sitting area for patients, relatives, staff and visitors.

Design drawing and specifications have been on-going with consultation and feedback being developed with key stakeholders and wider staff. Construction work is due to commence in Spring 2021.

Enhancements to Coffee Shop at Heald Green

Investment has been made into the Coffee Shop at Heald Green with the installation of a sandwich and salad bar which was necessary to facilitate social distancing. However, the improved facility has enabled the development of a bespoke service with customers being able to order food to meet their own specifications. The new initiative is proving popular and the catering teams have been able to try some new ways of working in line with future plans within the new building at Heald Green.

Our Response to the COVID-19 Pandemic

Throughout the last 12 months a number of initiatives have been put in place to ensure staff safety. This has included ensuring adequate supplies of PPE, undertaking individual COVID-19 risk assessments, developing a COVID-19 secure workplace and obtaining access to the vaccination programme in its early stages.

The pandemic has had an impact on everyone's working and home life and alongside safety it was also important to consider emotional and practical support for staff. Support ranged from developing a section on the Staff Hub for COVID-19 related information and creating a "time-out" room for reflection to contacting local supermarkets to ensure hospice staff could take advantage of priority opening times. In addition, resources were provided to enable staff to digitally upskill as the requirement to use remote technology increased.

Relationships have been built with the Greater Manchester Resilience Hub which is providing staff with additional support. The hub also supported the hospice during the annual Wellbeing Festival and with staff both individually and within teams.

Measures have been taken across all hospice sites to ensure social distancing and safe working practices. Cleaning regimes have been stepped up with a particular focus on touch points, protective screens are in place, appropriate signage has been displayed and the number of hand sanitizer stations has increased.

The facilities teams have repurposed rooms to ensure social distancing and ensured all locations were equipped with appropriate technology to support virtual appointments and meetings.

Business Development

The last year has been challenging for the Business Development directorate, with shops closed for the majority of the year, community and corporate fundraising at a standstill, and many sporting and challenge events cancelled. This focussed our thinking and sparked innovation. Each team worked collaboratively to identify and implement new ways of generating income; we introduced the virtual Manchester Midnight Walk, our Distribution Centre started popup sales, and we increased resource in our online offering.

One of the most important pieces of work was our urgent funding appeal that went out to all our supporters. We contacted everyone we could and utilised all our communication channels. The appeal brought in a staggering £145k, which was heart-warming to know that when we needed it most, the support of our community was there.

The coming year will bring it's own challenges and obstacles, but we have outstanding teams and inspirational leadership in place to drive our ambitious agenda forward. We will continue to develop the individual departmental and overall directorate strategies to deliver both long-term income growth and efficiency savings. This will help the hospice to continue to be finally viable.

Fundraising

Fundraising income from donations and legacies to the 31st March 2021 was £4,657,247 against the previous year of £4,755,048 (2019/20), a decrease of 2.1%. The COVID-19 pandemic caused our fundraising activities to change significantly from what we had originally planned with the cancellation of the majority of events and community activity. We were still able to progress against the fundraising strategy in the following ways:

1. To increase Income to ensure the charity remains financially viable and that revenue income plans dovetail with the public phase of the capital campaign.

Income has remained stable despite the challenges faced; community and events income only delivered 53% and 42% of their budget respectively. The JustHelping Christmas tree campaign was significant in this income resulting in over £50k for the hospice. Our flagship event, the Manchester Midnight Walk, became the Manchester Virtual Walk, which enabled us to recover some of the lost income. This in the main was well received by our supporters.

Other income streams outperformed the budget to make up for these losses – Major Gifts Trusts and Foundations (164%); corporate (160%) – specifically due to the successful application to Barclays for a £100K grant, and Individual giving (128%) primarily due to the unbudgeted urgent appeal that delivered £145K in donations alongside lottery and regular giving sign ups which overall could deliver a lifetime value of £250K in total.

Legacy income was 3.1% down at £2,4 million compared with the previous year, of £2.5 million but 0.4% ahead of budget The year started slowly, with the majority of both solicitors and will making organisations reducing to essential operations. We have now allocated a dedicated resource to recover outstanding payments and that is working well.

St Ann's is working on a legacy programme with GM Hospices to increase the awareness of legacy giving across the Greater Manchester area. This will help strengthen our messaging.

Our Grateful patient programme remains on hold until social restrictions lift.

2. To grow our volunteer network by recruiting and training money-generating volunteers.

Volunteering has been largely on hold during 2020-21 due to social restrictions, some of our administration volunteers have been able to continue their support due to the investment in a cloud based system in 2019 and a limited number have supported in a COVID safe way in their community.

3. To recruit and retain highly skilled individuals, investing in training and development opportunities.

The pandemic has allowed increased access to free and low cost training and development opportunities which have been enthusiastically embraced. In addition a number of St Ann's staff have presented at regional and national conferences and webinars for the Institute of fundraising and the hospice income generation network.

4. To design and implement our donor journey to increase the retention of supporters.

Our donor journey work continues successfully with the integration of fundraising and trading databases to give all SAH supporters a seamless experience. In addition we have aligned direct mail across the two departments to increase options for donors to give in the way that they wish to do so. St Ann's took part in a pilot scheme to integrate the Justgiving platform with Raiser's Edge database, this enables us to spend less time on transactional administration and more time on supporter care and stewardship.

5. To ensure all our activities are underpinned with correct governance.

St Ann's Hospice and St Ann's Hospice Trading Company are a member of the Institute of Fundraising (IoF) and the Fundraising Regulator (FR). No incidents were reported in 2020/21.

We review all new activity in line with our information governance policy. In 2020/21 an ethical donations, fundraising data policies have been written and ratified. A Donor recognition policy is underway alongside a full fundraising policy in line with audit recommendations.

Fundraising was subject to the impact of a data breach from Blackbaud. This incident was resolved in line with information governance policy and was reported to both supporters who were affected and the ICO - Information Commission Office who notified us that no further action would be taken.

We continue to act ethically and responsibly, using best practice when communicating with our donors and supporters and adhere to The Code of Fundraising Practice and its associated Rulebooks for street and door fundraising that outline the standards expected of fundraising activity. In the Year 2020/21, we received one request to cease communication through the Fundraising Preference Service. One complaint relating to Fundraising was received during the year, these were logged on our internal incident reporting register and actioned accordingly.

We display the trusted logo of the Fundraising Regulator on all our fundraising communications. The fundraising team and Trading Company undertake safeguarding training in line with the charity's policy for protecting vulnerable people.

We engage with external fundraising contractors who act on our behalf to engage with Trusts & Foundations and carry out lottery promotions.

Finance

Throughout 2020-21, the focus for the Finance Team was to continue to offer high quality finance support to the organisation whilst operating predominately on a remote basis because of COVID-19 restrictions.

We embraced digital solutions, including implementing new software enabling the team to process Direct Debit collections and BACS payments remotely from any location ensuring the continuity of service.

We worked closely with our fundraising colleagues to support new fundraising initiatives, undertaken as a response to COVID-19 restrictions limiting traditional methods of fundraising. We ensured the correct accounting treatment was utilised, and that procedures were in place to safeguard the smooth, efficient processing of income; maximising Gift Aid where appropriate.

During the year under review, the Finance team faced additional reporting requirements both internally, in terms of forecasting and scenario planning, and externally producing reports for Hospice UK to support the payment of grant income provided by NHS England.

During what has been an exceptionally busy year, we were also able to look to the future. We secured external funding to offer an accounting apprenticeship to a member of the team and took steps to record legacy notifications digitally on the donor database.

Trading Company

Trading Company turnover to the 31st March 2021 was **£2,268,942** against the previous year **£2,646,309**; a decrease of **14.3%.** Operating profit in the year was **£562,735**, a **15.5%** decrease on 2019/20. The decrease in turnover and profit this year was due to the onset of COVID 19 and the introduction of government restrictions which resulted in all our high street shops being subject to closure restrictions on three occasions and for around seven months of the financial year, causing a significant impact on the business.

Turnover to 31st March 2021
£2,268,942
a **14.3%** decrease on 2019/20

Operating profit to 31st March 2021
£562,735
a **15.5%** decrease on 2019/20

In addition, shop closures were further compounded by the restrictions on door-to-door lottery canvassing and despite engaging the services of a telephone campaign; the impact on business was felt at the start of the new financial year and negatively affected total income for the remaining year with a reduction of **7.9%**.

Conversely, during this period, our online retail operations continued to remain strong and sales increased year-on-year by **3.5%**. In addition, our house clearance service which operated within restrictions, achieved a **4%** increase on income.

Shops

Shop overall income was down **36%** on the previous year, the impact of poor footfall, social distancing, and closures took its toll on the high street.

A new approach to generating income was quickly adopted and the Distribution Centre became a hub of activity. The team worked hard and introduced popup events as well as a click and collect facility. This resulted in the generation of **£43,000** - a brand new income stream.

In the absence of a bricks and mortar selling platform, a mail order catalogue featuring new goods was created and developed and posted out in conjunction with quarterly fundraising mailings.

18,053 Lottery Members

Lottery

Since the onset of COVID 19 restrictions, plans were put in place to switch lottery recruitment from door-to-door to telephone recruitment.

Lottery membership at the end of March 2021 was **18,053** with an average of **78%** of members playing each week. During the 2020/21 financial year, membership grew by **5%** and the average number of active players grew by **9%**.

The number of canvassing companies were increased from one to three to gain flexibility in our approach to canvassing.

We continued to signup new lottery members via the lottery website at an average of **12** new plays each week with a total of **630** during the year.

The lottery received **1** complaint in 2020/21.

New initiatives

Due to a restructure of the retail operations, the bridal shop is to be relocated to the top floor at Stockport.

The online operation is set to expand with the introduction of two new roles in order to facilitate the ongoing revenue growth and potential opportunities in this sector.

The expansion of e commerce will continue with the introduction of the Depop and vintage sales platforms.

The new goods catalogue is to be developed in both frequency and range.

A new 5 year strategic plan will be developed to incorporate new initiatives and the ever changing face of retailing.

Marketing & Communications

Communications has arguably never been more important than this year, with changes to government restrictions, adaptations to our services to ensure we could continue to safely meet the needs of patients, regular changes to our retail offerings, and a range of fundraising appeals and activities all needing to be communicated in a timely, efficient and effective manner.

We have successfully increased activity across all elements of the marketing and communications mix again this year, leading to further growth in both the number of people reached and their engagement with our content.

- In this period, we generated **1,272** pieces of press coverage, reaching **112,921,083** people.

Numerous projects to test efficacy of - and engagement with - various pieces of digital content, to improve our online visitor journey and increase visitor numbers and reach proved successful this year. This work resulted in:

- An increase in the reach of our posts on Facebook and Twitter from **3,133,698** in 2019-20 to **3,842,535** in 2020-21.
- An increase in the number of visitors to the hospice website from an average of **9,403** per month in 2019-20 to **11,719** in 2020-21.
- An increase in followers across our Facebook, Twitter, Instagram, Linked In and YouTube accounts, totalling **28,618** at the end of March 2021.

The multiplatform content creation and focus on storytelling has further helped to engage audiences and dispel myths around the care we provide and has also enabled us to reach out to communities across Greater Manchester and beyond.

1,272 pieces of press coverage

HEADLINE NEWS

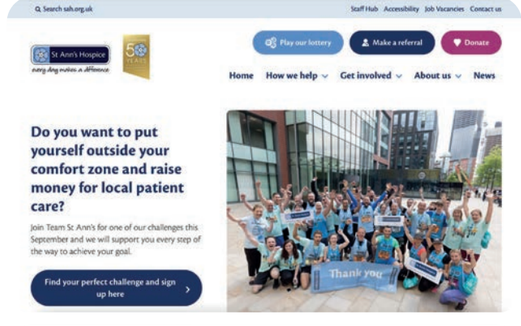
28,618

11,719 website visitors a month

Content delivered includes blogs, videos, news stories, printed materials, photography, speaking opportunities, award entries, face-to-face engagement and numerous cross-channel campaigns supporting both fundraising activity and our service provision.

Our internal communications also remain a vital part of our work, ensuring that our staff and volunteers have access to the most up to date information, whilst also supporting them with their health and wellbeing. The team, in partnership with the hospice's HR department, developed a Wellbeing Festival which was held in January, and comprised a range of live and on-demand events and activities, as well as a range of resources aimed at raising awareness of health and wellbeing support available to employees. It also helped increase engagement with the organisation's Staff Hub intranet site, with around three quarters of staff accessing resources at that time.

The move from a transactional approach to communications to more strategic led activity will continue in the coming year, and is especially important as we work towards the launch of our capital campaign for our new hospice in Heald Green.



Our Response to the COVID-19 Pandemic

No one would ever imagine that we would still be in the midst of a global pandemic. The last few years have been one of the most challenging in our lifetime. Everyone has been affected, both personally and professionally, but we are still here, thriving, surviving, and adapting. We have all shown compassion and professionalism in all that we do.

The world around us is changing at a rapid pace, and we are extremely proud of the way every team across the organisation has pulled together to respond to the changing needs of our patients, the evolving guidance on COVID-19, and the various new ways of working. Hospices are crucial partners in the delivery of highly specialist palliative and end of life care, and we demonstrate enormous benefit to the wider health and social care system across the Greater Manchester and Cheshire area.

All the teams across the organisation, whether that is at our hospice sites, our community services, or the Trading Company, have all worked tirelessly to ensure we can continue to deliver world-class innovative care and support to our patients and their families. St Ann's response to the impact of COVID-19 continues to be managed through service preparedness, resilience and response structures, and well-documented processes. The health, safety, and wellbeing of our patients, staff, and families remains our absolute priority.

During this challenging time, we have been responsive and identified opportunities to adapt and flex our service delivery to continue to meet the needs of our patients and those close to them. We have kept abreast of the ever-changing government guidelines as well as those from Public Health England. We have gone above and beyond to ensure our staff have been consulted and communicated with at every step. We have maintained our performance as agreed with our commissioning colleagues and continued with our quality improvement projects despite the challenges of the pandemic.

The majority of outpatient services have been conducted via telephone or virtual platforms, and medical consultations are done via AccuRX; a virtual secure platform used across the wider healthcare system. A proportion of our patients are in the highly vulnerable or shielding category so unable to visit the hospice for an appointment. Patients and families have really valued this service, and anecdotal feedback as well as the NHS Friends and Family Test, all demonstrated that patients and their families feel supported.

Collaboration is always something we pride ourselves on, with the last few years being no exception; we have been even more proactive and responsive to our partners. We have been involved in mutual aid conversations with the neighbouring NHS Trusts and clinical commissioning groups. We have been the regional PPE hub for hospices, receiving weekly deliveries and distributing stock across many hospices in the North West. We have built a positive and collegiate relationship with our local infection prevention and control team at Manchester University NHS Foundation Trust (MFT) via an SLA that was already in place prior to the pandemic. This has proved invaluable when interpreting the latest and constantly changing guidance for health and social care settings.

The inclusive approach to effective communication internally was exceptional, with the support of our business continuity and risk management plan and process, instigating daily and weekly calls with the executive leadership team, heads of department, trustee representation, representatives from the clinical commissioning group, and infection prevention and control too.

All staff had an individual risk assessment completed with their line manager and any risks and appropriate actions identified. Staff wellbeing has been a priority and we listened and responded to staff need. The pandemic has had an impact on everyone's working and home life, and alongside safety, it was also important to consider emotional and practical support for staff.

Staff support ranged from developing a section on the Staff Hub for COVID-19 related information and creating a "time-out" room for reflection, to contacting local supermarkets to ensure hospice staff could take advantage of priority opening times. In addition, we provided our staff with resources to enable them to digitally upskill as the requirement to use new remote tools and technologies increased.

Relationships were built with the Greater Manchester Resilience Hub, which is providing staff with additional support. The hub also supported the hospice during our annual Wellbeing Festival and with staff, both individually and within teams. We have trained 10 staff in new roles of Mental Health First Aiders. We have continued to deliver and offer Schwartz rounds for people to listen and reflect on their own wellbeing and experiences. We continued to deliver our LEN (Leadership Exchange Networks) workshops, for staff to take stock of their own leadership styles and necessary behaviours and resilience to enable them to lead themselves and their teams through the crisis.

We have regularly reviewed our hospice sites and shops to ensure the environment is safe and compliant with Public Health England and Government guidelines. Measures have been taken across all sites to ensure social distancing and safe working practices. Cleaning regimes have been stepped up, with a particular focus on touch points; protective screens are in place, appropriate signage has been displayed, and the number of hand sanitizer stations has increased.

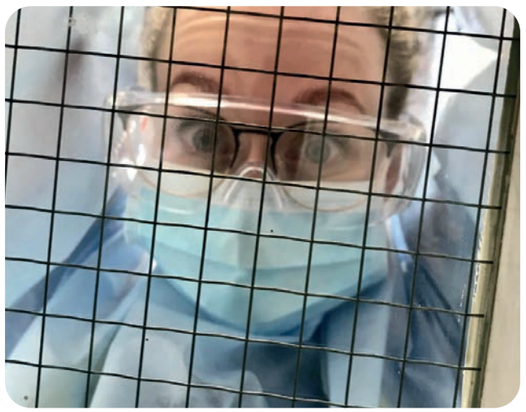
The facilities teams have repurposed rooms to ensure social distancing and ensured all locations were equipped with appropriate technology to support virtual appointments and meetings. We have invested in IT hardware to ensure those staff who can or need to work from home or have a hybrid-working pattern.

We were proactive in ensuring all patients and staff were able to access appropriate COVID-19 testing, and we also introduced regular lateral flow tests (LFTs) for asymptomatic staff, volunteers, and visitors.

We ensured access to COVID-19 vaccines for staff and business critical volunteers was high priority by using our strong relationships with local partners. Frontline staff were offered the vaccine in December 2020 via Stockport Metropolitan Borough Council and Stepping Hill Hospital. Uptake of the vaccine has been good and feedback has been positive.

Following the announcement of the Government roadmap, the Director of Clinical Services has led on a piece of work to develop a clinical roadmap specific to St Ann's. Each team leader was asked to share their ideas on how their service may recover with suggested timeframes. The roadmap will enable clinical teams to have a clear vision of how services will start to recover and adapt over the coming months. We will take a cautious approach and be flexible to changes in relation to the pandemic. This document has been shared across other teams and is delivered in conjunction with the Head of Facilities.

We will continue to monitor, measure, and reflect on the quality of the services we provide as we come out of the pandemic. We will constantly adapt and actively seek where improvements can be made. We want to ensure our work and the services we provide are always high quality, effective, efficient and dynamic as we face the future together.



Review of 2020-2021 Priorities

1. Develop our clinical and medical ambitions to further enhance our patient and family services

All band 5 staff nurses now have a live competency framework document which supports their development, conveys expectations, and rewards consistent good performance. All clinical patient-facing staff are able to demonstrate they have competent communication skills relevant to their role. We have started to embed a culture of rehabilitative palliative care focussed on personal priorities and was evaluated by the CCG through the Commissioning for Quality and Innovation (CQUIN) scheme. Patients can now access inpatient unit beds at weekends in a timely manner and have a senior medical review at weekends (if appropriate). In addition, staff from across the hospice have been widely consulted on requirements for our new build at Heald Green and our refurbishment at Little Hulton.

2. Ensure the organisation maintains its resilience and sustainability beyond the COVID-19 pandemic

The COVID-19 pandemic has presented a number of immediate and long-term challenges to our organisation, but at the same time, it has presented opportunities and new ways of working. More detail about our response to the COVID-19 pandemic can be found in the previous section of this document.

3. Drive a culture of continuous improvement through high performing, resilient, and efficient teams and individuals

We have continued to review our strategy, our structure, and the roles within it, embedding a culture of change that drives efficiencies. We have asked all leaders to prepare succession plans for business critical roles within their areas, identifying training and development needs for individuals that will support their development and retain our talented staff.

We have introduced a number of wellbeing initiatives including a monthly wellbeing newsletter "Wellbeing Matters", an annual wellbeing day, and access for all staff to the Greater Manchester Resilience Hub.

We have introduced formal proposals to review our pay structure to keep pace with the NHS and ensure staff engagement and recognition through the introduction of competency frameworks. Work is ongoing and we hope to start implementation the latter half of the financial year.

4. Obtain successful planning permission for our new world-class hospice facility at Heald Green

On 29th April 2021, Stockport Metropolitan Borough Council overwhelmingly voted in favour of our planning application and granted us planning permission to build our new world-class hospice facility on adjacent land at Heald Green. Outline planning permission was also granted for up to 40 dwellings on our existing land that will be used to fund the construction cost.

5. Launch our ambitious capital fundraising campaign alongside our 50th year celebrations

St Ann's Hospice celebrated its 50th birthday in May 2021, a milestone only few hospices have achieved. We used our 50th birthday to promote and intensify our fundraising by significantly increasing the amount of press coverage. Our website and all our social media channels experienced a huge increase in traffic and engagement. This helped raise awareness and drive new supporters to our fundraising products.

We have launched our capital fundraising campaign to high-net-worth individuals and corporates as we remain in the 'quiet' phase and the advanced stages of planning. We aim to go public just before construction begins and will run a number of themed sub-campaigns over the course of the building project, using specific movements in time as the hook e.g. help us build our foundations, raise the roof, landscape our gardens etc.

Our priorities for 2021-2022

Our Five-Year Strategy 2017-2022 outlines what we hope to achieve as an organisation over a five-year period. As you would expect, at the heart of that strategy are our patients and their families. Everything we do at St Ann's is aimed at ensuring they have the best possible levels of care.

Our priorities for the coming year define and determine our areas of focus so that we can maximise our impact and ensure we remain on track to deliver what we set out to in 2017. The priorities below are not a comprehensive list of everything we will do this year, it sets out where we will focus our efforts whilst retaining the flexibility to address new priorities and respond to emerging issues.

1. **Ensure the organisation is ready to start construction of the new Heald Green building by Q2 2022**
2. **Review our pay structure to ensure we remain competitive, encourage staff development, and reward achievement**
3. **Continuously develop and deliver our clinical services roadmap for recovery from the COVID-19 pandemic**
4. **Enhance our governance for clinical quality and improvement to ensure our inspection readiness state is maintained**
5. **Complete the first phase of our redevelopment and refurbishment work at our Little Hulton site.**

Ensure the organisation is ready to start construction of the new Heald Green building by Q2 2022

- In April 2021, we were granted planning permission for a new world-class hospice facility on land adjacent to the existing site, including outline planning for 40 housing units on the hospice's existing site.
- We will work closely with our expert consultants to agree the planning conditions and negotiate the complex Section 106 clauses, so a final decision notice is issued promptly.
- The design team will accelerate their work to ensure a final design is ready to put out for tender, with the expectation that a building contractor will be selected and ready to start on site by Q2 2022.
- Fundraising relationships that have been developed over the past few years with Charitable Trusts and Foundations, Major Donors, and Corporates will now be utilised; applications will be submitted and direct asks will be made.
- We will approach organisations and individuals who have expressed interest in purchasing our existing land for development and advance conversations to explore funding options that will benefit the hospice during the construction phase of the new facility.

Review our pay structure to ensure we remain competitive, encourage staff development, and reward achievement

- Consider alternative structures for pay progression which enables competiveness, fairness and ensures recognition
- Seek feedback from staff on alternatives to the current pay structure working closely with them to develop enhanced processes for reward.
- Assess the impact of previous pay award including the ability to recruit and retain high performing individuals.
- Monitor the impact of NHS pay awards and benchmark other external organisations to ensure the hospice remains competitive.

Continuously develop and deliver our clinical services roadmap for recovery from the COVID-19 pandemic

- Embed the transformations within clinical services to support recovery from the COVID-19 pandemic and longer-term changes; including the redesign of clinical pathways and continued use of digitally enabled care to improve and ensure a blended, timely and safe approach to clinical services.
- Continue to care for our inpatients by identifying and working to the COVID-19 pathway guidance including access to the required level of PPE for staff.
- Monitor the impact of COVID-19 on all clinical services and resume our face-to-face support within the hospice for our community-based patients to ensure that the hospice remains a place of choice.

- We will review the clinical volunteer roles and reintroduce volunteers safely back into our clinical services
- Continue to explore collaborative opportunities with NHS Foundation Trusts and other providers of health and care and share best practice.

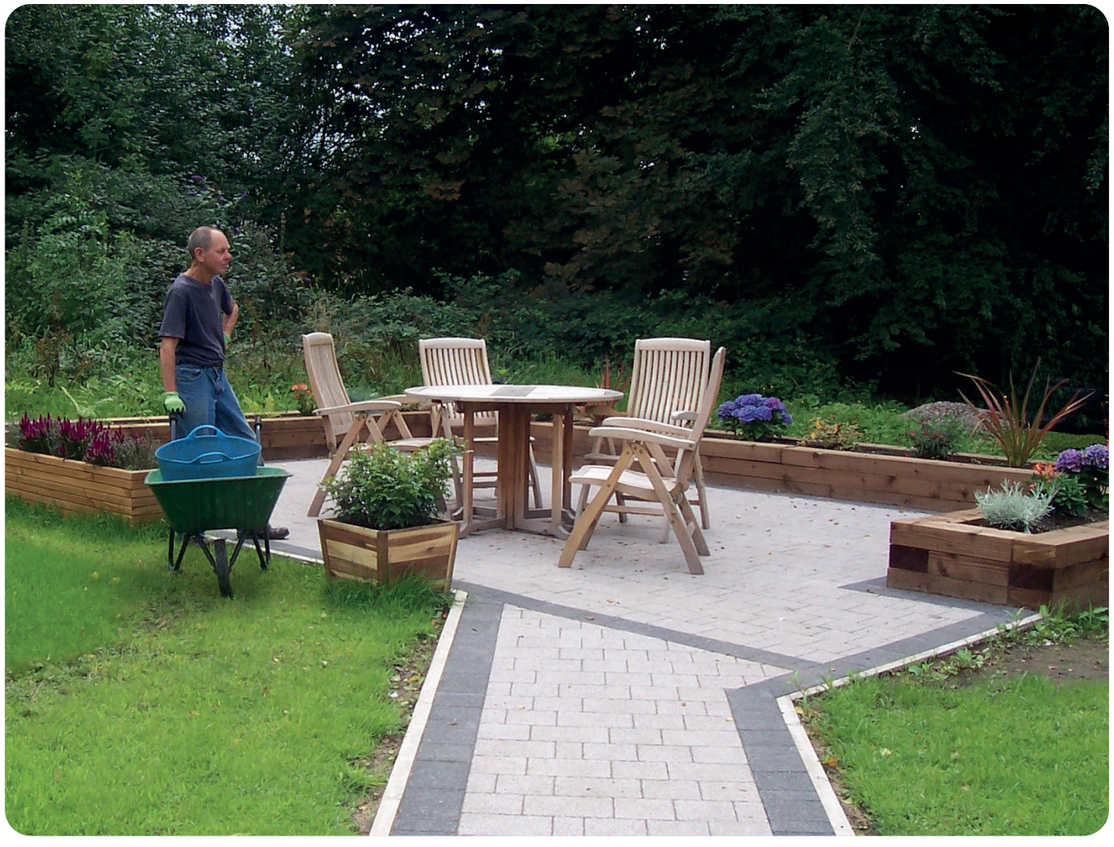
Enhance our governance for clinical quality and improvement to ensure our inspection readiness state is maintained

- We will assess and embed incident management within the hospice ensuring that continuously improving patient safety involves the hospice building on the foundations of a patient safety culture and better use of systems.

- Undertake a review of risk management within the hospice utilising Pineapple and a more robust risk management policy.
- To explore further quality improvement work across the organisation.
- We will deliver internal and external training and education projects and launch those which were placed on hold due to the COVID-19 pandemic, ensuring a well-trained and compliant workforce.
- We will continue to monitor, measure and reflect on the quality of the services we provide and actively seek new ways to obtain feedback and establish where improvements can be made

Complete the first phase of our redevelopment and refurbishment work at our Little Hulton site.

- Work has been carried out in consultation with staff and architects to develop a strategy for the space and the needs of service users and staff at the Little Hulton site.
- The focus is on a reconfiguration of rooms to enhance the existing building to support the provision of world-class care and to redevelop the site's Coffee Shop.
- Construction started on site in July 2021 and will follow a 12-week project plan with the expectation that all work is complete by November 2021.
- Phase 1 of the work will be supported financially by a major donor, with funding to be sought from other sources, including Charitable Trusts and Foundations, for subsequent phases.



Manchester's New Hospice

St Ann's is one of the oldest and largest hospices in the UK, caring for people throughout Greater Manchester. Thanks to the generosity and support of our local community we opened our doors 50 years ago, to look after people with life-limiting illnesses, and to provide support for their families.

We now need a new, purpose-built hospice that will serve the needs of our community now and in the future. If we do not act now, we're at real risk of closing services in the near future. We will create a new hospice facility in Heald Green that ensures we can continue to deliver pioneering, world-class care for people in Greater Manchester for generations to come.

Background & Vision

St Ann's new hospice will be a complete care facility in Greater Manchester that people can come to from diagnosis of a life-limiting illness, through treatment, and beyond. Our holistic approach to care will meet the complete medical, physical and spiritual needs of patients and their families, in an environment that is welcoming, caring and fully equipped with modern facilities.

Our new hospice will be a model of future hospice care; it will give us space to expand our work, becoming a centre of training and excellence and a hub of innovation, working with partners in palliative and end of life care across Greater Manchester. We know that care will change as the needs of our patients change, and we will be equipped for these changes so that we can always be at the forefront of innovative care – in the next 10, 50, or 100 years and beyond.

World-Class Facilities

The building will offer more flexible accommodation which will mean we can increase our admissions, and care for patients with complex needs more easily. People will benefit from improved privacy to attend consultations, assessments, activities and counselling therapies in a way that suits them; inpatients will have increased dignity with their own private space and facilities, and staff will benefit from an easier working environment and be able to focus more time on caring directly for patients.

The Being You Centre will be transformed by the increased space, offering an integrated dining area and lounge, consulting rooms for outpatient services – including counselling, patient and family support, and complementary therapies – and a fully equipped physiotherapy suite. Surrounding the whole facility will be landscaped gardens accessible to all patients and visitors.

The new hospice building will deliver improved social and financial sustainability, offering a training suite and bistro as available spaces for use by the local community. The environment focussed design will use the latest green initiatives. Ultimately, it will mean a better working environment for staff and volunteers and vitally, result in a hospice that will be able to care for whoever needs it for a further 50 years and more.

Planning & Construction

On 29th April 2021, at the Planning & Highways Regulation Committee for Stockport Metropolitan Borough Council, the hospice requested full planning permission for the demolition of all existing buildings and the development of a new hospice facility, including access and landscaping. In addition, the hospice requested outline planning permission with all matters reserved, except for access for a residential development of up to 40 residential dwellings, landscaping, and other associated infrastructure on the existing hospice site. It was resolved (11 for, 1 against) that planning permission be granted.

Over the coming year, we will work with our expert consultants and legal team to agree and negotiate the planning conditions and a section 106 agreement. Once these are finalised, the planning authority will issue the decision notice and the hospice will complete the purchase of the land. Our design team will continue to work in consultation with hospice staff and volunteers to complete the final design before it is put out for tender.

We will also approach a number of individuals and organisations who have expressed an interest in purchasing our land in the future for housing development. We will investigate whether there are any opportunities for unlocking a proportion of the value of our land to support us during the construction period.

Capital Fundraising Campaign

This is an ambitious £20 million project. But, it is essential so that we can continue to provide our care into the future, and ensure the palliative and end of life care needs of patients in Greater Manchester can be met.

With the plans now in place, we now need to raise the funds to ensure that this vision becomes the reality. We have designated **£13,778,294** of our reserves towards the project; this is over 50% of the total amount required, but with no statutory funding available for hospice buildings, we need to raise the rest.

Following a number of years of extensive research and planning, we have launched an ambitious capital fundraising campaign. We plan to submit grant applications to charitable trusts and foundations, and make direct asks to individuals and corporations who have the capacity and propensity to give. When we are ready, we will launch a large public campaign that engages with the local and wider community to help us raise the final amount. We anticipate fundraising to continue whilst the building is under construction. We will use the various stages of construction to support the public campaign message, for example, help us cement our foundations for the future, or buy-a-brick to build the walls of our new hospice.

Financial Review

The accounts for the year have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019) and comply with all statutory requirements and the hospice's governing document. The accounts consolidate the results of the hospice and its trading subsidiary.

The Trustees report a net increase to overall funds for the year of £5.1 million (2019/20: £1.2 million decrease) and an overall funds balance of £18.8 million at 31st March 2021 (£13.6 million at 31st March 2020). The financial position of the group is set out in the balance sheet on page 55. The Reserves Policy relating to the funds held by the hospice is described in the Reserves Policy below.

Income and expenditure

The Statement of Financial Activities is set out on page 54 of these financial statements. From an operating point of view 2020/21 showed a surplus before investment (losses)/gains and pension liability movements of £2,363k (2019/20: deficit of £257k).

The hospice's principal sources of income are donations, legacies, NHS income and trading profits. Total income in 2020/21 was £14.6 million (2019/20 £12.5 million), an increase of 16.6%.

Income from donations is down this year at £2.2 million, an 2.4% decrease compared to the previous year (2019/20: £2.3 million).

Legacy income is 3.1% down this year (£2.4 million), recognised as received or as due under FRS102 (2019/20: £2.5 million).

Funding from NHS Clinical Commissioning Groups amounted to £5.1 million, an increase of 7% due to additional Covid 19 support (2019/20 £4.8 million).

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

The turnover of the Trading Company has decreased to £2.3 million compared to £2.6 million in 2019/21. An effect of the closure of the shops for a significant part of the year. The amount gifted to the hospice is £0.6 million, 7.9% decrease compared to 2019/20.

Investment income and interest receivable in 2020/21 was £0.1 million, this is a decrease of 44% compared with 2019/20 of £0.2 million.

The cost of Charitable Activities reduced slightly by 1.7% from £10 million in 2019/20 to £9.8 million in 2020/21. We continue to review our cost base to ensure that we are providing our services as efficiently as possible.

The actuarial gain in the pension fund is £1.6 million (2019/20 £0.6 million loss). In the Statement of Financial Activities there is a decrease in the liability to £2.4 million (2019/20 £3.9 million). The pension liability and its impact on the hospice's financial position is monitored closely by the Trustees of the St Ann's Pension Scheme. The major financial assumptions used to calculate the Pension Scheme Liability are shown in Note 22 to the Accounts.

Investment Performance, Policy and Management

At 31st March 2021 the value of the investment portfolio was £4.6 million (see note 15); a decrease of £1.8 million compared to 31st March 2020 balance of £6.4 million. During the year, income earned on the portfolio was reinvested. On a total return basis (income plus capital change), the portfolio experienced a return of 27.03% compared to the benchmarks, the WMA Income index and Brewin Dolphin's benchmark, which experienced returns of 22.16% and 21.21% respectively. There has been a significant recovery this year as the impact of COVID subsides. Once again this year, the portfolio significantly outperformed its benchmarks.

The investment managers have been given delegated responsibility to manage the investment portfolio, subject to agreed asset allocations. Funds are invested in a portfolio of UK and overseas equities, fixed interest investments, and alternative investments such as property and cash. Investment performance is reviewed quarterly at each Finance Committee.

The investment policy is to seek the best financial return within an acceptable level of risk and the investment objectives are a balance between income and capital growth.

Investments made on behalf of the hospice are restricted in that no investments may be made directly in companies manufacturing tobacco related products.

Policy on Reserves

A Statement of Unrestricted Funds is shown in Note 22 to the Accounts. The Charities SORP defines reserves as that part of a charity's funds that is freely available to spend. The Trustees have agreed that these free reserves should not normally exceed one year's running costs. The free reserves at 31st March 2021 are £3.1m (2019/20: £5.0 million) which represents three months of normal running costs for the hospice (2019/20: between five and six months).

The Charities SORP specifically allows for funds held as "tangible fixed assets for charity use" to be excluded from free reserves. The Trustees therefore set aside a designated fund of £1.7 million, equal to the net book value of tangible fixed assets (2019/20: £4.3 million). This amount has reduce significantly as the Trustees unanimously agreed to remove the proportion of funds attributed to the Heald Green site due to the forthcoming rebuild project and the planned demolition of the building on this site.

In addition, the Trustees have designated a fund to be held for Property Refurbishment and Development which totals £13.8 million (2019/20: £4.1 million). This fund relates mainly to the Heald Green site and reflects the immediate requirement to set aside funds towards the rebuilding of our new hospice to meet the increasingly complex clinical and care requirements of patients.

Strategic Risks

St Ann's Hospice recognises the risks associated with voluntary income from fundraising, particularly legacies, which is an income stream that fluctuates unpredictably. Changes to legislation, downturns in the economy and activity from other charitable organisations, whether within or outside the hospice sector may all impact on fundraising revenue.

In mitigation of the potential risks, the Trustees regularly review external influences and legislative implications. We take a proactive approach in encouraging supporters to consider legacies and a strategic approach to securing Trusts and grant awards for both restricted and unrestricted monies. The St Ann's Trading Company Board and management team monitor performance of the retail outlets and lottery against budget, forecasts and trends.

In April 2019 St Ann's Hospice renewed the Clinical Commission Group consortium. This is a 3 year contract with the option to extend for a further 2 years.

St Ann's Hospice continues to work collaboratively with Greater Manchester hospices to measure the impact of the devolved Greater Manchester Health and Social Care Partnership, which is considering options in the commissioning structure. The hospice team has regular, strategic engagement with the CCGs regarding funding that may be allocated according to levels of clinical activity and service delivery.

The hospice has identified a number of projects to assist with achieving its business objectives and ensuring and protecting financial viability. Some projects may result in changes for the existing workforce and will require appropriate levels of effective leadership in order to achieve success.

The hospice manages this risk by utilising a range of methods to communicate and update staff, including HR and executive director surgeries and open meetings. The 'managing change' workshop continues to link with INSPIRE and ASPIRE development programmes.

During the last year the hospice has developed a bespoke system to manage strategic and operational risks across the organisation. The intuitive and user-friendly system will support the hospice to manage individual risks using mitigating actions and risk controls. The system allows users to create and update individual risk registers, view the audit history to understand how risks have changed over time, and evidence that risk owners are regularly reviewing and updating their risks.

Going Concern

The Trustees are satisfied that the hospice has considerable financial resources available to be financially viable for the next twelve months. The hospice's first quarter income has outperformed budget with legacies and the Trading Company doing particularly well.

The hospice has also made significant savings in expenditure from a wide range of areas due to the changes in working practices. Consequently, the Trustees believe that, overall, the hospice is in a strong position to manage its business risks successfully. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Financial Statements.

Trustees' Responsibility Statement

The trustees (who are also directors of St Ann's Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees report, including the Strategic Report, was approved by the Board and signed on its behalf

Jacqueline Oldham

Professor Jacqueline Oldham BSc (Hons) RGN PhD
Chair of St Ann's Hospice
Date: 14th December 2021

Consolidated statement of financial activities

(including consolidated income and expenditure account)

For the year ended 31st March 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
INCOME FROM:					
Voluntary income					
Donations and legacies	3	4,414,121	243,126	4,657,247	4,755,048
Charitable activities	4	4,112,568	3,410,036	7,522,604	4,840,268
Other trading activities	5	2,277,366	-	2,277,366	2,714,547
Other Income	6	11,106	-	11,106	-
Investments	7	105,583	-	105,583	188,368
TOTAL INCOME		10,920,744	3,653,162	14,573,906	12,498,231
EXPENDITURE ON:					
Raising funds	8	2,380,997	-	2,380,997	2,756,035
Charitable activities	9	6,312,039	3,517,412	9,829,451	9,998,951
TOTAL EXPENDITURE		8,693,036	3,517,412	12,210,448	12,754,986
Net income/(expenditure) before investment gains/(losses)		2,227,708	135,750	2,363,458	(256,755)
Net Gains/(losses) on Investments	16	1,160,259	-	1,160,259	(352,060)
Net income/(expenditure) before tax	10	3,387,967	135,750	3,523,717	(608,815)
Taxation	13	23,420	-	23,420	(29,496)
Net income/(expenditure) for the year		3,411,387	135,750	3,547,137	(638,311)
Transfer Between Funds	22	91,089	(91,089)	-	-
Other Recognised Gains/(Losses):					
Actuarial Gains/(Losses) on Defined Benefit Schemes	24	1,595,000	-	1,595,000	(560,000)
NET MOVEMENT IN FUNDS		5,097,476	44,661	5,142,137	(1,198,311)
FUND BALANCES BROUGHT FORWARD AT 1st April		13,423,988	197,383	13,621,371	14,819,682
FUND BALANCES CARRIED FORWARD AT 31st March	22	18,521,464	242,044	18,763,508	13,621,371

There were no other recognised gains or losses other than those listed above and the net income for the year. All income and expenditure derives from continuing activities.

The surplus/(deficit) of the parent charity for the year for Companies Act purposes is 5,142,137 (2020 (£1,198,311)).

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented in respect of the parent charity.

See note 21 for the comparative consolidated statement of financial activities analysed by funds.

BALANCE SHEET

As at 31st March 2021

	Note	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
FIXED ASSETS					
Tangible assets for use by the charity	15	4,557,816	4,671,078	4,542,612	4,640,185
Investments	16	4,580,913	6,354,727	4,580,915	6,354,729
		9,138,729	11,025,805	9,123,527	10,994,914
CURRENT ASSETS					
Stocks	17	44,287	56,965	546	546
Debtors	18	3,396,269	2,796,781	3,665,928	2,852,889
Cash at bank and in hand	19	9,715,423	4,907,400	9,212,553	4,565,580
		13,155,979	7,761,146	12,879,027	7,419,015
CREDITORS: amounts falling due within one year	20	(1,111,200)	(1,262,580)	(819,046)	(889,558)
NET CURRENT ASSETS		12,044,779	6,498,566	12,059,981	6,529,457
TOTAL ASSETS LESS CURRRENT LIABILITIES					
LIABILITIES		21,183,508	17,524,371	21,183,508	17,524,371
NET ASSETS EXCLUDING PENSION LIABILITY		21,183,508	17,524,371	21,183,508	17,524,371
PENSION LIABILITY	24	(2,420,000)	(3,903,000)	(2,420,000)	(3,903,000)
NET ASSETS INCLUDING PENSION LIABILITY		18,763,508	13,621,371	18,763,508	13,621,371
FUNDS					
Unrestricted Funds		18,521,464	13,423,988	18,521,464	13,423,988
Restricted funds		242,044	197,383	242,044	197,383
TOTAL FUNDS	22	18,763,508	13,621,371	18,763,508	13,621,371

These financial statements of St Ann's Hospice, (registered number 00947220), were approved by the Directors and authorised for issue on 14th December 2021. They were signed on its behalf by:

Mr Darren Holt
Honorary Treasurer

CASH FLOW STATEMENT
For the year ended 31st March 2021

	Group 2021 £	Group 2020 £
Net cash flow used in operating activities	1,958,841	(693,438)
Cash flows from investing activities:		
Interest received	9,640	38,928
Investment net proceeds	2,934,072	(117,438)
Investment income received	95,943	149,440
Proceeds from sale of equipment	-	1,000
Purchase of property, plant and equipment	(190,471)	(498,578)
Net cash flows used in investing activities	2,849,184	(426,648)
Net increase/(decrease) in cash and cash equivalents	4,808,025	(1,120,086)
Cash and cash equivalent at beginning of year	4,907,400	6,027,486
Cash and cash equivalents at the end of the year	9,715,423	4,907,400

Reconciliation of net income and net cashflow from operating activities	Group 2021 £	Group 2020 £
Net income/(expenditure) before investment gains/(losses)	2,363,458	(256,755)
Adjustments for:		
Investment income	(95,943)	(149,440)
Interest Receivable	(9,640)	(38,928)
Corporation Tax Paid	(27,548)	-
Depreciation	303,733	320,342
Profit on sale of tangible fixed assets	-	(1,000)
	2,534,060	(125,781)
Decrease/(increase) in stock	12,678	(1,092)
Increase in debtors	(599,488)	(920,125)
(Decrease)/increase in creditors	(100,409)	172,560
Adjustment for pension funding	112,000	181,000
	1,958,841	(693,438)

Notes to the financial statements
For the year ended 31st March 2021

1. ACCOUNTING POLICIES

Company and charitable status

St Ann's Hospice, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 11 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 91.

Basis of accounting

The financial statements are prepared under the historical cost convention, with the exception of investments which have been included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019) 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; and the Companies Act 2006.

The principal accounting policies are set out below.

Preparation of financial statements - going concern basis

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report which also describes the financial position of the group including its cash, investments and reserves policies. The group forecasts and projections, taking account of reasonably possible changes in donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current level of reserves it has. After making enquiries, the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

Basis of consolidation

Group financial statements have been prepared in respect of the charity and its wholly owned subsidiary undertaking St. Ann's Hospice Trading Company Limited. These financial statements have been consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 15.

Cash flow statement

In accordance with FRS 102 the group is exempt from the requirement to present its parent charity cash flow statement.

Income

Income is recognised when the group and charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and fundraising activities

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in the costs of raising funds. Cash collections to which the charity is entitled but which it has not received by the year end are included in income in the statement of financial activities and shown as debtors in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

1. ACCOUNTING POLICIES (continued)

Income (continued)

Legacies

Legacies are accounted for when conditions for receipt have been met. Material legacies receivable at the year-end are included at their probate value.

Grants receivable

Income from grants is included in income when receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until pre-conditions for use have been met.
- When donors specify that grants, including capital grants are particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Trading activities

Income from trading activities includes fundraising revenue as well as sales recognised in the group's trading subsidiary. The trading subsidiary's turnover represents the net amount receivable from all activities, excluding value added tax. Turnover from the sale of goods is recognised upon exchange of goods for payment. Income from lottery ticket sales comprises income in relation to draws held in the period and is recognised upon completion of the draw. Receipts in advance of future draws are included in deferred income until the date of the draw.

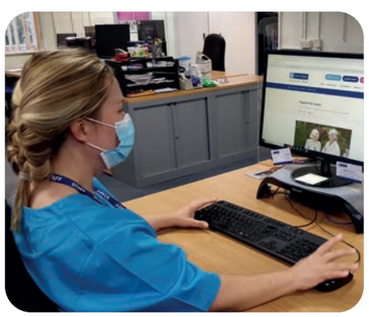
Investment income

Investment income is accounted for when receivable.

Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the SORP 2019, general volunteer time is not recognised - refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity's operating costs include staff costs, premises costs, governance costs and other related costs. Such support costs are allocated between cost of raising funds and charitable expenditure. Staff costs are allocated according to the costs of staff working directly in the relevant activity and property costs are allocated according to the space used by each activity. Where costs are not directly attributable to any activity, they have been apportioned using an appropriate basis. Governance costs represent expenditure incurred in the management of the charity's assets, organisational administration, and compliance with constitutional and statutory requirements

Charitable expenditure

Costs of activities in furtherance of the charity's objects include all expenditure directly related to the objects of the charity.

Cost of raising funds

Cost of raising funds includes the following:

- *Fundraising and publicity*
  This represents expenditure in relation to staff members who are directly engaged in fundraising, and related costs of the fundraising activity.
- *Lottery and raffle prizes and organisation costs*
  This represents expenditure by the trading company in relation to costs directly involved in organising the lottery and raffle, including the purchase of prizes and prize money.
- *Other costs associated with trading activities*
  This represents other costs incurred by the trading company for fundraising activities.

Fund accounting

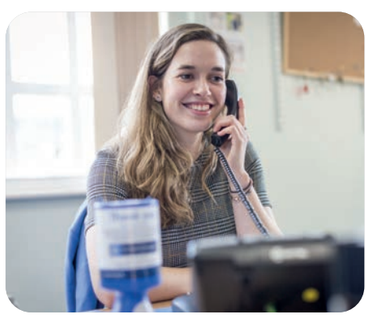
The charity maintains various types of funds as follows.

Restricted funds

Restricted funds are funds subject to specific restrictions imposed by the funding authorities and donors. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in the notes to the financial statements.

Unrestricted funds

- *General unrestricted funds*
  General unrestricted funds represent funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.
- *Designated funds*
  Designated funds are amounts which have been put aside at the discretion of the Trustees.



NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

1. ACCOUNTING POLICIES (continued)

Taxation

The parent company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Current tax for the subsidiary company, comprising UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the trading company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax is measured on a nondiscounted basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	50 years
Leasehold improvements	period of the lease
Leasehold buildings	period of the lease
Fixtures, furniture and equipment	4 years
Motor vehicles	4 years

Investments

The fall in the value of £1.8 million in the year is due to £3 million being withdrawn for the redevelopment project. Overall the investments have made a £1,160,259 gain in 2020/21 compared to a £352,060 loss in 2019/20.

Investments are included in the financial statements at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Current investments represent monies invested in short-term liquid money market instruments.

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

In the parent charity balance sheet, investments in subsidiary undertakings are measured at cost less impairment.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

1. ACCOUNTING POLICIES (continued)

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slowmoving or defective items where appropriate. Items donated for resale are not included in the financial statements until they are sold.

Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Employee benefits

For defined benefit schemes the amounts charged to the Statement of Financial Activities are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs.

The net interest cost on the net defined benefit liability is charged to the Statement of Financial Activities and included within support costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) is recognised immediately in the Statement of Financial Activities.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

The charity and group only have financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash and cash equivalents 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.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCE OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

3 ANALYSIS OF INCOME FROM DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	2,213,500	2,268,747
Legacies	2,410,253	2,486,301
Donations - HG Capital Project	33,494	-
	4,657,247	4,755,048

4 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
NHS Contracts	5,124,219	4,788,183
Grants	110,909	52,085
Job Retention Scheme	78,921	-
Hospice UK	2,208,555	-
	7,522,604	4,840,268

5 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Fundraising activities	8,424	68,238
Lottery and raffle income from trading subsidiary	1,463,381	1,405,902
Other income from trading subsidiary	612,262	1,240,407
Trading Company Job Retention Scheme	193,299	-
	2,277,366	2,714,547

6 ANALYSIS OF INCOME FROM OTHER INCOME

	2021	2020
	£	£
Other Income	11,106	-
	11,106	-

7 INVESTMENT INCOME

	2021	2020
	£	£
UK listed investments	95,943	149,440
Bank Interest	9,640	38,928
	105,583	188,368

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

8 ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	2021	2020
	£	£
Employee costs	464,072	495,965
Office and sundry costs	63,393	87,067
Direct costs	116,715	156,455
Share of support costs	68,610	74,049
Lottery and raffle prizes and organisation costs	544,147	428,297
Other costs associated with trading activity	1,124,060	1,514,202
	2,380,997	2,756,035

9 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

2021	Activities undertaken directly £	Support costs £	2021 Total £
Provision of Hospice services:			
In-patient Care	6,901,438	158,768	7,060,206
Day Therapy	950,159	21,964	972,123
Community Specialist Palliative Care Team	661,011	6,470	667,481
Hospice at Home	257,291	15,812	273,103
Education	340,112	-	340,112
Out-patients	510,073	6,353	516,426
	9,620,084	209,367	9,829,451

2020	Activities undertaken directly £	Support costs £	2020 Total £
Provision of Hospice services:			
In-patient Care	7,016,733	177,306	7,194,039
Day Therapy	999,819	25,514	1,025,333
Community Specialist Palliative Care Team	612,889	7,960	620,849
Hospice at Home	278,973	16,712	295,685
Education	322,800	-	322,800
Out-patients	533,610	6,635	540,245
	9,764,824	234,127	9,998,951

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

10 ANALYSIS OF SUPPORT COSTS

2021	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2021 Total £
Governance	84,650	11,735	3,527	8,620	3,392	111,924	36,678	148,602
Finance	30,791	4,250	1,223	2,988	1,230	40,482	13,266	53,748
Information Technology	16,682	2,302	662	1,619	666	21,931	7,187	29,118
Human Resources	19,016	2,624	755	1,845	760	25,000	8,193	33,193
Communications	7,629	1,053	303	740	305	10,030	3,288	13,318
	158,768	21,964	6,470	15,812	6,353	209,367	68,612	277,979

2020	In-patient care £	Day therapy £	Com-munity SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2020 Total £
Governance	90,724	13,151	4,337	9,106	3,409	120,727	38,183	158,910
Finance	44,046	6,289	1,843	3,869	1,641	57,688	18,245	75,933
Information Technology	16,366	2,337	685	1,438	610	21,436	6,780	28,216
Human Resources	18,985	2,711	794	1,668	707	24,865	7,864	32,729
Communications	7,185	1,026	301	631	268	9,411	2,977	12,388
	177,306	25,514	7,960	16,712	6,635	234,127	74,049	308,176

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

11 NET INCOME/(EXPENDITURE) FOR THE YEAR

Net income/(expenditure) is stated after charging:	2021 £	2020 £
Depreciation of owned asset	178,163	201,901
Depreciation of leased assets	92,951	97,182
Depreciation of motor vehicles	32,619	21,259
Rentals under operating leases		
Land and buildings	190,035	238,184
Other	8,452	23,870
Auditor's remuneration		
Fees payable to the charity's auditor for the audit of the charity's annual financial statements*	14,000	13,400
Fees payable to the charity's auditor for other services to the group	-	-
The audit of the charity's subsidiary	6,000	5,700

* Note: Deloitte LLP provide the audit of the statutory accounts at a discounted rate as a means to support the charity. The amount disclosed is the fair value of the services provided, £14,000 (2020: £13,400) was recognised in the year as a gift-in-kind for the audit of the charity.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

12 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

The average monthly number of employees was:	Group 2021 No.	Group 2020 No.	Charity 2021 No.	Charity 2020 No.
Charitable activity	226	216	226	216
Raising funds	20	20	18	18
Trading activities	32	37	-	-
Support	73	61	73	61
	351	334	317	295

Their aggregate remuneration comprised:	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Wages and salaries	7,619,263	7,627,895	6,888,037	6,770,532
Social security costs	630,406	601,843	575,758	543,638
Pension costs	628,541	600,533	594,736	564,219
	8,878,210	8,830,271	8,058,531	7,878,389

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

13. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

	2021 No.	2020 No.
£60,001 - £70,000	1	-
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£90,001 - £100,000	2	1
£100,001 - £110,000	-	1

Key Management Personnel

The key management personnel of the parent charity and group are the same and are listed on page 91.
The total remuneration (including pension contributions and employer's national insurance costs) of the key management personnel of the charity and group for the year totalled £553,009 (2020 £555,866).

Trustees remuneration

No Trustees received any remuneration during the current or prior year. No travel and subsistence expenses were paid during the year (2020: £Nil)

14. TAX ON PROFIT OF TRADING SUBSIDIARY

The hospice is not liable to corporation tax. The tax charge, all of which arises in the trading subsidiary comprises:

	2021 £	2020 £
Current tax on profit		
UK corporation tax	41,124	92,092
Adjustments in respect of prior year	(64,544)	(62,596)
Total tax on profit	(23,420)	29,496

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 19%. The actual tax charge for the year differs from the standard rate for the following reasons:

	2021 £	2020 £
Profit before tax	562,859	666,275
Tax on profit at the standard rate - 19%	106,943	126,592
Effects of:		
Gift aid donations at 20%	(111,393)	(99,585)
Expenses not deductible for tax purposes	1,487	2,741
Capital allowances (in excess of)/less than depreciation	1,065	(252)
Other timing differences	43,022	62,596
Adjustments to tax charge in respect of previous periods	(64,544)	(62,596)
Total tax (credit)/charge for the year	(23,420)	29,496

In March 2021, the Chancellor in the Budget Statement announced an increase in the rate of corporation tax to 25% with effect from 1 April 2023. This does not constitute substantive enactment and therefore deferred tax assets and liabilities at the balance sheet date continue to be measured at the enacted tax rate of 19%.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

15 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Leasehold buildings £	Fixtures, furniture and equipment £	Motor vehicles £	Total £
Cost							
At 1 April 2020	372,123	4,271,314	3,274,374	407,057	2,404,120	234,746	10,963,734
Additions	35,620	20,688	23,251	-	65,468	45,444	190,471
Disposal	-	-	-	(10,280)	-	(15,947)	(26,227)
At 31 March 2021	407,743	4,292,002	3,297,625	396,777	2,469,588	264,243	11,127,978
Accumulated depreciation							
At 1 April 2020	-	1,747,487	1,703,751	399,648	2,260,766	181,004	6,292,656
Charge for the year	-	84,999	88,549	4,402	93,164	32,619	303,733
Disposal	-	-	-	(10,280)	-	(15,947)	(26,227)
At 31 March 2021	-	1,832,486	1,792,300	393,770	2,353,930	197,676	6,570,162
Net book value							
At 31 March 2021	407,743	2,459,516	1,505,325	3,007	115,658	66,567	4,557,816
At 31 March 2020	372,123	2,523,827	1,570,623	7,409	143,354	53,742	4,671,078

CHARITY	Assets Under Construction £	Freehold land and buildings £	Expenditure on leasehold property £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2020	372,123	4,271,314	3,274,374	1,989,163	189,314	10,096,288
Additions	35,620	20,688	23,251	64,821	45,444	189,824
Disposals	-	-	-	-	-	-
At 31 March 2021	407,743	4,292,002	3,297,625	2,053,984	234,758	10,286,112
Accumulated depreciation						
At 1 April 2020	-	1,747,487	1,703,751	1,868,848	136,017	5,456,103
Charge for the year	-	84,999	88,549	81,452	32,397	287,397
Disposals	-	-	-	-	-	-
At 31 March 2021	-	1,832,486	1,792,300	1,950,300	168,414	5,743,500
Net book value						
At 31 March 2021	407,743	2,459,516	1,505,325	103,684	66,344	4,542,612
At 31 March 2020	372,123	2,523,827	1,570,623	120,315	53,297	4,640,185

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

16 FIXED ASSET INVESTMENTS

	Group & Charity	
	2021	**2020**
	£	**£**
Market value at 1 April 2020	6,354,717	6,589,339
Additions	1,298,605	2,084,760
Disposals proceeds	(4,238,010)	(1,984,857)
Net Investment Gain/(Loss)	1,160,259	(352,060)
Movement in cash held by investment managers	5,334	17,535
Market value at 31 March 2021	4,580,903	6,354,717
Cost at 31st March 2020	6,354,717	6,287,058
Market value analysed between:	**£**	**£**
Investments	4,435,853	6,214,999
Cash held by investment managers	145,050	139,718
	4,580,903	6,354,717
Investment in Hospice Quality Partnership	10	10
Total Group Investment	4,580,913	6,354,727
Investment in Subsidiary Trading Company	2	2
Charity Investment	4,580,915	6,354,729

The Hospice Quality Partnership Company is owned by Hospices and was formed to help hospices save money by improving procurement, reducing operating costs and sharing data for best practice.

The charity owns the entire issued ordinary share capital of St Ann's Hospice Trading Company Limited, a company incorporated and registered in England and Wales, whose principal activity is the management of the charity's trading activities.

The result of the charity's trading activities through its subsidiary is detailed below. St Ann's Hospice Trading Company Limited's taxable profits are donated to the charity annually.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

16 FIXED ASSET INVESTMENTS (continued)
RESULTS OF TRADING SUBSIDIARY

The results for St Ann's Hospice Trading Company Limited, a wholly owned subsidiary of St Ann's Hospice for the year ended 31 March 2021 are given below.

	2021	**2020**
	£	**£**
Turnover	2,268,942	2,646,309
Cost of sales	(246,478)	(306,038)
Gross profit	2,022,464	2,340,271
Administrative expenses	(1,459,729)	(1,674,461)
Operating profit	562,735	665,810
Interest receivable	124	465
Profit before taxation	562,859	666,275
Tax on profit	23,420	(29,496)
Profit for the financial year attributable to the equity shareholders of the company	586,279	636,779

Statement of changes in equity

	Profit and loss account
	£
Balance at 1 April 2019	-
Profit after tax for the year	636,779
Gift aid distribution	(636,779)
Balance at 31 March 2020	-
Profit after tax for the year	586,279
Gift aid distribution	(586,279)
Balance at 31 March 2021	-

BALANCE SHEET
The aggregate of the assets and liabilities was:

	2021	**2020**
	£	**£**
Fixed assets	15,204	30,892
Current assets	677,442	704,979
Creditors: amounts falling due within one year	(692,644)	(735,869)
Total net assets	2	2

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

17 STOCKS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Finished goods and goods for resale	44,287	56,965	546	546

18 DEBTORS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	50,124	65,831	26,925	42,654
VAT Recoverable	513,443	486,333	507,093	479,903
Prepayments and accrued income	737,940	266,422	686,946	215,564
Other debtors	2,094,762	1,978,195	2,058,483	1,792,756
Amounts due from subsidiary company	-	-	386,481	322,012
	3,396,269	2,796,781	3,665,928	2,852,889

19 CASH AND CASH EQUIVALENTS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Interest bearing accounts	9,712,053	4,904,263	9,211,028	4,564,288
Current accounts and cash	3,370	3,137	1,525	1,292
	9,715,423	4,907,400	9,212,553	4,565,580

20 CREDITORS (Amounts falling due within one year)

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade Creditors	398,650	454,591	344,603	454,111
Accruals and deferred income	449,073	465,265	272,853	232,711
Taxation and social security	157,805	165,426	145,856	148,051
Other creditors	64,548	85,206	55,734	54,685
Amounts due to subsidiary company	-	-	-	-
Corporation tax	41,124	92,092	-	-
	1,111,200	1,262,580	819,046	889,558

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

21 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds £	Restricted funds £	Total funds 2020 £
INCOME FROM:				
Voluntary income				
Donations and legacies	3	4,755,048	-	4,755,048
Charitable activities	4	3,838,491	1,001,777	4,840,268
Other trading activities	5	2,714,547	-	2,714,547
Investments	7	186,871	1,497	188,368
TOTAL INCOME		11,494,957	1,003,274	12,498,231
EXPENDITURE ON:				
Raising funds	8	2,756,035	-	2,756,035
Charitable activities	9	9,046,671	952,280	9,998,951
TOTAL EXPENDITURE		11,802,706	952,280	12,754,986
Net (expenditure)/income before investment gains		(307,749)	50,994	(256,755)
Net gains on Investments	16	(352,060)	-	(352,060)
Net (expenditure)/income before tax	11	(659,809)	50,994	(608,815)
Taxation	14	(29,496)	-	(29,496)
Net (expenditure)/income for the year		(689,305)	50,994	(638,311)
Transfer Between Funds	22	77,590	(77,590)	-
Other Recognised Gains:				
Actuarial Loss on Defined Benefit Schemes	25	(560,000)	-	(560,000)
NET MOVEMENT IN FUNDS		(1,171,715)	(26,596)	(1,198,311)
FUND BALANCES BROUGHT FORWARD AT 1st April 2019		14,595,703	223,979	14,819,682
FUND BALANCES CARRIED FORWARD AT 31st March 2020	22.23	13,423,988	197,383	13,621,371

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

22 STATEMENT OF RESERVES

2021 Group	At 1 April 2020 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2021 £
Unrestricted funds:						
General fund	4,997,156	10,920,744	(8,664,295)	2,755,259	(6,956,251)	3,052,613
Designated funds						
Fixed assets	4,298,955	-	-	-	(2,608,398)	1,690,557
Property refurbishment and development	4,127,877	-	(5,320)	-	9,655,737	13,778,294
Unrestricted funds	13,423,988	10,920,744	(8,669,615)	2,755,259	91,088	18,521,464
Restricted Fund						
Specific donations	197,383	3,653,162	(3,517,412)	-	(91,089)	242,044
	13,621,371	14,573,906	(12,187,027)	2,755,259	-	18,763,508

2021 CHARITY	At 1 April 2020 £	Income £	Expenditure (incl taxation) £	Gains £	Transfers £	At 31 March 2021 £
Unrestricted funds:						
General fund	5,028,047	9,275,957	(7,019,508)	2,755,259	(6,971,940)	3,067,815
Designated funds						
Fixed assets	4,268,062	-	-	-	(2,592,709)	1,675,353
Subsidiary	2	-	-	-	-	2
Property refurbishment and development	4,127,877	-	(5,320)	-	9,655,737	13,778,294
Unrestricted funds	13,423,988	9,275,957	(7,024,828)	2,755,259	91,088	18,521,464
Restricted Fund						
Specific donations	197,383	3,653,162	(3,517,412)	-	(91,089)	242,044
	13,621,371	12,929,119	(10,542,240)	2,755,259	-	18,763,508

The restricted reserves relate to donations or grants given with restrictions on the uses for the care of patients or for capital purchases. Once the capital purchases have been made the restriction is released and transferred to unrestricted funds.

To show urgency and their commitment to the Heald Green redevelopment project, the Trustees have agreed to designate further funds to the Property Refurbishment and Development fund for the construction of the new hospice facility at Heald Green. The amount in this fund has increased significantly this year due to the removal of the fixed asset fund attributed to the Heald Green building, and the reduction in free reserves from 6 months running costs to 3 months running cost.

The designated fixed asset fund represents the net book value of the Charity's tangible fixed assets. This is used to fund annual depreciation costs as allowed by the Charities SORP. During the year the Trustees agreed to remove the net book value of the Heald Green site from this fund due to the forthcoming rebuild project and the planned demolition of the existing site.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

22 STATEMENT OF RESERVES (continued)

2020 Group	At 1 April 2019 £	Income £	Expenditure (incl taxation) £	Losses £	Transfers £	At 31 March 2020 £
Unrestricted funds:						
General fund	5,602,861	11,494,957	(11,832,202)	(912,060)	643,600	4,997,156
Designated funds						
Fixed assets	4,492,842	-	-	-	(193,887)	4,298,955
Property refurbishment and development	4,500,000	-	-	-	(372,123)	4,127,877
Unrestricted funds	14,595,703	11,494,957	(11,832,202)	(912,060)	77,590	13,423,988
Restricted Fund						
Specific donations	223,979	1,003,274	(952,280)	-	(77,590)	197,383
	14,819,682	12,498,231	(12,784,482)	(912,060)	-	13,621,371

2020 CHARITY	At 1 April 2019 £	Income £	Expenditure (incl taxation) £	Losses £	Transfers £	At 31 March 2020 £
Unrestricted funds:						
General fund	5,644,996	9,522,962	(9,860,207)	(912,060)	632,356	5,028,047
Designated funds						
Fixed assets	4,450,705	-	-	-	(182,643)	4,268,062
Subsidiary	2	-	-	-	-	2
Property refurbishment and development	4,500,000	-	-	-	(372,123)	4,127,877
Unrestricted funds	14,595,703	9,522,962	(9,860,207)	(912,060)	77,590	13,423,988
Restricted Fund						
Specific donations	223,979	1,003,274	(952,280)	-	(77,590)	197,383
	14,819,682	10,526,236	(10,812,487)	(912,060)	-	13,621,371

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

23 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total
2021 GROUP	**£**	**£**	**£**
Tangible fixed assets	4,557,816	-	4,557,816
Investments	4,580,913	-	4,580,913
Current assets	12,913,935	242,044	13,155,979
Current liabilities	(1,111,200)	-	(1,111,200)
Provision for pension scheme liability	(2,420,000)		(2,420,000)
At 31 March 2021	18,521,464	242,044	18,763,508
2021 CHARITY			
Tangible fixed assets	4,542,612	-	4,542,612
Investments	4,580,915	-	4,580,915
Current assets	12,636,983	242,044	12,879,027
Current liabilities	(819,046)	-	(819,046)
Provision for pension scheme liability	(2,420,000)	-	(2,420,000)
At 31 March 2021	18,521,464	242,044	18,763,508
2020 GROUP			
Tangible fixed assets	4,671,078	-	4,671,078
Investments	6,354,727	-	6,354,727
Current assets	7,563,763	197,383	7,761,146
Current liabilities	(1,262,580)	-	(1,262,580)
Provision for pension scheme liability	(3,903,000)	-	(3,903,000)
At 31 March 2020	13,423,988	197,383	13,621,371
2020 CHARITY			
Tangible fixed assets	4,640,185	-	4,640,185
Investments	6,354,729	-	6,354,729
Current assets	7,221,632	197,383	7,419,015
Current liabilities	(889,558)	-	(889,558)
Provision for pension scheme liability	(3,903,000)	-	(3,903,000)
At 31 March 2020	13,423,988	197,383	13,621,371

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2021

24 EMPLOYEE RETIREMENT BENEFITS

Group and charity

The charity has two active pensions schemes for staff and these are described below.

Pension Scheme	Contributions Paid 2021 £'000	Recognised in SoFA 2021 £'000
NHS Pension	375	375
Stakeholder	322	322
St Ann's Hospice Defined Benefit	22	2,157
	719	2,854

National Health Superannuation Scheme

The Hospice is an admitted body for the purposes of the National Health Service Superannuation Scheme and members of staff who are former NHS employees are able to continue membership of the Scheme during their employment at St Ann's.

The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees working lives with the group. This pension scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and Employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from Scheme members or Employers.

As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Ann's Hospice therefore, the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £374,907 (2020: £330,327). An amount of £53,181 (2020: £49,546) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

Stakeholder Pension Scheme

The group supports a Stakeholder Pension Scheme which has been offered to staff since the closure of the defined benefit scheme.

The stakeholder pension scheme is operated by Scottish Widows. Employee contributions are collected by St Ann's Hospice and the matching employers contribution passed to Scottish Widows.

All the assets of the scheme are held by Scottish Widows. As a result there are no separately identifiable assets or liabilities which can be identified as relating to St Ann's Hospice. Therefore the scheme has been accounted for as a defined contribution scheme.

The pension cost charge for the year amounted to £322,138 (2020: £305,458). An amount of Nil (2020: Nil) is included in creditors, being the outstanding contributions to the scheme at the balance sheet date.

24 EMPLOYEE RETIREMENT BENEFITS (continued)

St Ann's Hospice Pension Scheme

The group operates a closed defined benefit scheme funded by contributions from members and from the group. The total pension cost of the group is assessed in accordance with the advice of an independent actuary.

The assets of the pension scheme are held in a separate trustee administered fund.

The most recent full actuarial valuation of scheme assets and the present value of the defined benefit obligations were carried out at 31 March 2018.

The Board of Directors are cognisant of their duty as an employer to ensure the solvency of the Pension Scheme. Therefore, in consultation with the Trustees if the St Ann's Hospice Pensions Scheme and upon advice of the actuary, the Board agreed in 2010 to a 10 year funding recovery plan for the Pension Scheme Trustees and salary capping for pension purposes has already been adopted. Other options may need to be considered in the future.

The present value of the defined benefit obligation, the current related service cost and past service cost were measured using the projected unit credit method.

The projected unit credit method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. The accumulated benefit obligation is an actuarial measure of the present value for service already rendered but differs from the projected unit credit method in that it includes no assumptions for future salary increases.

	2021 %	2020 %
Discount rate	2.10	2.30
Expected return on assets	2.10	2.30
Rate of increase in salaries	1.00	1.00
Rate of increase in pensions in payment	3.50	2.70

Mortality Assumptions

Investigations have been carried out within the past three years into the mortality experience of the group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are:

	2021 years	2020 years
Retiring today:		
Males	85.5	85.3
Females	87.5	87.3
Retiring in 20 years		
Males	87.1	87
Females	89.3	89.1

The amounts recognised in the statement of financial activities are as follows:

	2021 £000's	2020 £000's
Current service cost	(44)	(124)
Interest on obligations	348	(388)
Expected return on scheme assets	258	308
Total operating charge	562	(204)
Actuarial gain/(loss)	1,595	(560)
Total cost recognised in the statement of financial activities	2,157	(764)

The amount included in the balance sheet arising from the group's obligations in respect of its defined benefit scheme is as follows:

	2021 £000's	2020 £000's
Present value of defined benefit obligations	16,200	15,400
Fair value of scheme assets	(13,780)	(11,497)
Net liability recognised in the balance sheet	2,420	3,903

24c EMPLOYEE RETIREMENT BENEFITS (continued)

Movements in the present value of defined benefit obligations were as follows:

	2021 £000's	2020 £000's
At 1 April	15,400	15,800
Current service cost	44	124
Interest cost	348	388
Contributions by scheme participants	11	12
Administrative Expenses	-	(57)
Actuarial losses/(gains)	1,011	(231)
Benefits paid	(614)	(636)
At 31 March	16,200	15,400

Movements in the fair value of scheme assets were as follows:

	2021 £000's	2020 £000's
Opening fair value of scheme assets	11,497	12,638
Expected return on scheme assets	258	308
Actuarial losses/(gains)	2,606	(791)
Contributions by the employer	22	23
Contributions by scheme participants	11	12
Benefits paid	(614)	(636)
Administration Expenses	-	(57)
	13,780	11,497

The analysis of the fair value of the scheme's assets at the balance sheet date was as follows:

	2021 £000's	2020 £000's
Equities	10,207	7,921
Gilts and bonds	3,437	3,119
Cash	136	457
	13,780	11,497

25 FINANCIAL COMMITMENTS

Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases:

GROUP	2021 Land and buildings £	2021 Other £	2020 Land and buildings £	2020 Other £
Leases which expire:				
within one year	142,933	6,150	175,038	14,035
between one and five yea	216,050	4,918	326,583	11,068
after five years	203,500	-	235,900	-
	562,483	11,068	737,521	25,103

CHARITY	Land and buildings £	Other £	Land and buildings £	Other £
Leases which expire:				
within one year	4,400	-	4,400	6,472
within one to five years	17,600	-	17,600	-
over five years	49,500	-	53,900	-
	71,500	-	75,900	6,472

26 RELATED PARTY TRANSACTIONS

All transactions between the charity and its subsidiary, St Ann's Hospice Trading Company Ltd, are eliminated on consolidation.

No trustee received payment for professional or other services supplied to the charity during the year (2020: Nil)

The total value of donations received from the trustees during the year was £8,383.55 (2020: £300)

05 Independent Auditor's Report

Independent auditor's report to the members of St Ann's Hospice

Report on the audit of the Financial Statements

Opinion

In our opinion the financial statements of St Ann's Hospice (the 'charitable company') and its subsidiary ('the group'):

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31st March 2021 and of the group's incoming resources and application of resources, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the group statement of financial activities;
- the group summary income and expenditure account;
- the group and parent charitable company balance sheets;
- the group cash flow statement; and
- the related notes 1 to 26.

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).

Basis for opinion

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

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and 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.

[1] The terms used to describe the primary statements should be the same as those used by the trustees.

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.

Responsibilities of the trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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.

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.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act, pensions legislation; and

- do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included regulations of the Charity Commission for England and Wales (Charity Commission), Care Quality Commission, Fundraising regulator and Gambling Commission.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our specific procedures performed to address it are described below:

- recognition of legacy income in the correct accounting period. We assessed a sample of legacy agreements and probate evidence, to determine whether this has been recognised appropriately;
- completeness of donation income. To address this risk we have tested a sample of donations from source records to their supporting evidence and recorded income, and assessed the classification of the income as either restricted or unrestricted;
- classification of funds between restricted and unrestricted. To address this risk we have tested a sample of restricted income and expenditure to their supporting evidence to assess whether they have been classified appropriately; and
- recognition of trading income in the subsidiary company in the correct accounting period. We assessed a sample of shop till receipts and lottery records, to determine whether this has been recognised in the correct accounting period.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing correspondence with Charity Commission and Care Quality Commission.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the companies act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, 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.

We have nothing to report in respect of these matters.

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.

Sarah Anderson

Sarah Anderson FCCA (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, United Kingdom

15 December 2021

06 Officers and Professional Advisors

Officers and Professional Advisors

Trustees and Officers

PRESIDENT

The Right Reverend Dr David Walker
Bishop of Manchester

VICE PRESIDENTS

Sir Warren Smith KCVO KStJ JP
HM Lord Lieutenant of Greater Manchester

Mr Neil Cliffe (died on July 18th 2020)

Mr Terry Lewis (ceased on 19th May 2021)

Mr John McGuire (ceased on 19th May 2021)

Mrs Anne Mack

Mrs Ann Hughes

TRUSTEES

CHAIR

Professor Jacqueline Oldham BSc(Hons) RGN PhD

HON. TREASURER

Mr Darren Holt BA FCA

Mr Mike Brown (Vice Chair) MSc FHSM CMIPM

Dr Stephanie Gomm MD FRCP

Mr Luke Dillon BA

Mr Alan Bond FCCA, ACIS

Mrs Fiona Taylor RGN, RM, RHV, Dip HE, BSc(Hons), MA

Ms Kate Squire BA (Hons)

Mr Steven Wilson CPFA BA (Hons) DipMHC

Ms Melanie Odgen BPham FRPhamS

SPECIAL ADVISOR

Mr Mike Walmsley MBE DL MCIOB BSc (Hons)

Key Management Personnel

CHIEF EXECUTIVE

Rachel McMillan RGN BA(Hons) MSc
(appointed 5th October 2020)

Eamonn O'Neal DL BEd MSc DArts
(changed role 5th October 2020)

DIRECTOR OF ORGANISATIONAL DEVELOPMENT & SUPPORT SERVICES

Gill Turnpenney BA(Hons) CMCIPD

DIRECTOR OF BUSINESS DEVELOPMENT

Dr Paul Jarvis MEng(Hons) MSc PhD

DIRECTOR OF CLINICAL SERVICES

Emma Dixon RGN BA(Hons)
(appointed 5th October 2020)

Rachel McMillan RGN BA(Hons) MSc
(changed role 5th October 2020)

MEDICAL DIRECTOR

Dr David Waterman MBBS FRCP

ASSOCIATE MEDICAL DIRECTOR

Dr Alison Roberts MBChB FRCP

DIRECTOR OF STRATEGIC INITIATIVES

Eamonn O'Neal DL BEd MSc DArts
(appointed 5th October 2020)

Professional Advisors and Registered Office

SOLICITORS

Brabners LLP

55 King Street, Manchester M2 4LQ

and

Exchange Flags, Liverpool L2 3YL

AUDITOR

Deloitte LLP

Chartered Accountants and Statutory Auditor
The Hanover Building, Corporation Street,
Manchester, M4 4AH

INVESTMENT MANAGERS

Brewin Dolphin

1 The Avenue
Spinningfields Square, Manchester M3 3AP

BANKERS

The Royal Bank of Scotland

5th Floor
1 Spinningfields Square, Manchester M3 3AP

REGISTERED & PRINICPAL OFFICE

St Ann's Hospice

St Ann's Road North
Heald Green,
Stockport
SK8 3SZ

ST ANN'S HOSPICE TRADING CO LTD

Subsidiary of **St Ann's Hospice**

Contact details

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St Ann's Road North,
Heald Green, Cheadle,
Cheshire SK8 3SZ
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St Ann's Hospice
Meadowsweet Lane, off Peel Lane,
Little Hulton, Worsley,
Manchester M28 0FE
Tel: 0161 702 8181

Neil Cliffe Centre
St Ann's Road North,
Heald Green, Cheadle,
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www.sah.org.uk www.facebook.com/StAnnsHospice @StAnnsHospice @StAnnsHospice

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