



St Ann's Hospice

every day makes a difference



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.

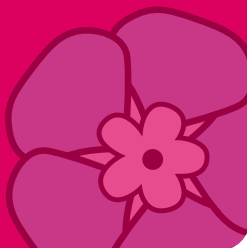


Our values

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.

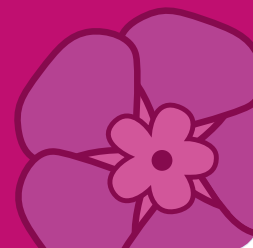
People matter

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.



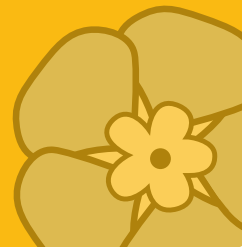
Lead and learn

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.

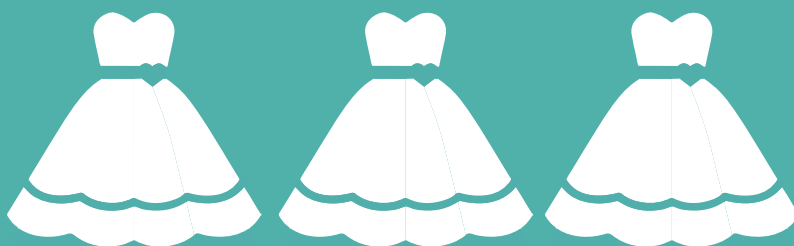
Our community
team made

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

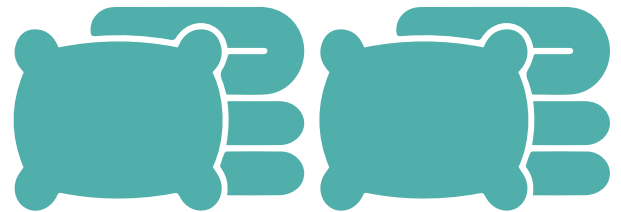
people left St Ann's
Hospice a gift in their will.



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

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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

“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.”



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.

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

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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



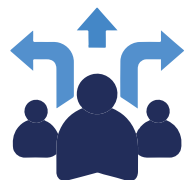
The Board administers the charity and meets a minimum of four times each year.

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.



Committees of the board

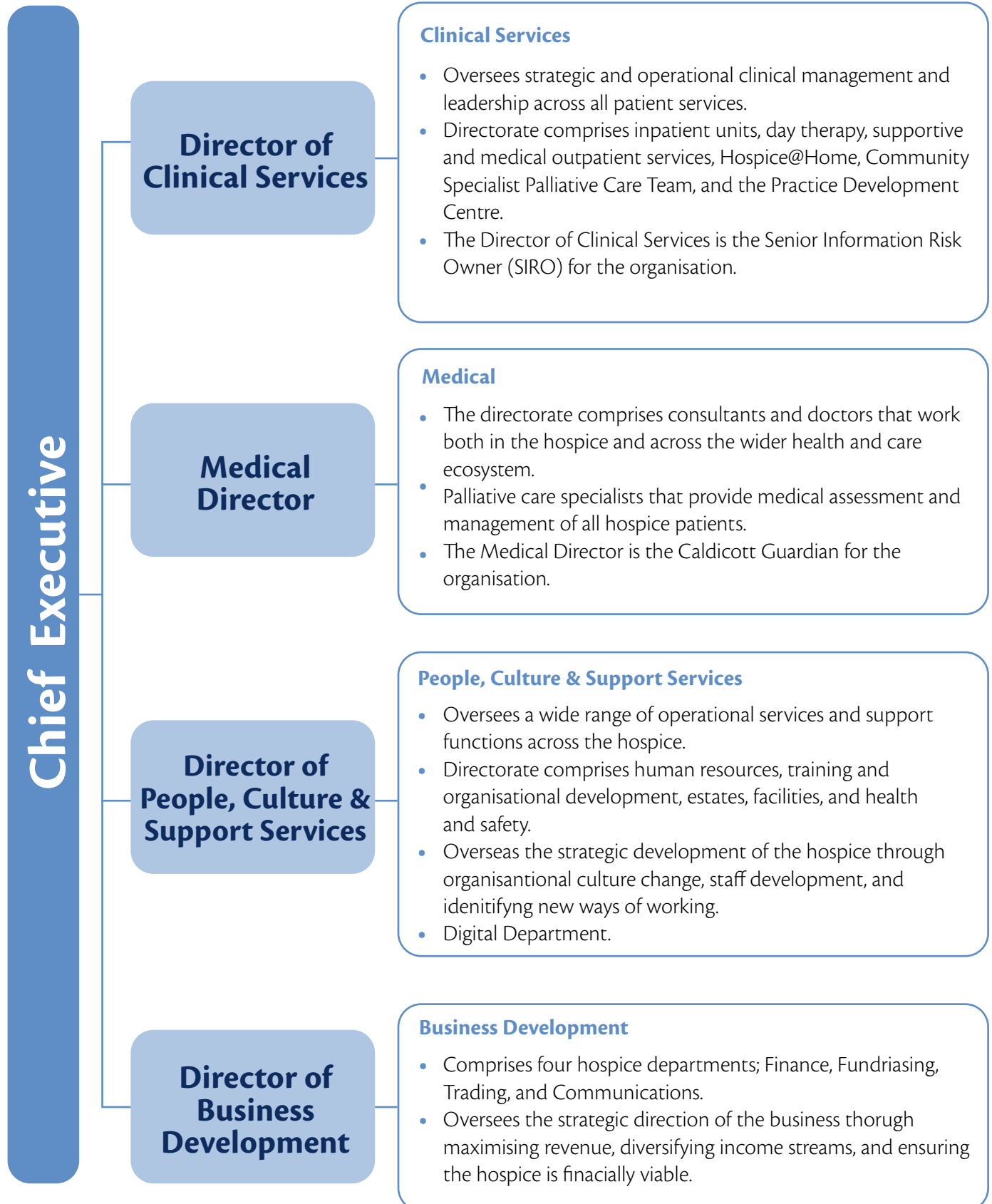
Each Board committee is chaired by a Trustee who reports to the Board at each meeting on the matters considered by each committee. Membership of a committee varies, with each containing at least three Trustees, two or more Directors, and a handful of department heads.



*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.



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 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:



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.

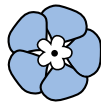
- **Patient and Family Support Team**, encompassing the Bereavement Team, Chaplaincy Team, Counsellors, Social Workers, and Associate Practitioners.
- **Clinical administration teams, including:** Clinical Administration Co-ordinators, Medical Secretaries, Clinical Services Secretaries, and Ward Clerks.

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

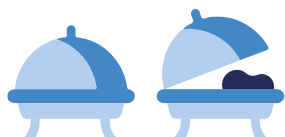
Recruitment processes have been enhanced with the rollout of NHS Jobs self-service for managers. This enables managers to see applications when they are submitted, shortlist online and arrange their own interviews. This has reduced the paperwork managers need to complete and created efficiencies for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





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 public's 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 fundraising 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 workteams 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





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 its 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 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.

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.

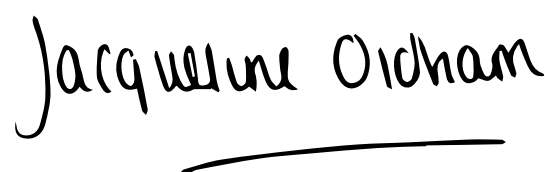
In so far as the trustees are aware:

- 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.



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

		Group		Charity	
	Note	2024 £	2023 £	2024 £	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
		<u>11,064,969</u>	<u>7,354,234</u>	<u>11,043,110</u>	<u>7,344,930</u>
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
		<u>17,289,207</u>	<u>20,301,296</u>	<u>16,954,305</u>	<u>19,979,783</u>
CREDITORS: amounts falling due within one year	20	(1,366,867)	(1,331,662)	(1,010,106)	(1,000,845)
NET CURRENT ASSETS		<u>15,922,340</u>	<u>18,969,634</u>	<u>15,944,199</u>	<u>18,978,938</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
LIABILITIES		26,987,309	26,323,868	26,987,309	26,323,868
NET ASSETS EXCLUDING PENSION LIABILITY		<u>26,987,309</u>	<u>26,323,868</u>	<u>26,987,309</u>	<u>26,323,868</u>
PENSION LIABILITY	24	(654,000)	(627,000)	(654,000)	(627,000)
NET ASSETS INCLUDING PENSION LIABILITY		<u>26,333,309</u>	<u>25,696,868</u>	<u>26,333,309</u>	<u>25,696,868</u>
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	<u>26,333,309</u>	<u>25,696,868</u>	<u>26,333,309</u>	<u>25,696,868</u>

These financial statements of St Ann's Hospice, (registered number 00947220), were approved 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

	Group 2024 £	Group 2023 £
Reconciliation of net income and net cashflow from operating activities		
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.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31st March 2024

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 satisfied 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 ACTIVITIES

	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



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2024

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

	In-patient care £	Day therapy £	Community SPCT £	Hospice at Home £	Out-patients £	Charitable Activities Total £	Raising funds Total £	2024 Total £
2024								
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

	In-patient care £	Day therapy £	Community 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



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.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2024

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. 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 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 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.

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2024

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2024

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						
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

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 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 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	-
	<u>900,190</u>	<u>-</u>	<u>942,384</u>	<u>4,834</u>

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	-
	<u>58,300</u>	<u>-</u>	<u>62,700</u>	<u>-</u>

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.

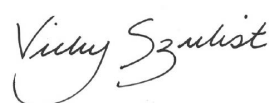
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management,

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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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 & 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

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
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