

SAINT FRANCIS HOSPICE

England & Wales · Charity number 275913

Details

Other names ST FRANCIS HOSPICE, ST FRANCIS HOSPICE LIMITED

Status Registered

Legal form Charitable company

Company number [01367828](#)

Registered 1978-06-22

Register [View on the Charity Commission register](#)

Contact

Address Saint Francis Hospice
The Hall
Broxhill Road
Havering-Atte-Bower
Romford
RM4 1QH

Phone 01708753319

Email mail@sfh.org.uk

Website www.sfh.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF PERSONS OF EITHER SEX (WITHOUT REGARD TO RACE OR CREED) WHO ARE SUFFERING FROM ANY CHRONIC OR TERMINAL ILLNESS OR FROM ANY DISABILITY OR DISEASE ATTRIBUTABLE TO OLD AGE OR FROM ANY OTHER PHYSICAL OR MENTAL INFIRMITY DISABILITY OR DISEASE IN SUCH WAYS AS THE ASSOCIATION SHALL FROM TIME TO TIME THINK FIT AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY OF SUCH OBJECT).

Activities: The Hospice aims to provide timely holistic care. This care may be provided to address needs which are; physical, emotional, social (Inclusive of environmental and diversity challenges people face) and spiritual in order to enhance the quality of life of each individual patient and those important to them.

Classification

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

Geography

- Essex
- Isles Of Scilly
- Lancashire
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£13,542,696	£12,828,901	£21,522,674	236
2024-03-31	£12,392,000	£11,754,000	£20,681,000	264
2023-03-31	£11,883,000	£11,613,000	£19,608,000	251
2022-03-31	£7,903,000	£10,759,000	£19,778,000	249
2021-03-31	£12,557,000	£10,646,000	£18,494,000	253

Trustees

Name	Role	Appointed
Alan Sidney Tobias		2026-04-02
Amanda Camille Hallums		2017-01-23
Amanda Casson-Webb		2024-09-17
Angela Sharma		2023-08-21
Anne Bender		2022-07-18
Dr Uzma Haque		2026-04-02
Ian MacDonald Gunn		2019-07-15
Liesbeth Anne Newman		2026-04-02
Malcolm John Hines		2023-11-06
Mimi Lau-Smith		2024-10-07
Paul Gwinn		2014-04-01
Shohail Shaikh		2026-04-02

Linked charities

- THE FRIENDS OF SAINT FRANCIS HOSPICE (275913-1)
- SAINT FRANCIS HOSPICE DEVELOPMENT TRUST (275913-2)

SAINT FRANCIS HOSPICE

England & Wales - Charity number 275913

Accounts



Saint
Francis
Hospice
Caring for you

Trustees' Annual Report And Consolidated Financial Statements

Year Ended 31 March 2025

Company Registration Number: 1367828

Contents

3	We are Saint Francis Hospice
4	Chair and CEO introduction
6	Our Vision, Our Mission, Our Values
8	Strategic Goals
14	2024-25 Highlights
30	How we fund our work
42	What's next?
44	Our Board and contacts
48	Our Governance
56	Independent auditors report
62	Financial Statements
65	Notes to the Financial Statements
88	Thank you and contact details

The **Trustees of Saint Francis Hospice** are pleased to present their Annual Report (including strategic report) and the audited Consolidated Financial Statements for the year to 31st March 2025, in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The Trustees' Annual Report (including strategic report) and audited Consolidated Financial Statements also comply with the Memorandum and Articles of Association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

We are Saint Francis Hospice

Proud to be rated '**Outstanding**' once again by the CQC, Saint Francis Hospice is an independent charity and one of the largest Hospices in the UK, situated in the beautiful village of Havering-atte-Bower. We pride ourselves on our renowned reputation within our community for providing **expert care** for any person, from **any faith or cultural background** and living in **Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.**

We provide outstanding care for people at the end of life, in their own homes or at the hospice and our committed team of experts address every person's situation, whatever their faith or spiritual needs may be. The hospice has **18 specialist palliative care beds** on its Ward. We also have an active wellbeing and day therapy service which provides one-to-one clinical and therapy appointments as well as group wellbeing activities. **85% of our care is carried out in the community.**

We work **collaboratively** alongside our local healthcare partners including GPs, community nurses and hospital specialists to help manage pain and other difficult symptoms, aiming for comfort, as much independence as possible, and the best possible **quality of life.**

Individuals in our care and the people who love them are embraced by a team of **experienced professionals** who are devoted to making everyone's life the very best it can be. Our aim is that no one is afraid or in pain and **no one dies or grieves alone.**

There are no costs to our services. We are funded mostly by the generosity of our supporters - local people, companies and organisations. To provide this dedicated and expert care, the hospice needs to raise nearly £9 million each year.



CEO and Chair's Introduction



GRAZINA BERRY CEO

2024-25 at Saint Francis Hospice was a year of focus on continuing to deliver outstanding end of life services to our local communities, while taking stock and reviewing what and how we achieve against a rapidly changing environment around us. This is so we could develop a new, bold strategy for the next 5 years, to reach more people, grow our impact and become more sustainable into the future.



MARY EDWARDS CHAIR

We were thrilled to have once again been recognised as an Outstanding provider of end-of-life care by the Care Quality Commission. Motivated by the needs of people who come to us for care and support, day in and day out, each and every member of the Saint Francis team – staff or volunteer, strive to do their best. Pausing to celebrate the Hospice's 40th anniversary gave us all a fantastic opportunity to reflect on the difference we have made over the years, while reigniting passion and commitment to continue our work well into the future.

Our teams' compassion, expertise, motivation and passion for enabling everyone in our community to experience the best end of life care is

our greatest strength. Our staff and volunteers are our greatest asset, and we therefore pledge in our 5-year strategy to invest in our people and the environment in which they work, empowered to be creative and collaborative.

Working together with individuals in our care, people important to them, our varied partners and stakeholders, funders and supporters has never been more important. Our hospice, alongside all hospices up and down the country, worked hard to raise our profile locally and nationally, emphasising the need for equitable access to compassionate palliative and end of life care and our impact, especially in community care and hospital admissions avoidance, as the Assisted Dying debate laid bare our sector's vulnerability.

We spoke to our MPs, including and especially the Secretary of State for Health and Social Care, Wes Streeting, MP for Ilford North, calling for more sustainable funding for the sector and showcasing the difference we make, fuelled by our passion, and funded largely by the generous supporters who continue to give us £7 in every £10, while the government offer only 30%.

There is a real strength in togetherness and joined effort, the value of listening, learning and continued focus on improvement and this is all reflected in the annual report. Teams working

together and with our healthcare partners to co-ordinate referrals to our services so that timely end of life care could be provided that resulted in over 2,900 individuals benefiting from our services.

We were able to offer more people, both adults and children, compassionate bereavement support while also providing even more care in the community, to help meet people's wishes to die well, in the place of their choosing.

Our income teams, both fundraisers and staff and volunteers in retail stores, continued to work relentlessly to raise the required funds so we could deliver our services. The excellent quality of care provided by our doctors, nurses, healthcare assistants and volunteers, inspired love and support from our local community, who continued to give generously. We are grateful for your every gift to the hospice, be it money or items, for your every expression of support and kind words about the work that we do. We would not be here without you.

Who we are and what we stand for

Saint Francis Hospice is an expert provider of outstanding palliative and end-of-life care, for over 40 years serving a population of nearly 1 million, spread across Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.

Our Vision

is the best care for all at the end of life.

Our Mission

is to ensure that everyone in our community has access to excellent palliative and end-of-life care before, during and after death.



All our work is guided by our recently refreshed Values.

Our Values



Compassionate – we are a caring team, kind to each other and put the needs of individuals and their loved ones at the heart of what we do.



Collaborative – we value working in partnership across our communities and are proactive about nurturing relationships with our stakeholders.



Creative – we are forward-thinking, adaptable in our changing world and embrace change and innovative ways of working.

Our New 5-Year Strategy 2025-30

Growing Together: The Future of Saint Francis Hospice

Our new five-year strategy is built on bold ambition: to reach more people, strengthen our partnerships, invest in our exceptional team, and create a sustainable future for our Hospice. We are grateful to all our partners and supporters, who have helped fuel our work. We hope you continue to stand by us and with us. By growing together, we can make a lasting impact.

Goal 1 Scale

We will develop and scale our Hospice's services, expanding reach and addressing equity of access challenges that our communities face.

- ♥ We will work closely with our care teams and partners to ensure our services are well-integrated and tailored to the unique needs of each community. By strengthening partnerships, we will improve access to hospice care, ensuring that everyone who needs our support can receive it in a timely manner.
- ♥ To achieve this, we will expand our care models to bring hospice support closer to people's homes. We will invest in quality, research, and training to improve care, support innovation, and help our teams and partners reach more people in need.

Goal 2 Collaborate

We will collaborate with partners and stakeholders across the communities we serve for greater impact.

- ♥ We will strengthen our connections with all communities, especially those who need us most, to ensure people get the right support before, during, and after death, in a place of their choosing. By raising our profile locally and nationally, we will lead the way in palliative and end-of-life care, working closely with others to make a bigger impact.
- ♥ To do this, we will review and build partnerships that help us reach more people and work more effectively. We will also foster a strong, united approach across our teams and improve how we manage relationships and partnerships, using better systems to track and enhance our work.

Goal 3 Invest

We will invest in our people so that we can become the employer and volunteer engager of choice in palliative and end-of-life care.

- ♥ We will create a strong internal communications plan to keep all employees and volunteers informed and engaged. We will also strengthen our commitment to equality, diversity, and inclusion, ensuring our workforce reflects the communities we serve.
- ♥ To achieve this, we will improve the way we work to better deliver our strategy. We will attract and retain talented people by offering clear career and development opportunities, helping our staff and volunteers grow and succeed while supporting the Hospice's vision.

Goal 4 Create

We will create a sustainable organisation for the future.

- ♥ We will strengthen our partnerships with statutory funders to secure long-term financial support, ensuring we can continue delivering vital care. We will grow and diversify our voluntary income through innovative fundraising and retail strategies that engage our community and create sustainable revenue.
- ♥ We will invest in digital transformation to improve efficiency, streamline data management, and support better decision-making. We will also develop a green strategy to reduce our carbon footprint and promote sustainable practices across the organisation.
- ♥ Finally, we will create a resilient and adaptable operating model to safeguard the future of the Hospice, ensuring we can continue to provide outstanding care for generations to come.

The difference we've made in 2024-25



2,906 people were cared for, both at the hospice and at home



5,312 bereavement counselling sessions were given to 974 adults and 100 children

852 people received pastoral care support



5,227 home visits were made by Hospice at Home nurses to 725 people



386 people were admitted onto the ward, for an average stay of 12 days



Karl Blair - Reflections of care at Saint Francis Hospice

In December 2021, I was diagnosed with prostate cancer. Treatment started immediately. I had a biopsy, then chemotherapy started. I was informed it had spread outside the prostate to my bones and was aggressive and incurable.

I was scared and outside my comfort zone.

I was put in contact with a member of the community nursing team at Saint Francis Hospice. Having never been to a hospice I was anxious, scared and did not know what to expect.

I was put in touch with Josh, one of the community nursing team specialists who kept in contact with me and asked me if I needed help.

On 9th January 2023, I was admitted to Saint Francis Hospice to get help with pain management. I could barely walk and I was weak and tired.

Once admitted, I realised very quickly that I was in a safe, professional and very friendly environment.

The care team who looked after me daily via meals, medication, manual care, were and continue to be the best.

Even the visitors commented on how friendly and genuinely caring the staff are.

The treatment and care made me feel happier both physically and mentally.

I was admitted again in July, the care remains the best and everyone knows who you are.

Saint Francis Hospice, carry on being the best you are and thank you.



2024-2025 Highlights

During the last year we have continued to embrace innovative and creative ways of working, in our processes, technology and service provision, enabling us to operate in a more efficient and effective way.

Experiential Dementia training including Dementia Interpreters training to equip us to deliver tailored services and care

On 18th February 2025 we were awarded our Outstanding rating by the Care Quality Commission (CQC) once again

Transformation of the Orange Cafe for both staff and visitors creating a bright, colourful, dementia friendly, comfortable space to relax, socialise and eat

A review and changes to the Hospice at Home service structure to support more people at home in the last months and weeks of life

Creation of a quiet, peaceful reflective space for everybody of all faiths or none, the evolution of the Chapel to the new Hospice Sanctuary

Introduction of food recycling to divert food waste from landfills, lowering greenhouse gas emissions and protecting the planet

We have developed and grown our OrangeLine telephone helpline to expand our much needed bereavement support

A bike rack to support and encourage biking to work. Now in place, in the hospice car park

A new Seaside Room - created for our children and young adult counselling sessions

Installation of sensor lighting in busy areas ensuring lights cannot be left on indefinitely to improve energy efficiency

Ward development - planning, consultations, designing and tendering for the upcoming Ward Development project to future proof the Ward for those under our care and our staff

40 Years of Care at Saint Francis Hospice

On the 23rd July 2024, we celebrated 40 years of caring for our community. To celebrate, we brought together staff, volunteers and special guests including our Trustees, Patrons, local MPs, hospice leaders across Essex and London, community faith leaders, health care partners and funders, for an exhibition in our Education Centre to find out more about our services and our plans for the next 40 years. Celebrations followed on the village green opposite the hospice with a cream tea and an evening disco.

“Saint Francis Hospice has been on an incredible journey over the past 40 years and achieved so much,” said Grazina Berry, CEO at Saint Francis Hospice.

“Thanks to the determination and dedication of local people and everyone who has played a part in our history, thousands of people have received the best holistic care and support, before, during and after death.

“We want to continue to support people in every part of our community to live and die well, and to empower them to choose when and where they are cared for.”

In the first year of opening, 208 people were cared for on the ward. Since then, we have developed and expanded our services to provide even more expert care to people with incurable illnesses, both at the hospice and in the community. We are there to care for their families too.

Here are some key figures from the past 12 months of 2024/2025 to illustrate the impact of our care on people from our catchment areas of Havering, Barking and Dagenham, Redbridge, Brentwood and parts of West Essex:

We cared for a total of 2,906 people across our wide-ranging services.

386 people were admitted to the ward. 39% of people had a non-cancer primary diagnosis. Many were admitted for pain management control, and 28% were discharged home.

1,116 people were cared for by our specialist team of community nurses in their home or care home, to help them manage their pain and symptoms. They also made a total of 15,229 face-to-face and telephone consultations.

Our Hospice at Home team made 5,227 home visits to 725 people.

Physiotherapists provided 1,969 sessions to support people with assessment of movement and function and advise ways to improve and remain safe with appropriate aids.



Complementary therapists provided 1,395 sessions of aromatherapy, reflexology, mindfulness, massage, reiki and distance reiki.

Occupational therapists provided 1,132 sessions, supporting people with physical, sensory and cognitive issues to regain independence. This includes assessment and supply of equipment needed to support people at home.

974 adults and 100 children received bereavement counselling from our Child and Family Therapists.

Our Pastoral care team supported 852 people.

OrangeLine, our confidential telephone helpline supported 1,192 people, making and receiving 2,925 telephone calls and 937 face to face activities. The service is available to anyone in the community

who requires emotional support, or people feeling lonely and isolated.

“As we look to the future, we are upgrading our ward to ensure our care environment gives people and their loved ones even more comfort and dignity.”



You said, we did

Reflecting on the feedback we received and what we did to make a difference. You Said, We Did is a snapshot of some of those successes. Here are just a few!

You said: Our Specialist Community and Crisis Support team asked for a break area.

We did: We refurbished and upgraded the staff area to promote wellbeing.

You said: Visitors requested a covered smoking area, and comments from staff and those under our care that the new pergola is not used solely as a smoking shelter.

We did: We built and installed a smoking shelter in our garden, separate to the pergola.

You said: The Ward evening menu needs a refresh with more nutritional, fresh and inclusive food options.

We did: We introduced a new lighter evening menu including inclusive options such as vegan, Kosher and Halal meals for visitors, staff and volunteers.

You said: Following feedback from teams and users of the space, it was recommended that we upgrade the Education Centre.

We did: We carried out a refurbishment of the space including hospice branded decorating and furnishings throughout, modern LED efficient lighting, and new commercial facilities, allowing us to compete with local venues that can be hired for events and training.

You said: We need a dedicated space for our Children's Bereavement Counselling sessions.

We did: We created a dedicated 'Seaside Room' for our children and young adults that is warm, inviting and provides a safe space.

You said: We should help with hospital blood runs and pharmacy pick-ups.

We did: We now provide regular hospital blood runs and pharmacy pick-ups, supported by our Estates team.

You said: A visitor commented that our gardens needed some more flowering plants to better represent the imagery on our website.

We did: We asked our local garden centres and supporters to help with donations of bedding plants which we have now planted, creating a more beautiful space for visitors, staff and people in our care to enjoy.

You said: We need more professional support for the increasing mental health complexity.

We did: We secured 1 session a week of dedicated consultant-level psychiatry support.

You said: We need more comfortable chairs for the counselling rooms.

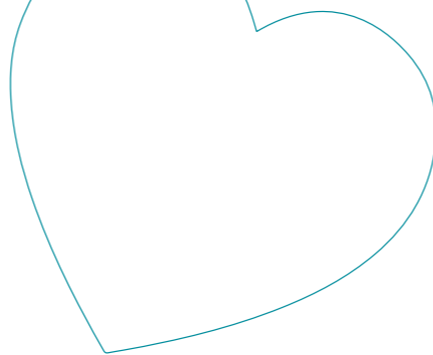
We did: New comfortable chairs were purchased through support from a generous donor.

You said: We need a more inclusive quiet space for people of all faiths or none.

We did: We created a quiet, peaceful reflective space for everyone by evolving the 'Chapel-Quiet Space' to the newly name and decorated 'Hospice Sanctuary'.



Feedback from the people we've cared for



iWantGreatCare (iWGC)

iWGC remains the one source/tool for gathering online feedback and surveys completed offline. Our % positive experience consistently remains above 92% and has done since its introduction at SFH.

We have celebrated our success in that we are consistently in the top 3 out of 22 Hospices, for the number of iWGC reviews received.

Learning from complaints

As an organisation we work closely with each other and collaboratively with external colleagues, to continually review and update the way we communicate, the way we process information, and the way we respond to all people who use our services.

Some examples of learning this year have been;

- ♥ Ensuring that iCare records are updated for all contact from people in our care, so we can ensure the correct signposting and advice is provided.
- ♥ The need for a more thorough handover from a referring team, so that we are certain of what is being asked and is expected from us.

- ♥ When we are advised of the death of a person in our care, we will attempt to contact the next of kin offering condolences and 'checking in' for any concerns, no matter what the time frame, as per our service standard.
- ♥ The need for appropriate communication courses as learning objectives for individuals.
- ♥ Ensuring that a telephone conversation takes place first wherever possible, before an email is sent, so that words are not misinterpreted



A selection of comments from across the organisation

"Everyone and everything was done in a very pleasant and professional way. All the staff were excellent."

Virtual Ward, June 2024

"I am extremely impressed by the care offered throughout. Thank you for your understanding and professionalism the staff clearly understands, my vulnerability."

Specialist Community & Crisis Support, May 2024

"Because I found the staff helpful, I had phone call from staff every Thursday till got better in mind."

OrangeLine, August 2024

"Of all the agencies involved in my husband's care at home, St. Francis Hospice were by far the only ones to tick all the boxes for empathy, care, support, information and actually getting things done. Special thanks to XXXX who went beyond her duty in dealing with other agencies and the NHS on our behalf in order to get things done. She truly is dedicated and genuinely caring."

Hospice at Home, February 2025

"My brother was in the hospice a few weeks prior to his death. He was cared for with dignity and respect as were we as his family. We had complete confidence in the care he received and the healthcare he was given. All the staff, from the cleaners to the consultants were absolutely amazing and we will be eternally grateful to them. Thank you all."

The Ward, November 2024

"My contact at the hospice has been supportive and caring in light of my mother's diagnosis, being able to answer my many questions, and contacting my mother's GP for supportive medication at this difficult time."

Referrals Hub, July 2024

"The support I have received has been an immense help to me at a difficult time. All staff have been helpful and professional. I can't thank you enough for the emotional care I have been given."

Bereavement Service, March 2025

Our People

Our people are at the heart of what we do

We are the nurses, therapists and doctors helping people and caring for people.

We are the experts on the end of the phone, giving advice and helping the isolated and lonely. We are the volunteers giving their time to our hospice. We are the fundraisers and retail store teams who are the reason our doors are open.

Together, we are Saint Francis Hospice, caring for our community.

Our Volunteers

At the end of March 2025, we have 650 wonderful volunteers who donate the gift of time to Saint Francis Hospice - over 85,000 hours between them. They truly are our Golden Heartbeats.

388 of these volunteers work in the retail arm of the organisation, supporting income generation in our charity shops and at retail head office.

A further 262 volunteers support people receiving care, their families and our staff through the main hospice.

11 drivers helped to bring people receiving care to and from the hospice, ensuring they could attend support groups and appointments. They also delivered equipment to people at home and collected medication for people.

Our army of 24 gardeners keep the beautiful gardens at the hospice looking

glorious. It means so much to people who are being cared for by the hospice and their families, that they are able to see such beautifully tended gardens - and weather permitting, the design of the gardens mean that people receiving care can spend time outside in the fresh air through the changing seasons.

The hospice ward staff work so hard caring for people and they are supported by 43 volunteers. The volunteers help with placing and delivering food orders, providing tea and coffee, and taking round the evening drinks trolley. They also spend time talking with and supporting people, for example accompanying those who are mobile to walk in our grounds. They really do turn their hand to a variety of tasks which really help people in our care, their families and our staff.

Our 34 family and individual support counsellors and OrangeLine volunteers routinely provide support to the people who love and look after people receiving care. This support takes a variety of forms from a listening ear, to signposting, to counselling.

And the biggest group of volunteers we have at the hospice are our fantastic reception team - made up of 54 individuals - who are the first point of contact for all visitors and callers to the hospice. They work on a rota to ensure that there is always a friendly face on the reception desk and they have a wealth of knowledge about the hospice and its services.

Our volunteers help us deliver these amazing services

1

The Hospice Ward is a place of comfort where people carry on living their lives, with a team of professionals caring around the clock. It's a place to feel safe and secure. It's quiet and tranquil with sounds of laughter and love in the background.

2

Our Crisis Support Line is 24 hours a day, 365 days a year, for expert advice for people who are facing a crisis in our community.

3

Our Hospice at Home service means that people under our care can stay in their own home with the people who matter to them with a team of compassionate professionals to help at any time.

4

Pemberton Place is a dedicated space at the hospice for a number of **support groups**, clinics and activities run by our health care teams and volunteers.

5

Our therapies team can help to manage pain and symptoms, help people gain more independence in their daily lives. It is important to us that people learn to live well with their illness or condition.

6

We don't just take care of the people who are ill, we look after everyone who loves and worries about them. The **family and individual support** team are here to help in a difficult time or as long as it takes.

7

OrangeLine offers confidential telephone support for local people. If you are bereaved, feeling lonely or isolated, and need to talk, OrangeLine is here for you.

This year we supported over 2,900 individuals who needed our compassionate care, both at home and at the hospice.

Our 250 staff and 650 volunteers help us provide these services

A volunteer story – Jo Catterall

Jo Catterall Wins The Outstanding Volunteer Award at the 2025 Palliative Care Awards

We were thrilled that our dedicated volunteer Jo Catterall was recognised at the prestigious 2025 Palliative Care Awards.

Jo Catterall, who started volunteering with the e-commerce team at Saint Francis Hospice in April 2021, received the Outstanding Volunteer Award.

Her connection with the hospice is personal and Jo gives the gift of her time and skills in memory of her mum who was cared for by the charity.

“I honestly love what I do and being part of the fantastic e-commerce team. It really means a lot to be able to contribute.

“I volunteer in memory of my mum. She was such a loving and caring person, always doing things for other people and being part of the hospice feels like a way of carrying that forward.”

Jo’s main role is on the eBay side of e-commerce, ensuring the hospice receives the best possible price for every donation sold.

The judges who considered many nominations from volunteers across the country, gave their reasons for presenting Jo with the award, saying, “Jo brings exceptional dedication, creativity, and warmth to her volunteering at Saint Francis Hospice. Her expertise in e-commerce - particularly in collectibles, jewellery, and unique items - has helped generate vital income, with meticulous care given to every listing.”

The judges also recognised Jo’s contribution to the Retail Therapy events that she successfully leads twice a year and the Christmas gift bags she has been preparing for carers since 2023. The gift bags, which are filled with socks, toiletries, chocolates and Christmas decorations, remind the carers that they are cared for and appreciated too.

The judges, added, “Jo also leads beautifully curated Retail Therapy events and thoughtfully prepares festive gift bags for carers, ensuring each detail offers joy and appreciation.”

Meet Jo!



Diversity, Equity & Inclusion at Saint Francis Hospice

As part of our inclusion commitment, we have worked hard over the past year to review our volunteering strategy and invest in our centralised volunteer services team, to foster a sense of belonging and celebrate how important our diverse and wonderful volunteer workforce is and how much their ongoing support and contribution matter.

The newly established team have put volunteers at the heart of the SFH community. Behind the scenes this has included a revamp of our volunteer experience; creating an open and inviting volunteer hub, where volunteers can come and speak to the team and get confidential advice and guidance, reviewed our policies and procedures with an emphasis on support and feeling listened to, standardised the training and development offering, and personalised how we engage and reward our volunteer community.

We have focused on connections and mental health, incorporating these themes into Learning at Work Week. Successful sessions included managing and supporting our workforce through change and championing men's mental health.



We have created a new 'Freedom to Speak Up' Guardian approach, which will be launched next year to further establish a safe and transparent workplace culture. The new approach will include two fully trained Guardians, supported by Champions across the services we provide.

Internally we continue to improve our recruitment processes to ensure that we have a more diverse workforce, and we became Disability Confident employers.

We continue our Hospice UK's Compassionate Employers programme, designed to help hospices look after their people and support employees through grief, dying, and caring.



Influence and profile-raising activity

During 2024-25, Saint Francis Hospice continued to play an active role in shaping the national conversation around hospice care, funding, and end-of-life issues.

Our influence and profile-raising efforts were rooted in strong collaboration with key stakeholders, including Members of Parliament, local councils, and national bodies.

We worked closely with our local MPs - Wes Streeting (Ilford North), Julia Lopez (Hornchurch and Upminster), Alex Burghart (Brentwood) and Andrew Rosindell (Romford) - as well as Hospice UK, contributing to discussions on critical sector challenges such as funding pressures and Assisted Dying legislation. Notably, Wes Streeting MP praised Saint Francis Hospice in the House of Commons for the “brilliant work” we do, a testament to our impact and reputation.

We were honoured to welcome Rt. Hon. Wes Streeting MP to the hospice, where he toured our ward, met with nursing staff, and engaged in meaningful dialogue about the future of end-of-life care. His visit underscored his commitment to supporting the hospice movement and addressing the financial pressures we face. His advocacy led to short-term relief measures before Christmas, with further support anticipated in the longer term.

To amplify this support, we proudly produced and shared two videos: one featuring Wes Streeting MP’s recognition of Saint Francis Hospice in Parliament, and another capturing his visit to our site. These materials helped raise awareness of our work and the challenges facing the sector.

We also celebrated several accolades that highlighted our community impact and excellence. These included:

🧡 Pride of Barking & Dagenham Award - via the Barking & Dagenham Chamber of Commerce. We were presented with a special award to recognise our ‘Outstanding Contribution to the Pride of Barking and Dagenham.’

🧡 Redbridge Community Award - awarded to one of our supporters through the Mayor of Redbridge Awards.

🧡 Nursing Times Award - Saint Francis Hospice was shortlisted for Student Placement of the Year: Community at the 2024 Student Nursing Times Awards

Local, regional and national awards and the recognition we receive through submissions, becoming finalists and winning, help us to raise our profile and ultimately to reach out to even more people who need our services.

A particularly proud moment came when we received congratulatory letters from Wes Streeting MP and Julia Lopez MP following our Outstanding rating from the Care Quality Commission (CQC). Their words of recognition were an

endorsement of the compassionate care, dedication, and professionalism of our staff and volunteers.

Our relationships with local councils remain vital to our mission too. We strengthened our partnerships with the London Boroughs of Havering, Barking & Dagenham and Redbridge, as well as Brentwood and parts of West Essex through regular engagement. These interactions focus on shared priorities including demographic changes, transport, adult social care, and local development plans. Together, we are committed to evolving our collaboration to better serve our communities.

Regular engagement and collaboration with our neighbouring hospices in Essex and London through the Hospice Collaborative Partnership and the London Hospice Partnership are crucial so that we can influence our NHS funders in a united way and work on projects together to become more efficient to ensure a sustainable future for all hospices. We are proud of the work we have done with our hospice partners to date, and we will continue to work together to create a collective voice and amplify our message.



How we fund our work

Saint Francis Hospice could not deliver high-quality care to people at end of life, or make investment plans to grow our reach, without the essential support of so many who donate, provide grants, fundraise or buy our goods in our shops and online. We're extremely grateful for their commitment, passion, time, expertise and trust that we will do the very best we can to help those who need us at probably the most difficult time in their life.

A collaborative approach to fundraising

We value our local community relationships with groups and individuals. Our Christmas Tree Recycling campaign continued for another year, with 2,204 trees collected and helping to raise more than £40,000 in the process. This was a huge team effort and not possible without the fabulous support of nearly 100 volunteers.

Events

Our events continue to bounce back, and we were delighted to welcome so many people taking part. We introduced

our first Memory Walk in September at Raphaels Park, Romford – this was a great day, with 263 people taking part, helping to raise £48,000. April 2024 saw our amazing runners take part the London Marathon – 33 people completed the 26-mile course and raised £97,000.

Lottery

The weekly lottery continues to be a fun and rewarding way to support the Hospice. The past year has seen an additional 1,700 new people sign up to take part, meaning we now have nearly 7,000 players taking part with a chance of winning one of our weekly prizes.

Appeals

We are also hugely grateful to the over 17,000 individuals or organisations who have donated in the past year – through giving to our appeals, sponsoring a nurse or in memory of a loved one. Last year saw our annual Light up a Life campaign continue to grow, with nearly 2,000 attending a service or donating nearly £70,000 over the festive period.

Major Donors

The big Heart Ball raised a net profit of £142,500 from ticket sales, donations on the evening and auctions/raffle. The evening was an opportunity to bring together many supporters,

families and staff and volunteers to celebrate our work over the last 40 years and plans for the future.

Trusts and Grants

We were thrilled to be in receipt of a donation of £75,842 from the B&P Glassier Charitable Trust. The trust, like many others in the current financial climate, has now closed and we would like to recognise their generosity with this final gift.

We are now in year 3 of City bridge Foundation grant. This grant is in support of our therapy team's work and services for young people, including outreach into local schools. We will continue to receive the quarterly gift for another 2 financial years after this one.

The Albert Hunt Trust gave £30k and we received £20k from RUB White both for core funding.

Corporate

We were honoured to represent Saint Francis Hospice at the BGC charity day in September. BGC host a number of charities and their patrons with a day of fundraising in memory of all those they lost in their New York office on 9/11. We received a donation of £24,186 bringing fundraising total since 2013 to £131,647.



We would like to say a special thanks to the Matchroom Foundation for the significant donation of £300k to kick start the Ward Development Project, a project that updates our ward ensuring that we can continue to deliver the highest possible quality of care to the people we support and their families.

We continue to deepen relationships with West Ham and the West Ham Foundation who share our vision to support people in our shared local community, and we are thrilled to have a key supporter in Jack Sullivan, Director at West Ham.

Not all gifts are purely financial when it comes to the Corporate Partnerships we hold. In addition to their financial support, we would also like to recognise Paragon for their ongoing gifting of event literature printing and Vinci for delivering in excess of £30k worth of labour without any charge at the Hospice site.

Legacies

Income through legacies continue to deliver consistent ongoing financial support to the people we support and their families. Last year our Legacy income was just over £1.9m. A significant contribution to the ongoing running costs of Saint Francis Hospice.

Retail

Our store base and ecommerce platforms continue to trade well. We achieved £2.85m, 5% up on our sales target, but importantly through careful cost management we achieved a 34% increase on our profit target for the year. Some of the new initiatives we put in place for last year were very successful, with a new pricing structure delivering a 9.5% increase in our average transaction value, and our average unit price lift by 6% on the previous year.

We are pleased with our two new store openings, where we opened a boutique in Loughton and a Superstore in Hornchurch, using the new design shop fit which gives the stores a more contemporary feel. Retail will play a vital part in the organisation's new strategy of further reach and support in the communities we serve and we plan to open two new stores this year to support this, and also source a new Head office premises which can house, the distribution and ecommerce operations as well as having additional space for a shop within the premises.



A supporter story

Daniel Forrester will fulfil a promise he made to his beautiful fiancée Caroline before she died when he walks 5,000 miles from Saint Francis Hospice to her home in Kumasi, Ghana with her ashes.

Here Daniel shares why he is setting off in September on the epic journey which will take him through France, Spain and Gibraltar and over to Africa.

Caroline was the love of my life. When we met in January 2023, we hit it off straight away. I was struck by her beauty, her kindness, her selflessness, her zest for life, along with many more admirable qualities. She was authentic and she was everything I'd ever wanted in a partner.

Saint Francis Hospice was there for Caroline in the last year of her life. The support Caroline and our family received from the hospice was immense. The team was so compassionate, and the emphasis was on the word 'care.'

I expect the journey to her home in Kumasi, Ghana to take between 6 and 12 months and I'll be walking around 20 miles a day. This will be my way of honouring Caroline. I want the world to know how amazing Caroline was and to keep her memory alive while raising as much money and awareness as I can for the hospice.

Caroline's battle with cancer began in 2021 when doctors discovered she had bowel and liver cancer. She had chemotherapy and was told she was in remission.

Unfortunately, in July 2023, just six months after we met, tests revealed cancer had manifested in her lungs and her consultant advised her to undergo a revolutionary chemotherapy from the United States.

The treatment, which was supposed to be 3 months, lasted 5 months because Caroline was too unwell at times to go through it, and it really took its toll on her.

We spent our first Christmas together in 2023 and when we returned to see the consultant, Caroline was told the cancer had reduced dramatically but it was never going away.

Caroline remained positive and decided to take a break from the treatment and suggested we go on holiday to Tenerife for some winter sun and to celebrate her improved health.

Whilst we were there I proposed and to my delight she agreed to be my wife. We were so happy, but we were only a few days into the holiday when Caroline started getting abdominal pains. We returned home and was told that the pain was from the cancer in her lymph nodes in her abdomen and the lung cancer.

Around late March early April 2024, while still awaiting treatment, Caroline began holding her nose. She had a scan that revealed she had a tumour in her brain.

They decided to tackle the lung cancer first because it progressed so rapidly with a course of chemotherapy but after one treatment in July, she decided to stop because it had taken such a toll on her.

In late August, Caroline lost most of her sight and this was the thing that affected her the greatest, and it was the only time, through the whole ordeal where I witnessed her mood drop slightly. She used to say, "I can cope with anything, but please don't take my sight."



With the thought of losing her sight weighing on her mind, she accepted radiotherapy treatment to reduce the tumour.

This did improve her vision, but physically she had lost so much strength, and she was pretty much housebound apart from trips and stays in the hospital. She deteriorated rapidly day by day and she struggled to walk.

On Monday, 4th on November 2024, she told me “I think I need to go to Saint Francis Hospice, not for long though, just for some symptom management.”

We rang Saint Francis Hospice, and they got her a bed the following Wednesday. We left Caroline’s home in Barking on Wednesday 6th November, and I remember as I wheeled her out of the front door in her wheelchair, catching a glimpse of her face as she looked back into her home. I could see she was thinking “I hope I see you again” I told her, “don’t worry, we will be back babe” as I put my hand on her shoulder to comfort her, and she then put her hand on mine without saying a word.

We arrived at Saint Francis hospice in Romford, and were greeted by the staff, who were all so absolutely wonderful and welcoming. We were then taken to her room, and luckily, I was allowed to stay with her 24 hours a day. Her sisters and her daughters were with her too.

Caroline was now in rapid decline, and each hour took its toll. By Saturday, I was told by the doctor that we had entered end of life stages as she wasn’t eating or taking in much fluids. Caroline and I managed to have a very short but beautiful conversation that day.

She was so organised. She had planned her funeral, and I knew she wanted to be cremated. I spoke to Caroline about my plan to take her ashes back to her home in Kumasi, Ghana. She said, ‘would you do that for me?’ and I said I would.

The conversation ended with our declaration of love for each other and a beautiful tender kiss on the lips (something we hadn’t done for a while as she was so scared of infection). Shortly afterwards Caroline went into a comatose state before finally passing on Monday 11th November.

Caroline instilled a strength in me that I never thought I had. I miss her so much, but I know she is with me and focusing on the challenge is helping me to cope with my grief.

There is a lot of planning to do before September and I will need guides to take me through Africa. I am doing as much walking as I can and I’ve been visiting places that hold special memories for us such as Folkestone, Eastbourne and Norfolk.

Caroline had great faith. She never preached to me, but she brought God to me through her actions and the journey will be a pilgrimage, stopping off at Canterbury Cathedral in Kent and Lourdes in the South of France.

She has given me a new life but at the expense of her own. I have to live life for the two of us, so I have to live it well and live it with meaning.

By Daniel Forrester.



Our fundraising promise

We promise to communicate with you in a way that suits you. If you tell us you'd prefer less contact or don't want to hear from us at all, we'll respect your wishes. We promise to check at the start of every conversation, on the phone or in person, that you're happy to speak to us. We promise never to sell your information to any third party. We won't share your details. We promise to adhere to all industry guidelines and regulations and require others acting on our behalf to do the same. We'll take appropriate action promptly if we find any failure to meet our standards. We will regularly monitor the activities and compliance of our suppliers, including for the protection of vulnerable people. We promise to make it easy for you to tell us your contact preferences and we're here to talk to you about our work or answer any questions.

Our privacy statement is available on our website. www.sfh.org.uk/privacy-policy.



Thank you

We'd like to take the opportunity to thank all our stakeholders; the people that fundraise effortlessly to help us keep our doors open, our corporate members and major donor supporters who come back year on year to offer their helping hand, our healthcare and community partners who collaborate with us and help us to continue to provide outstanding care services. And finally, our Patrons who give us the precious gift of their time and use their influence to raise the profile of our work.

- ♥ *Sir Trevor and Lady Hilkka Brooking*
- ♥ *Steve Davis*
- ♥ *Richard Madeley*
- ♥ *Barry Hearn*
- ♥ *Imogen Heap*
- ♥ *Cliff Jones*
- ♥ *Tony Ramsay*
- ♥ *Neville A Brown*
- ♥ *Sir Eric Pickles*



We would like to take this opportunity to pay tribute to Lady Hilkka Brooking who sadly died this year. Lady Hilkka Brooking became a hospice patron in 2018. Her kindness, compassion and commitment were felt by many and will be remembered for years to come.



Managing our fundraising

Fundraising regulation

In accordance with the Charities Act 2011, as amended in 2016, the Hospice endeavours to adhere to the Code of Fundraising Practice governed by the Fundraising Regulator, and all relevant guidance published by the Chartered Institute of Fundraising including treating donors fairly.

Standards and monitoring

We are committed to following the highest ethical standards and to ensuring quality supporter experience. We have detailed policies and procedures in place and train our staff and volunteers in line with the Code of Fundraising Practice. We regularly monitor ourselves and our fundraising agencies to ensure we are adhering to our high standards. The majority of our fundraising is conducted by Saint Francis Hospice staff and volunteers. We use carefully selected professional fundraising agencies to manage our Lottery, door to door canvassing and calling existing supporters. We work closely with our agencies to make sure they represent our work and our organisation to the highest standards. Our agencies are expected to comply with the requirements of professional standards and trade bodies, including all applicable laws, statutes, regulations and codes of practice.

Protecting the public

All fundraisers including volunteers receive detailed training on how to identify and protect people in vulnerable circumstances. If we encounter someone showing signs of distress, confusion or vulnerability, our fundraisers are trained to politely end the conversation and refuse any donation offered in such circumstances. In the unlikely event of a donation being taken in such circumstances, we refund the donation. We also work with the Gambling Commission to ensure we offer self-exclusion for individuals who may have issues with gambling.

Raffles and Lottery

We operate raffles and a weekly Lottery as a means for people to support us. The Lottery is licensed by the Gambling Commission under the Gambling Act 2005. This is to ensure our gambling activities are safe, fair and crime free. We strictly adhere to the Licence Conditions and Codes of Practice regulated by the Gambling Commission.

We have procedures and protective measures in place to encourage responsible gambling and to identify and help those with gambling problems. We strictly adhere to the Gambling Commission's directive on social responsibility and problem gambling.

In 2024-25 we received £443,560 in lottery sales. 22.5% of money raised went directly to supporting Saint Francis charitable activities, 19% on prizes and 58% on promotion & running costs. This complies with the Gambling Commissions requirements that a charity lottery must apply a minimum of 20% of the gross proceeds of each lottery directly to the purposes of the charity.

Compliments, comments and complaints

We aim to provide the highest standards of care to individuals, families, carers loved ones and supporters. We welcome all views, comments and suggestions.

We have a procedure for handling complaints about clinical and non-clinical aspects of our work. We are committed to dealing with all complaints constructively, impartially and effectively. We will make every effort to ensure that all complaints receive a complete, accurate and timely response and no complaint is ever disregarded. If we cannot resolve a fundraising related complaint, we will provide information about how to raise a complaint with the Fundraising Regulator.

In the year 2024/25 we received a total of 47 complaints, 7 less than 2023/24 marking a 15% decrease. All were promptly dealt with and there were no appeals received. We also received 2,191 compliments from IWantGreatCare.



What's Next

Growing Together: The Future of Saint Francis Hospice

Our new 5 Year Strategy 2025-30

As one of the largest adult hospices in the UK, we will soon be serving nearly a million people, ensuring that everyone in our care receives the highest quality care and support, wherever they call home. Our expertise extends across three NHS Integrated Care Systems; North East London, Mid & South Essex, and West Essex. The North East London Integrated Care Board remains our biggest NHS funder with the Hospice providing palliative and end-of-life care to over 791,000 people in this area. With just 31% of our funds coming from the NHS, we need to raise the rest through charitable giving and retail. These income sources will remain vitally important over the next five years.

Our hospice's new five-year strategy is focused on growth, scale, and impact, ensuring we meet the rising demand for person-centred end-of-life and palliative care. We aim to develop and expand our services, making them more accessible to individuals and their loved ones across all communities that we serve.

Collaboration is key to delivering more joined-up care, so we will strengthen partnerships and work more closely with others. Raising our profile will also be vital, helping to promote the right for

everyone to age and die well, in a place of their choice.

To achieve this, we will foster a growth mindset across our workforce, empowering staff and volunteers to think creatively and use resources efficiently and effectively. We will also focus on increasing income across all funding streams, demonstrating the value we bring to the wider healthcare system.

Finally, we will transform the way we work through technology, data, and streamlined processes, all underpinned by compassionate, collaborative, and empowering leadership.

We are grateful to all our partners and supporters, who have helped fuel our work. We hope you continue to stand by us and with us. By growing together, we can make a lasting impact.



Our Board

Trustees



Amanda Hallums

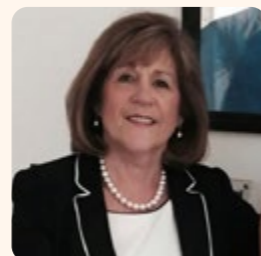
Appointed Interim Vice Chair 1st March 2024 - 31st October 2025.

Appointed Interim Chair 15/09/25)



Paul Gwinn

Appointed Acting Chair 25th Jan 2024 - 12th August 2024)



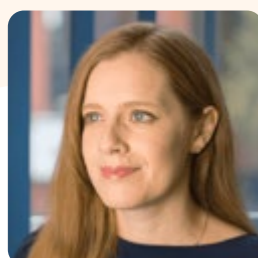
Anne Bender



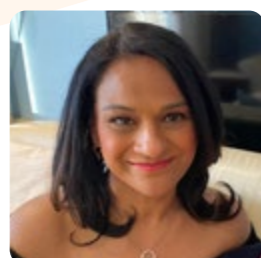
Ian Gunn



Malcolm Hines



Esther Marshall



Angela Sharma



James Pepper

Appointed 3/9/24, start 17/9/24



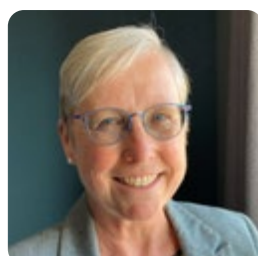
Amanda Casson-Webb

Appointed 3/9/24, start 17/9/24



Mimi Lau

Appointed 3/9/24, start 7/10/24



Mary Edwards

Appointed Chair 8/7/24, start date 13/8/24) - Resigned 01/09/2025



Peter Adams

Resigned 31/12/2024



Dr Gurdev Saini

Resigned 31/12/2024



Dr Robert Weatherstone

Resigned 31/10/2024

Directors



Grazina Berry

ROLE: CEO



Michelle Nicholls

ROLE: Director of Income Generation

APPOINTMENTS: 1/4/25 title changed from Director of Retail, Health & Safety to Director of Income Generation



Sally Connor

ROLE: Director of People and Culture

APPOINTMENTS: Appointed 01/04/2024



Jules Knowler

ROLE: Director of Communications and Community Engagement

APPOINTMENTS: 2/6/25 title change from Head of Marketing & Communications to Director of Communications and Community Engagement



Jane Frame

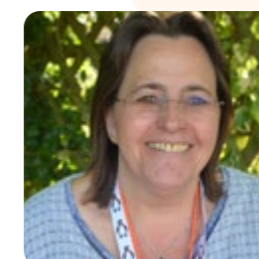
ROLE: Director of Strategy, Planning and Fundraising

RESIGNATIONS: Left 31/03/2025



Dr Corinna Midgley

ROLE: Medical Director



Tes Smith

ROLE: Director of Care & Community Services & Registered Manager

APPOINTMENTS: Changed from Director of Service to Director of Care & Community Services



Bridget Moss

ROLE: Director of Nursing, Quality & Research

APPOINTMENTS: 1/3/25 title change from Head of Professional Practice and Education to Director of Nursing, Quality & Research



Margaret Aboraa

ROLE: Director of Finance & Resources

APPOINTMENTS: Appointed 02/06/2025



Amanda Borton

ROLE: Interim Director of Finance

APPOINTMENTS: Appointed 01/06/2024

RESIGNATIONS: Left 01/03/2025

People & Culture Committee

- ♥ Paul Gwinn (Chair)
- ♥ Angela Sharma (Committee Vice Chair)
- ♥ Amanda Hallums
- ♥ Anne Bender
- ♥ Esther Marshall
- ♥ James Pepper
- ♥ Amanda Casson-Webb

Finance & Digital Committee

- ♥ Ian Gunn (Chair)
- ♥ Malcolm Hines (Committee Vice Chair)
- ♥ Mary Edwards
- ♥ Anne Bender
- ♥ Angela Sharma
- ♥ James Pepper
- ♥ Mimi Lau
- ♥ Angela Sharma
- ♥ Peter Adams
(until retired on 31/12/24)

Auditors

HaysMac LLP
10 Queen Street Place
London
EC4R 1AG

Investment Advisors

Investec Wealth & Investment Limited
30 Gresham Street
London
EC2V 7QN

Bankers

Barclays Bank Plc
1 Churchill Place
London
E14 4HP

Care & Quality Committee

- ♥ Dr Gurdev Saini
(Committee Chair - until retired on 31 Dec 24)
- ♥ Amanda Hallums
(Committee Vice Chair until 31 Dec 24.
Committee Chair - From 1st Jan 25)
- ♥ Esther Marshall
(Committee Vice Chair - From 1st Jan 25)
- ♥ Peter Adams
(until retired on 31/12/25)
- ♥ Mary Edwards
- ♥ Paul Gwinn
- ♥ Ian Gunn
- ♥ Malcolm Hines
- ♥ Amanda Casson-Webb
- ♥ Mimi Lau

Freedom to Speak Up Guardian

- ♥ Anne Bender



Our Governance

Saint Francis Hospice is a company limited by guarantee - registered number 1367828 - and a registered charity in England and Wales (charity number 275913). Our constitution is our Articles of Association, which were updated in October 2023. The Hospice has a wholly owned subsidiary Saint Francis Hospice (Trading Company) Limited - company number 2509586.

Structure, Governance and Management

Our Trustees

The Hospice is governed by the Board of Trustees who are legally responsible for directing our affairs. The Trustees are the directors of the charitable company for the purposes of the Companies Act 2006, and members of the company. The Trustees serving during the year are listed on page 44.

The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to four governance committees which report back to the Board on a regular basis. The Board delegates day to day management of the Hospice to the Chief Executive Officer and the Executive Team. The pay and employment terms and conditions of the Chief Executive and Executive Team is reviewed annually by the Remuneration Committee, an ad hoc Board committee. The members of

the Remuneration Committee are the Chair of Trustees, Vice Chair of Trustees, Chair of the Governance Committee and the CEO.

The Trustees have a wide range of skills, knowledge and experience, including clinical expertise. The Hospice provides Trustee indemnity insurance for the benefit of all Trustees. The Trustees are not remunerated for their services. Each Trustee is required to disclose potential or actual conflicts of interest to the Charity as part of an annual review and at the start of every meeting.

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing the Hospice's aims and objectives and in planning future activities.

Trustee appointment, induction and training

Trustees are elected by the existing Trustees, as members of the charity, for an initial period of 3 years and are then eligible to seek re-election for a further 3-year period.

New trustees undergo an induction based on the model recommended by Hospice UK, to brief them on their

legal obligations under charity and company law, the content of the Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. They are also invited to meet key employees and other trustees.

All Trustees complete annual mandatory training, and appraisals are undertaken each year by the Chair of the Board of Trustees.

Board Committees

The Board delegates certain functions to the following Governance Committees, which meet quarterly and assist the Board in meeting their responsibilities as follows:

The Finance and Digital Committee assists the Board in respect of financial and information governance reporting, risk and assurance, ensuring that the resources of the organisation are used effectively and to provide a channel of communication between the Hospice's auditors and the Board. It is there to assist the Chief Executive Officer and Chair to create an environment in which accounting, information and digital systems can operate effectively, and to assist all Board members by ensuring compliance with their statutory duties and responsibilities.

The People and Culture Committee approves and reviews progress of the People Strategy and the Volunteer strategy along with Trustee skills assessment, appraisals and all volunteer recruitment. The Committee also regularly reviews both the existing culture and progress towards the desired culture, through the benchmarking of the overall reward package, market intelligence and engagement survey results, and demonstrable progress of the delivery of Equality, Diversity, Inclusion and wider workforce strategies.

The Care & Quality Committee oversees the high standards of quality in our care and community services, including regulated activity, health and safety and support services (including Estates), along with adherence to regulatory and contractual requirements relating to those areas of operations.

The Nominations Committee makes recommendations to the Board for appointment and reappointment to the Board of Trustees, including Chair and Vice Chair appointments, and to its committees, taking regard of the skills and experience required of its membership and ensure effective succession planning. It approves arrangements for the recruitment, selection, induction, training, mentoring, and appraisal of trustees.

Financial review

Despite a challenging financial climate, we have delivered a financially stable organisation with an increase in total income to £13.5m (2024: £12.4m). This year we had a £0.1m increase in our surplus before investment unrealised gains/losses, to £0.7m from £0.6m in 2024. This was because of the receipt of a restricted capital grant funding and a stronger performance of our retail operations.

The comparatively weaker performance of our investment portfolio in Q4, reflecting the turmoil of the global markets resulted in a surplus of £0.8m (2024: £1.1m surplus).

The NHS and local health trusts maintained their commitment to and collaboration with the Hospice. However, this funding was only 32% of our income. We continue to rely on the dedicated

support of our local communities and are grateful for the income received from public donations including legacies. In 2025 public donations were £5.8m (2024: £5.3m). Our retail stores generated £2.7m income (2024: £2.5m) and a contribution to the Hospice of £0.7m (2024: £739k).

Our reserves effectively support the scale of our organisation and our programmes of work, whilst allowing us to carefully manage our risks and plan for our new 5-year strategy and major works programmes.

During the year we were supported by 650 volunteers across all areas of our work. The value of this work is priceless.

Principal risks and uncertainties

The Trustees regularly review the risks the charity faces and where appropriate establish processes and procedures to mitigate those risks identified, including, where appropriate, putting in place insurance and setting aside financial reserves. Saint Francis Hospice's principal risks and uncertainties are:

RISK	KEY RISK MITIGATION ACTIONS
Service quality maintained at an Outstanding level	<ul style="list-style-type: none"> Robust clinical governance processes and oversight High quality specialist staff Quality reviews, compliance checks and audits Review and action of patient, family and carer feedback, incidents and complaints, and trends Annual estates work plans to maintain service environments
Recruitment & retention of appropriately trained and skilled staff	<ul style="list-style-type: none"> Recruitment plan in place for senior staff including collaboration work with local acute trust Regular reviews of terms & conditions in light of NHS pay proposals Access to Employee Assistance Program and Occupational Health
Financial sustainability, particularly a fall in Commissioning or voluntary income or poor investment performance	<ul style="list-style-type: none"> Multi-year contracts for NHS service contracts with regular reviews and focused relationship management Regular monitoring of income and expenditure Regular financial planning and review Maintenance of prudent financial reserves Expert external management of investments Regular review of investment portfolio performance by Trustees
Strategic response to economic, political and other systemic challenge	<ul style="list-style-type: none"> Development of 5-year strategic plan 2025-2030 Board of Trustees oversight of strategy and delivery of operational plans, including holding strategic awaydays Executive Team and Board oversight of significant change programs Balanced scorecard reporting



Reserves Policy

Saint Francis Hospice's key driver in setting its reserves policy is to support and maintain the core activities and objectives of the Hospice, acting as a safeguard against volatile and unpredictable income streams and unforeseen expenditure or liabilities.

In setting the Hospice's reserve policy, the trustees consider various financial metrics and data, cash flow movements and working capital requirements, anticipated risks, and material future commitments. The Trustees review the financial reserves policy on at least an annual basis. A full list of reserves is in notes 16, 17 and 18.

The Trustee's policy is unrestricted, undesignated reserves equivalent to 12 months operating costs for the Hospice. As at 31 March 2025, the Hospice had total reserves of £21.5m (2024: £20.7m), including unrestricted, restricted, endowment and designated funds. Of the total unrestricted funds of £21.0m, £6.6m is designated. There are therefore £14.4m total general unrestricted funds (2024: £17.3m). This is equivalent to 14 months planned operating costs (2024: 16 months).

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst maintaining sufficient liquidity to meet the Hospice's operational needs. The Trustees are mindful of the level of risk appropriate for the portfolio, as well as social, environmental and ethical considerations when formulating investment arrangements.

The Trustees have appointed Rathbones to manage the Hospice's investment funds. The Finance & Digital Committee monitors investment performance against relevant benchmarks on a quarterly basis.

The Trustees remain satisfied with the performance of the investment portfolio in comparison to benchmarks and the performance of the fund managers in a difficult environment.

Going Concern

The Trustees have reviewed the Hospice's financial position, reserves levels, cash and readily realisable investment levels, and future plans. The Trustees are confident that the Hospice has adequate resource to continue to operate and to meet any commitments as they fall due for at least 12 months from the date of approval of this report.

Trading Company

Saint Francis Hospice (Trading Company) Limited, a company registered in England (company number 2509586), is a wholly owned subsidiary of the Hospice. The company trades in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the Hospice's charitable activity. All taxable profits from the trading company are donated to the Hospice.

Energy and Environmental Sustainability

Saint Francis Hospice is required to submit Energy Saving Opportunities Reports under the Environment Agency ESOS scheme which takes place every three years. The charity engages an independent firm of consultants to undertake the work and to demonstrate

compliance. The same methodology has been used for the 2024/25 figures below.

The table below summarises these periods for annual consumption of gas, electricity and transport and the resulting total carbon dioxide emissions:

Energy	2024/25	2023/24	Change
Gas kWh	697	617	80
Electricity kWh	578	543	35
Transport miles	43,436	42,094	1,342

Under the Streamlined Energy and Carbon Reporting (SECR) 2018 Regulations the Hospice is required to report their environmental impact. The guidelines of SECR allow us to choose boundaries, metrics and targets

when reporting and we have therefore chosen to use ESOS data to assess last year's emissions against the current financial year using UK Government GHG Conversion Factors for Company Reporting 2023.

	2024/25	2023/24
Emissions from Combustion of Gas in tCO ₂ e (Scope 1)	124	113
Emissions from Purchased Electricity (Scope 2)	117	112
Emissions from Combustion of Transport Fuel in tCO ₂ e (Scope 3)	12	11
TOTAL GROSS SCOPE 1, 2 AND 3 EMISSIONS / TCO₂E	253	236
Energy consumption used to calculate above emissions kWh	1,281,547	1,261,288
Charity Spend £k	12,136	11,754
Intensity Ratio: £k per tCo ₂ e (Scope 1, 2, and 3)	21.11	21.10

Energy Efficiency Action

In the period covered by the report the Hospice has improved lighting, heating and hot water building services, which is expected to result in energy consumptions savings over the next several years.

Statement of Trustee Responsibilities

The trustees (who are also directors of Saint Francis 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).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure of the charitable company and 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 UK Accounting Standards have been followed,

subject to any material departures disclosed and explained in the financial statements

- ♥ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 it 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 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
- ♥ 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' Annual Report and Financial Statements, including the Strategic Report, was approved by the Board of Trustees and authorised for issue on 17th December 2025.

Amanda Hallam

(Chair)





Independent Auditor's Report to the Members of Saint Francis Hospice

Opinion

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ♥ give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- ♥ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♥ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in

the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees'

- Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 54, the trustees (who are also the directors of the charitable company

for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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



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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- ♥ Inspecting correspondence with regulators and tax authorities;
- ♥ Discussions with management

including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

- ♥ Evaluating management's controls designed to prevent and detect irregularities;
- ♥ Identifying and testing journals; and
- ♥ Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

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



Lee Stokes
(Senior Statutory Auditor)

For and on behalf of HaysMac LLP,
Statutory Auditor

10 Queen Street Place
London EC4R 1AG

18 December 2025

Consolidated Statement of Financial Activities

(Including Consolidated Income and Expenditure Account)

For the Year Ended 31 March 2025

	NOTES	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2025 £000'S	TOTAL 2024 £000'S
Income						
Donations and gifts	2	3,613	308	-	3,921	2,913
Legacies		1,908	-	-	1,908	2,414
Charitable Activities						
Service agreements with Clinical Commissioning Groups		4,346	-	-	4,346	3,854
Trading Activities						
- Shops		2,717	-	-	2,717	2,559
- Education Centre		82	-	-	82	78
Investment Income and Interest		521	-	-	521	453
Other income		49	-	-	49	121
TOTAL INCOME		13,236	308	-	13,544	12,392
Expenditure						
<i>Raising Funds</i>						
Cost of operating shops	5	1,958	-	-	1,958	1,820
Fundraising and publicity	5	1,858	-	-	1,858	1,611
<i>Charitable Activities</i>						
Hospice services	5	8,801	212	-	9,013	8,323
TOTAL EXPENDITURE	5	12,617	212	-	12,829	11,754
Net income/(expenditure) before investment (losses)/gains		619	96	-	715	638
Gains/(losses) on investments	9	128	-	-	128	417
Net income/(expenditure)		747	96	-	843	1,055
Transfers between funds	17,18	-	-	-	-	-
Net movement in funds		747	96	-	843	1,055
Reconciliation of funds						
Total Funds brought forward		20,282	346	53	20,681	19,626
TOTAL FUNDS CARRIED FORWARD		21,029	442	53	21,524	20,681

All income and expenditure derive from continuing activities.

The accompanying notes form part of these financial statements.

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

Full comparative figures for the year ended 31 March 2024 are shown in note 24.

Consolidated and Charity Balance Sheets

As at 31 March 2025

NOTES	GROUP		COMPANY		
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S	
Tangible Assets					
Land and buildings	8	2,274	2,371	2,274	2,371
Other tangible assets	8	112	75	112	75
Investments	9	8,277	7,521	8,277	7,521
		10,663	9,967	10,663	9,967
Current Assets					
Stocks	10	1	12	-	-
Debtors	11	2,267	2,108	2,267	2,108
Cash at bank and in hand		9,847	9,569	9,846	9,566
		12,115	11,689	12,113	11,674
Creditors: amounts falling due within one year	12	(1,254)	(975)	(1,265)	(975)
Net Current Assets		10,861	10,714	10,848	10,699
		21,524	20,681	21,511	20,666
NET ASSETS					
Restricted Funds: Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	442	346	442	346
UNRESTRICTED FUNDS:					
Designated funds	18	6,672	2,974	6,672	2,974
General funds	19	14,357	17,308	14,344	17,293
		21,524	20,681	21,511	20,666

The financial statements were approved and authorised for issue by the Board of Trustees on 17th December 2025

and were signed on its behalf by:

Amanda Halliwell . (Chair)

The accompanying notes form part of these financial statements.

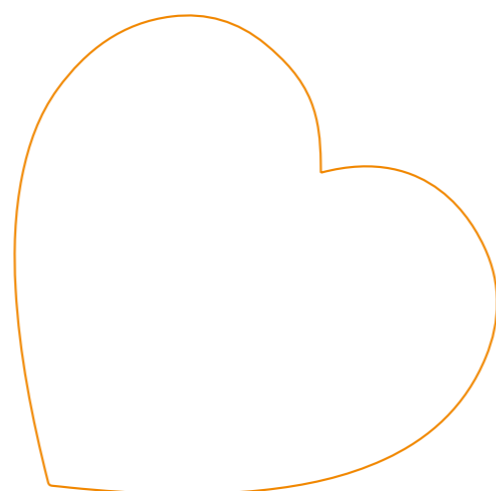
The net income for the charity only for the year was £857k (2024: £1,055,000 net).

Consolidated Cash Flow Statement

For the Year Ended 31 March 2025

	NOTES	2025		2024	
		£000'S	£000'S	£000'S	£000'S
Net cash (outflow)/inflow from operating activities	22		468		(198)
Investing activities					
Dividends and interest from investments		521		453	
Sale of investments		1,355		1,564	
Purchase of tangible fixed assets		(81)		(37)	
Purchase of investments		(1,985)		(1,708)	
Net cash inflow/(outflow) from investing activities			(190)		272
Change in cash and cash equivalents in the reporting period			278		74
Cash and cash equivalents at the beginning of the reporting period	23		9,569		9,495
Cash and cash equivalents at the end of the reporting period	23		9,847		9,569

There is no net debt in current or preceding year.



Notes to the Financial Statements

For the Year Ended 31 March 2025

1 Accounting Policies

Basis of preparation of Group Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102. Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note(s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis.

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the

Hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustee's report. The review of the Hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

Estimation Uncertainty and Judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated

value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations are recognised once the charity has entitlement to the income, it is probably that income will be received and the amount of income receivable can be measured reliably.

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities due to the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Goods Donated for Resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the Charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

Costs of Raising Funds comprise direct fundraising costs incurred in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.

Support costs are those costs which are necessary to the delivery of Hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, IT and P&C and Vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings
2% on cost

Fixtures, fittings & equipment
25% straight line

Motor vehicles
25% straight line

Leasehold improvements
period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and

losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Bank

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





Creditors and provisions

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.

Fund accounting

Funds held by the charity are either:

-  Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
-  Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for specific purposes.
-  Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
-  Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represents the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme (“the NHS scheme”) or defined contribution schemes operated by the Charity. Contributions are made by both employees and employer. Although the NHS scheme

is a defined benefit scheme, the nature of the scheme is such that the Charity cannot identify its share of the scheme’s underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the Charity are charged against the profits of the year in which they become payable.

The Hospice’s employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The Hospice’s employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

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

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2 Donations And Gifts

General donations

	2025 £000'S	2024 £000'S
	3,921	2,913
	3,921	2,913

Included in general donations are restricted donations of £308,000 (2024: £210,000).

3 Results Of Related Entities

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs from those incurred last year.

	TOTAL 2025 £000'S	TOTAL 2024 £000'S
Turnover	9	8
Cost of new goods	(11)	(11)
GROSS (LOSS)/PROFIT	(2)	(3)
Other operating costs	-	-
	(2)	(3)
Amount donated to Saint Francis Hospice	-	-
Retained in subsidiary company	(2)	(3)
The assets and liabilities of the company are:		
Current assets	13	15
Creditors: amounts falling due within one year	-	-
TOTAL NET ASSETS	13	15
Aggregate share capital and reserves	13	15

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4 Results Of The Charity

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £13,535k (2024: £12,384k), total expenditure of £12,818k (2024: £11,743k) and net investment gains of £128k (2024: £417k net losses). Net income for the year was £845k (2024: £1,058k net expenditure).



5 Expenditure

	COST OF OPERATING SHOPS £000'S	FUNDRAISING AND PUBLICITY £000'S	HOSPICE SERVICES £000'S	PROVISION OF GOVERNANCE £000'S	TOTAL 2025 £000'S	TOTAL 2024 £000'S
DIRECT COSTS						
Staff costs	955	1,050	7,452	88	9,545	7,984
Nursing supplies	-	-	180	-	180	153
Catering	-	-	256	-	256	245
Cleaning	18	-	73	-	91	93
Travel	19	6	38	-	63	70
SUPPORT COSTS						
Utilities	104	-	156	-	260	212
Premises	580	-	86	-	666	1,067
Other	221	58	201	-	480	470
Printing, postage and stationery	4	8	36	-	48	55
IT costs	31	63	219	-	313	445
Legal and professional	-	-	101	46	147	174
Audit and accountancy	-	-	-	33	33	51
Pepperell Education Centre running costs	-	-	5	-	5	24
Depreciation	-	-	141	-	141	127
Direct marketing appeals	-	-	-	-	-	198
Events	-	238	-	-	238	2
Lottery operations	-	33	-	-	33	96
Merchandise	-	11	-	-	11	8
Other fundraising costs	-	8	-	-	8	243
Other project costs	-	360	(49)	-	311	37
Governance Costs reallocation	26	23	118	(167)	-	-
TOTAL EXPENDITURE	1,958	1,858	9,013	-	12,829	11,754

Support costs are allocated on the basis of estimated usage by the activity. Governance costs have been apportioned on the basis of staff costs.

Governance costs

Staff Costs
Legal and professional
Audit and accountancy

	2025 £000'S	2024 £000'S
	88	66
	46	26
	33	51
	167	143

Net (expenditure)/income for the year is stated after charging:

Auditor's remuneration - audit
Auditor's remuneration - other
Depreciation
Operating lease rentals - Land and buildings

	2025 £000'S	2024 £000'S
	26	24
	5	18
	142	127
	514	574



6 Staff Costs

	2025 NUMBER	2024 NUMBER
The average monthly number of full and part time employees during the year was:		
Direct services to individuals	106	140
Hospice administration	46	46
Fundraising/publicity	34	31
Education services	6	6
Retail	44	41
	236	264
The full time equivalent at the year-end was: Hospice and Shops company staff	168	170
EMPLOYMENT COSTS		
Salaries	7,777	6,389
Social security costs	653	567
Pension costs	546	519
Other staff costs	363	299
	9,339	7,774
Medical consultants	206	210
	9,545	7,984

The number of staff paid over £60,000 during the year was:

	GROUP		COMPANY	
	2025 NUMBER	2024 NUMBER	2025 NUMBER	2024 NUMBER
£60,001 - £70,000	3	1	3	1
£70,001 - £80,000	2	3	2	3
£80,001 - £90,000	1	-	1	-
£90,001 - £100,000	-	-	-	-
£100,001 - £110,000	1	1	1	1

Senior Management Team remuneration totalled £882,375 (2024: £653,834) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £93,952, (2024: £44,791).

The Hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of over 650 volunteers who give freely of their time in a variety of ways covering a full range of Hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7 Trustees

None (2024: none) of the Trustees were reimbursed (2024: £nil) for travel incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.



8 Tangible Fixed Assets

Land and buildings

	THE HALL LAND AND BUILDINGS £000'S	OTHER FREEHOLD PROPERTY £000'S	TOTAL £000'S
GROUP AND COMPANY COST			
At 1 April 2024	4,724	126	4,850
At 31 March 2025	4,724	126	4,850
DEPRECIATION			
At 1 April 2024	2,431	48	2,479
Charge for the year	94	3	97
At 31 March 2025	2,525	51	2,576
NET BOOK VALUE			
At 31 March 2025	2,199	75	2,274
At 31 March 2024	2,293	78	2,371

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

Other tangible fixed assets

	LEASEHOLD IMPROVEMENTS £000'S	FIXTURES & FITTINGS £000'S	MOTOR VEHICLES £000'S	TOTAL £000'S
GROUP AND COMPANY COST				
At 1 April 2024	152	763	136	1,051
Additions	-	81	-	81
Disposals	-	-	-	-
At 31 March 2025	152	844	136	1,132
DEPRECIATION				
At 1 April 2024	152	763	60	975
Charge for the year	-	11	34	45
Disposals	-	-	-	-
At 31 March 2025	152	774	94	1,020
NET BOOK VALUE				
At 31 March 2025	-	70	42	112
At 31 March 2024	-	-	75	75

9 Fixed Asset Investments

GROUP AND COMPANY

Quoted investments

Market value at 1 April 2024

Additions at cost

Disposals at opening book value

Net gains/(losses) on revaluation

At 31 March 2025 - valuation

Cash with investment managers

Market value at 31 March 2025

At 31 March 2025 - historical cost (including cash)

	2025 £000'S	2024 £000'S
Market value at 1 April 2024	7,417	6,375
Additions at cost	1,539	2,207
Disposals at opening book value	(1,355)	(1,582)
Net gains/(losses) on revaluation	128	417
At 31 March 2025 - valuation	7,729	7,417
Cash with investment managers	548	104
Market value at 31 March 2025	8,277	7,521
At 31 March 2025 - historical cost (including cash)	7,799	6,000

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10 Stocks

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
New goods for resale	1	12	-	-

11 Debtors

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
Legacies receivable	1,638	1,282	1,638	1,282
Other debtors and prepayments	629	826	629	826
Amounts owed by trading subsidiary	-	-	-	-
	2,267	2,108	2,267	2,108

12 Creditors: amounts falling due within one year

	GROUP		COMPANY	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
Taxation and social security	173	146	173	146
Trade creditors	365	148	365	148
Other creditors	282	171	293	171
Accruals	391	469	391	469
Deferred income (see below)	43	41	43	41
	1,254	975	1,265	975

Movements in deferred income:

	GROUP & COMPANY	
	2025 £000'S	2024 £000'S
Deferred income at 1 April	41	39
Applied during the year	824	41
Released during the year	(822)	(39)
Deferred income at 1 March	43	41

13 Pension And Other Post-Retirement Benefit Commitments

The Hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employer's contribution rate for the year was 14.38%. The pension cost for the year was £172,078 (2024: £175,438).

The Hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme.

The assets of the scheme are held separately from those of the Hospice in a fund administered by Aviva. The employer's contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the Hospice for pension and death in service benefits, which amounted to £397,466 (2024: £343,283).

14 Funds

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2024	20,282	346	53	20,681
Net movement in funds	747	96	-	843
At 31 March 2025	21,029	442	53	21,524

COMPANY				
At 1 April 2024	20,267	346	53	20,666
Net movement in funds	749	96	-	845
At 31 March 2025	21,016	442	53	21,511

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2023	19,347	226	53	19,626
Net movement in funds	935	120	-	1,055
At 31 March 2024	20,282	346	53	20,681

COMPANY				
At 1 April 2023	19,329	226	53	19,608
Net movement in funds	938	120	-	1,058
At 31 March 2024	20,267	346	53	20,666

15 Company Status

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At 31 March 2025 there were 10 guaranteeing members.

16 Endowment Funds

	2025 £000'S	2024 £000'S
GROUP AND COMPANY		
Balance at 1 April	53	53
Balance at 1 April 2024	-	-
	53	53
Expenditure	-	-
Balance at 31 March 2025	53	53

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17 Restricted Funds

The income funds of the charity include restricted funds held on trust for specific purposes:

	BALANCE 1 APRIL 2024 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2025 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	28	27	(5)	-	50
City Bridge Trust	41	44	-	-	85
Ground & Gardens	31	-	-	-	31
Hospice @ Home	84	13	-	-	97
Young Adult Transition Group	31	2	(3)	-	30
Ward	28	-	(13)	-	15
Covid Bereavement	13	-	-	-	13
Others	32	222	(191)	-	63
	346	308	(212)	-	442

	BALANCE 1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2024 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	27	3	(2)	-	28
City Bridge Trust	-	42	(1)	-	41
Ground & Gardens	35	-	(4)	-	31
Hospice @ Home	9	132	(57)	-	84
Young Adult Transition Group	23	12	(4)	-	31
Ward	31	14	(17)	-	28
Covid Bereavement	14	-	(1)	-	13
Others	29	7	(4)	-	32
	226	210	(90)	-	346

Restricted funds purpose:

Kay Julia Miller Trust	to run Pemberton Place, a multi user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.
Family support	To help and support families and young children.
City Bridge Trust	To support a Child and Family Therapist role to provide therapeutic support for children and young people.
Ground and Gardens	To keep the gardens bright and colourful for individuals and their loved ones to enjoy.
Hospice @ Home	To support the care of people staying in their own home.
Young Adult Transition Group	To support young adults and their families.
The Ward Fund	For purchasing specialist equipment for our Ward (previous the IPU or Inpatient Unit).
The Covid Bereavement	To support people who identify themselves as affected by covid related death
Other Restricted Funds	Represents 10 other funds with restricted purposes with a balance less than £9k.

18 Designated Funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	1 APRIL 2024 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2025 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,446	81	(141)	-	2,386
ICT Digital Strategy fund	26	-	(15)	-	11
Digital People Strategy fund	98	-	(23)	-	75
Hall Works fund	42	1	-	-	43
Estate Repairs fund	150	-	(150)	-	-
Estate Repairs (Year 2) fund	149	-	(120)	-	29
SCCS Refurbishment	56	-	(56)	-	-
Ward Transformation (2023-25)	7	333	(282)	-	58
Ward Development project	-	2,000	-	-	2,000
2025-30 Strategic Investments	-	2,070	-	-	2,070
	2,974	4,485	(787)	-	6,672

	1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2024 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,536	-	(127)	37	2,446
ICT Digital Strategy fund	42	-	(16)	-	26
Digital People Strategy fund	120	-	(22)	-	98
Hall Works fund	42	-	-	-	42
Estate Repairs fund	151	-	-	-	151
Estate Repairs (Year 2) fund	-	-	(23)	172	149
SCCS Refurbishment	-	-	(17)	73	56
Ward Transformation (2023-25)	-	-	(231)	238	7
	2,891	-	(437)	520	2,974

Designated funds purpose:

Fixed Asset Fund	The net book value of fixed assets, excluding amounts funded from restricted income.
The ICT Digital Strategy Funds	To support a more agile and creative approach to the way services are delivered going forward.
Digital People Strategy Fund	To deliver the people strategy including investment in replacement systems.
Hall Works fund	To meet substantial heating and window replacement project costs.
Estate Repairs fund	To fund specific urgent repair works on the Hospice premises in the year ended 31 March 2024
Estate Repairs (Year 2)	To fund specific urgent repair works on the Hospice premises in the year ended 31 March 2024.
SCCS Refurbishment	To fund additional works to the hospice premises in response to the discovery of asbestos.
Ward Transformation (2023-25)	To fund initial consultancy work for a ward transformation programme.
Ward Development project	£2m to fund the Ward Development project
2025-30 Strategic Investments	£2,070k to fund 2025-30 Strategic Investments expenditure for Years 1 and 2



19 Analysis Of Net Assets Between Funds

	ENDOWMENT FUNDS £000'S	OTHER RESTRICTED FUNDS £000'S	UNRESTRICTED FUNDS		2025 TOTAL £000'S
			(GENERAL) £000'S	(DESIGNATED) £000'S	
GROUP					
Tangible fixed assets	-	-	-	2,386	2,386
Investments	-	-	8,277	-	8,277
Other net assets	53	442	6,080	4,286	10,861
TOTAL NET ASSETS	53	442	14,357	6,672	21,524
COMPANY					
Tangible fixed assets	-	-	-	2,386	2,386
Investments	-	-	8,277	-	8,277
Other net assets	53	442	6,067	4,286	10,848
TOTAL NET ASSETS	53	442	14,344	6,672	21,511

20 Commitments Under Operating Leases

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	LAND AND BUILDINGS		OTHER	
	2025 £000'S	2024 £000'S	2025 £000'S	2024 £000'S
GROUP				
Within one year	347	92	5	6
Between two and five years	632	843	7	6
In over five years	66	565	2	-
	1,045	1,500	14	12

21 Related Parties

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

22 Reconciliation Of Changes In Resources To Net Cash Inflow/(Outflow) From Operating Activities

	2025 £000'S	2024 £000'S
NET (EXPENDITURE)/INCOME FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES)	843	1,055
Adjustments for:		
Depreciation of tangible fixed assets	142	127
(Gains)/losses on investments	(128)	(417)
Dividends and interest from Investments	(521)	(453)
Donated shares	-	(499)
(Increase)/decrease in stock	11	6
Decrease/(increase) in debtors	(158)	19
(Decrease)/increase in creditors	279	(36)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	468	198

23 Analysis Of Cash And Cash Equivalents

	2025 £000'S	2024 £000'S
Cash in Hand	1,501	385
Notice deposits	8,346	9,184
Total cash and cash equivalents	9,847	9,569

Analysis of the balances of cash as shown in the balance sheet

	2025 £000'S	2024 £000'S	CHANGE IN YEAR	
			2025 £000'S	2024 £000'S
Saint Francis Hospice	9,847	9,566	279	76
Saint Francis Trading (Company) Limited	-	3	(2)	(2)
	9,847	9,569	277	74

24 Comparative Consolidated Statement of Financial Activities (2024):

	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2024 £000'S
INCOME FROM:				
Donations and gifts	2,703	210	-	2,913
Legacies	2,414	-	-	2,414
Charitable Activities:				
Service agreements with Clinical Commissioning Groups	3,854	-	-	3,854
Trading Activities:				
- Shops	2,559	-	-	2,559
- Education	78	-	-	78
Investment Income and Interest	453	-	-	453
Other income	121	-	-	121
TOTAL INCOME	12,182	210	-	12,392
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,820	-	-	1,820
Fundraising and publicity	1,611	-	-	1,611
Charitable Activities:				
Hospice services	8,233	90	-	8,323
TOTAL EXPENDITURE	11,664	90	-	11,754
Net income/(expenditure) before investment (losses)/gains	518	120	-	638
(Losses)/gains on investments	417	-	-	417
Net (expenditure)/income	935	120	-	1,055
Transfers between funds	-	-	-	-
Net movement in funds	935	120	-	1,055
Reconciliation of funds:				
Total Funds brought Forward	19,347	226	53	19,626
TOTAL FUNDS CARRIED FORWARD	20,282	346	53	20,681

Thank you



Saint Francis Hospice Catchment Map



Postcodes in our catchment area
 Postcodes not in our catchment area
 Postcodes are borderline / shared areas

Shops **Saint Francis Hospice**

GET IN TOUCH **01708 753319** **mail@sfh.org.uk** **www.sfh.org.uk**



© Saint Francis Hospice - all rights reserved. Saint Francis Hospice is a registered charity, number 275913.



SAINT FRANCIS HOSPICE

England & Wales - Charity number 275913

Accounts



40 YEARS

Saint
Francis
Hospice

Caring for you

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

Company Registration Number: 1367828

CONTENT

- 3 Welcome
- 4 CEO and Acting Chair's introduction
- 6 Our Vision, Our Mission, Our Values
- 8 Strategic Goals 2023-2025
- 12 2023-2024 Highlights
- 25 How we fund our work
- 36 What's next?
- 38 Our Board
- 41 Our Governance
- 50 Independent auditors report
- 56 Financial Statements
- 59 Notes to the Financial Statements
- 83 Where we care and contact details

The Trustees of Saint Francis Hospice are pleased to present their Annual Report (including strategic report) and the audited Consolidated Financial Statements for the year to 31st March 2024, in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011.

The Trustees' Annual Report (including strategic report) and audited Consolidated Financial Statements also comply with the Memorandum and Articles of Association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

WELCOME TO SAINT FRANCIS HOSPICE

At Saint Francis Hospice, we believe that everyone has the right to be the person they are; to live without fear or prejudice and so we welcome adults of any ethnicity, age, gender, sexual orientation, faith and belief, or disability.

We believe that our hospice is a better place to receive care, to work and volunteer when we all feel included, respected and welcomed. We are committed to inclusivity and our approach is rooted in our Vision, Mission and Values.

As an independent charity and one of the largest adult hospices in the UK, we play a vital role in our growing and diverse populations of Barking & Dagenham, Havering, Redbridge, Brentwood and West Essex.

We have a committed team of specialist consultants, doctors, and nurses who work alongside other health and social care professionals to provide compassionate and comprehensive care to all who need it.

Every donation is essential to us, and we value every one of our supporters immensely: individuals, schools, faith groups, local organisations, trusts and foundations and businesses, as well as large corporations. We are grateful to our team of 655 skilled and committed volunteers who help us - keeping costs down and adding huge value to our hospice.



CEO AND ACTING CHAIR'S INTRODUCTION



GRAZINA BERRY CEO



PAUL GWINN ACTING CHAIR

Welcome to the Trustees' Annual Report and Financial Statements of Saint Francis Hospice.

2023/24 was an incredibly full, focused and busy year at the hospice, marked with post pandemic recovery, renewal and organisational change. It was also a year that saw the hospice say a sad goodbye to a long-standing, much-respected and loved Trustee and Chair of the Board, Peter Crutchett who died suddenly in January 2024. A new CEO, Grazina Berry, joined the hospice in October 2023 taking the mantle from Pam Court, who led the charity through a period of success and growth over 12 years. Grazina brought with her a fresh perspective and began the process of review and stakeholder

engagement ahead of developing a new 5-year strategy.

We continued to aim all of our effort and a diverse range of multi-expert services at the nearly 1 million people living in our catchment communities of Barking, Dagenham, Havering, Redbridge, Brentwood and parts of West Essex. We cared for over 2,000 individuals last year, making sure their wishes and needs were respected and fulfilled, including their preferred place to die. Our nurses made nearly 5,000 visits as part of our Hospice at Home service. The experience of our care and support for families and loved ones remained overwhelmingly positive, with nearly 500 individuals opting to provide us with their feedback, rating their experience at 96% positive.

With growing use of data, both internally and via our partners, we continued to observe the increasing diversity and changing demographics across our communities, especially in Barking & Dagenham, where we are proud to have supported more people from Asian communities. We also cared for more people with non-cancer diagnoses, demonstrating our expanding reach and the changing need for our care and support. We are preparing to accelerate our work to widen and improve access to our services next year and beyond.

Providing excellent care to everyone who comes to the hospice free of charge at the point of care carries a significant cost, about a third of which is covered by our NHS commissioners and the rest is raised through fundraising and our retail operation. Financial pressures continued to accelerate due to the cost-of-living crisis and especially due to the rising costs of energy. In 2023/24 our energy bills rose by over 60% adding significant pressure on our cost base.

What does the future hold? We will be working hard to make our services more accessible across the diverse communities we are serving. We know that we are not reaching everyone who needs our support and are keen to develop new and better ways to expand and deepen our reach. We also recognise that

we need to find more effective and efficient ways of working with partner organisations because increasingly, individuals who we are caring for will have even more complex care needs. And we know that even across the communities that are close to our hospice, not everyone knows that we are here to provide the best palliative and end of life care experience we can.

As we approach a significant 40th milestone in 2024/25, we will take the time to celebrate our remarkable achievements and the difference we have made to the lives of thousands of people across our communities. We are here because we are passionate about palliative and end of life care and acknowledge the need to do more. Yet we could not be here, look to the future and build our plans without your support. We know that your support is always ignited by the kindness shown to your loved ones by our teams of staff and volunteers. What is truly striking is how deep that support is – it is lifelong and through legacies, carries on into the future. We cannot thank you enough for all that you do for us, so that Saint Francis Hospice can grow its reach and impact, helping create the best end-of-life experiences for many more people into the future.

VISION, MISSION AND VALUES

Our Vision

A world where everyone gets the right palliative and end of life support and care for them and their loved ones.

Our Mission

To provide local people with excellent palliative and end of life care and support, before, during and after death.

Our Values



Supportive - We listen to people and value peoples' experiences and use them to give the personal support that is right for everyone.



Compassionate - We are kind and provide a caring and compassionate environment for everyone. We put people at the heart of our actions and words and support people's choices and decisions, helping them feel safe, secure and valued.



Inclusive and Respectful - We are open and transparent and value each person's individuality. We respect everyone and value diversity. We believe our different experiences and knowledge make us stronger. Together we achieve more.



Professional - We are experienced in what we do as a hospice and as a charity. We encourage everyone to give of their best, in providing the appropriate care and expertise to those who need us and support us.



Always Learning - We are open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever changing world around us.

STRATEGIC GOALS 2023-2025

Our overall strategic aim for the next year is to meet the growing demand for experienced and expert palliative and end of life care services in our local boroughs, as an essential contributor to the local community and as a key part of the health and social care local provision.

Objective 1

OUR PEOPLE: Agile, Resilient and Confident to continue to improve quality and respond effectively to changing needs.

- Ensure our staff and volunteers reach their potential and create a motivated, skilled and empowered workforce
- Develop our governance framework to ensure we are a well-led hospice for the next 10 years.

Objective 2

OUR SERVICES: Doing more than you think - Improving Access and Meeting Need.

- Outstanding care.
- Build resilience in our models of care focusing on crisis support and proactive 'what really matters' models of care and support.
- Share our knowledge to build a stronger palliative and end of life care support system for our local community.

Objective 3

SUSTAINABILITY: Best use of Resources so we can meet need now and in the future

- Optimise our income generating capabilities and our financial resources
- Build relationships with our local communities, funders and care partners to drive developments in palliative and end of life care based on our experience and our patient's needs.
- Environmentally friendly practices and decision making across all activities working towards a carbon neutral organisation in the years ahead.

THE DIFFERENCE WE'VE MADE IN 2023-24



2,000 people were cared for, both at the hospice and at home



313 people were admitted onto the ward, for an average stay of **12 days**



4,897 home visits were made by Hospice at Home nurses to **639 people**



5,246 bereavement counselling sessions were given to **643 adults** and **62 children**

614 people received pastoral care support



EMILY'S STORY ABOUT HER HUSBAND MARK AND THE CARE HE RECEIVED AT THE HOSPICE

Mark Taylor and his wife Emily were together for 25 years before his death on Valentines Day in 2022. Mark was supported by the Community Team before spending the last few weeks of his life on the Ward.

Emily explains how the community team supported Mark so he could stay at home for as long as possible.

“Mark was diagnosed with oesophageal cancer at the beginning of 2018 and in December 2021 a lump came up on Mark’s arm. Two weeks before Christmas, Mark had a scan and we found out the cancer had now spread to his muscles and his bones. That was when his oncologist told him he was now terminal, and she was going to refer him to Saint Francis Hospice. Those words were terrifying.

We thought if you are referred to Saint Francis Hospice that it was a place you were sent to die, little did we know how wrong we were. When the nurse came to see Mark, she asked if he would come to the

hospice for pain management, but he refused. He said, “If I go in there, I will not come out. I am not ready yet.” She sat with him and explained that the hospice was not a place to just go and die, it was a place of respite and to manage pain and symptoms too. The plan for him was to go in for pain management and to then come home.

Those last few days will always be so important to us. We had watched Mark in excruciating pain for so long. He was monitored so closely, and we knew he was pain free. When someone is in pain, you can see it in their face and during those last few days, I could see he was peaceful.

When the time came, we obviously did not want it to happen, but we knew he was not in pain anymore.

Our experience of Saint Francis Hospice is overwhelmingly positive. Mark felt so strongly that if people were unfortunate enough to be told they had a terminal illness, that they should feel relief at being referred to the hospice, without any fear.



2023-2024 HIGHLIGHTS

During the last year, learning from the most challenging period of the pandemic led to further innovative thinking and service development, enabling us to restart face to face groups and sessions as well as improving technological solutions across the hospice.



YOU SAID, WE DID

Reflecting on the feedback we received and what we did to make a difference. You Said, We Did is a snapshot of some of those successes. Here are just a few!

You said...

We could do with a rain mac for nurses.

We did...

Looked at uniform policy and now include rain macs for community nurses into the allocation of uniform.

You said...

Lone worker folder holder not as robust as it could be.

We did...

Worked with ICT and now have a lone worker app which has been trialled and team are now using.

You said...

It would be helpful to have a flow chart to give to families after someone has died.

We did...

Created a flow chart with help from our Doctors and the Medical examiner for families and carers to follow when someone dies.

You said...

English isn't my first language; I don't understand what Nurses and Doctors are saying to me.

We did...

We extended the facility of interpreting to include mobile, handheld device for instant interpreting.

You said...

I use sign language because I have a hearing impairment but no one at the hospice signs.

We did...

20 members of staff volunteered to complete the British Sign Language course.

You said...

When I was discharged, I needed help with my living space, it was so dull having been in the hospice and I was bedbound for a long time.

We did...

A therapy pack was designed to encourage calmness and wellbeing, helping to bring natural light into the house, including photos of open spaces, an aromatherapy room spray called 'The Meadow' and links to videos of nature sounds.

FEEDBACK FROM THE PEOPLE WE'VE CARED FOR

Questions asked of all people who accessed our services April 2023 – March 2024



- ♥ In the year 2023-2024 we received 459 'I Want Great Care' reviews compared to 262 last year – a 57% increase.
- ♥ This year positive experience has increased from 93.6% last year up to 95.9% this year.
- ♥ This year negative experience has reduced from 3.5% last year to 1.5%.
- ♥ The increase in number of reviews received has not increased the % of negative experiences.

During 2023-24 and beyond, we continue to utilise this method of collection of views and suggestions via iWantGreatCare using a variety of devices including podiums in our cafe, in the hospice ward and in reception, on handheld devices, and QR codes on letters, business cards and compliment slips.



Each year **iWantGreatCare** award a Certificate of Excellence to the most highly-recommended clinicians and providers across the country, in recognition of outstanding care and patient reviews. This year our Specialist Community and Crisis Support team won this prestigious award for Saint Francis Hospice. The quantity and quality of feedback received for this team was outstanding.

A SELECTION OF SOME OF THE EXCEPTIONAL FEEDBACK WE HAVE RECEIVED

“I would like to thank your team for all the support that you gave to Mum in the nursing home, it enabled me to go home for a few hours, and the nurses were so lovely, spending time talking to me and my sister and ensuring Mum had the right medications etc. It's truly a wonderful service, given that the care homes are so busy, and didn't always have the staff available to care for mum on a one-to-one basis. I must say that the Nursing Home were also brilliant and cared for Mum with real kindness and generosity.”

Education, May 2023 (contributor to Nursing Times Student Awards 2024)

“Thank you for your help. Sessions have gotten me to a place where I can now navigate my next moves in life. I have been helped through sessions to identify my feelings.”

Family and Individual Support Services, May 2023

“Dear St Francis Hospice Care Team. Thank you.... everyone of you..... for helping Lee get through such a challenging time of his life, for never giving up on him, for giving him comfort and relief when needed. And thank you for treating us (family and friends) with kindness and respect. May long you continue... to offer and give support, the incredible work you do to help so many.”

Ward March 2024

We were both so pleased to be referred to SFH. Only referred on Monday and the visit from SCCS and the Doctor yesterday was amazing. They listened and explained things so well and they did not rush the visit. Very grateful for the time they spent with us.

SCCS, October 2023

OUR PEOPLE

Our people are at the heart of what we do

We are the nurses, therapists and doctors helping people and caring for people.

We are the experts on the end of the phone, giving advice and helping the isolated and lonely. We are the volunteers giving their time to our hospice. We are the fundraisers and retail store teams who are the reason our doors are open.

Together, we are Saint Francis Hospice, caring for our community.



OUR PEOPLE

Volunteers

Individuals in need of our services and the people who love them, also depend hugely on 655 skilled and committed volunteers. These wonderful people help keep costs down and bring huge joy and support to those who need our care, their loved ones, families, carers, staff and volunteers.

Our 250 staff and 655 volunteers help us provide the following services



The Hospice Ward is a place of comfort where patients carry on living their lives, with a team of professionals caring around the clock. It's a place to feel safe and secure. It's quiet and tranquil with sounds of laughter and love in the background.



Our Crisis Support Line is 24 hours a day, 365 days a year, for expert advice for people who are facing a crisis in our community.



Our Hospice at Home service means that people under our care can stay in their own home with the people who matter to them with a team of compassionate professionals to help at any time.



Pemberton Place is a dedicated space at the hospice for a number of **patient support groups**, clinics and activities run by our health care teams and volunteers.

OUR VOLUNTEERS HELP US DELIVER THESE AMAZING SERVICES



Our therapies team can help to manage pain and symptoms, help patients gain more independence in their daily lives. It is important to us that our patients learn to live well with their illness or condition.



We don't just take care of the people who are ill, we look after everyone who loves and worries about them. The **family support** team are here to help in a difficult time or as long as it takes.



OrangeLine offers confidential telephone support for local people. If you are bereaved, feeling lonely or isolated, and need to talk, OrangeLine is here for you.

Did you know, each year we support over 2,000 individuals who need compassionate end of life care, both at home and at the hospice?

A VOLUNTEER STORY – COURTNEY

Courtney Thomson has been a volunteer at our fashion shop in Hornchurch for six years and she's well-known for her big smile and her dance moves!

"We always have music on in the shop and I love a little dance," said Courtney.

Courtney has learning disabilities and dyspraxia and thanks to her positive nature and determination, along with the support of her team, she can take on any task in the shop and looks forward to volunteering twice a week.

"I have learned so many skills since I started volunteering," said Courtney.

"I can do everything at the shop, and I really enjoy interacting with customers when I'm on the till. I love our team - we all get along so well."

Last year Courtney was presented with a Long Service Award to celebrate her fifth year of giving the gift of her time.

"I feel really proud of what I have achieved, It's been so good for my confidence. I don't like to be bored and by volunteering, I am able to give something back to the community."

Courtney's Mum Sue Shine added, "I'm so grateful to all the staff who have been there from the start, from

the manager to the rag man, to help Courtney.

"They have made her grow in confidence and as a person and to feel that she belongs. As a mum, all you want for your child is to be accepted and embraced by everyone she works with."

Did you know, we have over 650 incredible volunteers? We wouldn't be here without you!

Meet Courtney!



EQUALITY, DIVERSITY & INCLUSION AT SAINT FRANCIS HOSPICE

Our aim is to ensure that our services are accessible to all who need them and to remove barriers.

We have a responsibility to ensure our services are designed with and for minoritised communities if we truly want to make our services accessible to all. Therefore, equity, diversity and inclusion is at the heart of our work to ensure quality palliative and end of life care for all.

This year we have taken steps to improve the accessibility of our message, designing an easy read brochure for people with learning disabilities. We also reviewed the language that we use and set out a language change programme, to ensure our terminology is straight-forward and accessible, making it easier for individuals and their loved ones to understand and navigate the hospice environment, and to promote a more supportive, person-centred approach.

This year, we changed the name of our Chapel-Quiet Space, to the Sanctuary, to provide a space where people of all faiths and none feel able to sit quietly.

Over 1 billion people worldwide encounter barriers when trying to read and understand content online, and so we invested in a ReciteMe

accessibility toolbar for our website, including a screen reader, translation of over 100 languages, styling and customisation for the 15% of the world's neurodivergent population, and reading aids for people who cannot read or write, or who have a learning disability.

Last year, the British Sign Language Act was passed recognising BSL as a language in England, Scotland and Wales, and so we invested in a Level 1 British Sign Language course for 22 members of staff, to help make our services more accessible and inclusive for people from the deaf and hard of hearing community.

We purchased interpreting devices to use on the Ward, and by the Hospice at Home and SCCS teams to help us better communicate with all people using our services.

Internally we improved our recruitment processes to ensure that we have a more diverse workforce, and we became Disability Confident employers.

We also achieved a silver award for Hospice UK's Compassionate Employers programme, designed to help hospices look after their people and support employees through grief, dying, and caring.



HOW WE FUND OUR WORK

Saint Francis Hospice could not deliver high -quality care to people at end of life, or make investment plans to grow our reach, without the essential support of so many who donate, provide grants, fundraise or buy our or goods in our shops and online. We're extremely grateful for their commitment, passion, time, expertise and trust that we will do the very best we can to help those who need us at probably the most difficult time in their life.

A collaborative approach to fundraising

We value our local community relationships with groups and individuals. Our Christmas Tree Recycling campaign continues to grow - this year we expanded into the Brentwood area, resulting in over 100 volunteers taking part as well as 2,100 supporters donating their Christmas Tree. This helped raise nearly £40,000 in December and January, with huge thanks to everyone making this such a success every year.

Our events are still recovering following the pandemic. We were delighted that this year we saw supporters jumping out of planes and walking 100km all to raise money for the hospice. In April 2023 our 34 London Marathon runners helped raise over £120,000.

Our weekly lottery is a fun and rewarding way of supporting the hospice. This year we have seen over 1,300 new supporters join, taking our overall total to nearly 6,000 people with a chance of winning one of our many weekly prizes.

We are also thankful to our wonderful donors who give through our appeals, in memory of a loved one or regularly via direct debit. Last year we were excited to make our Light up a Life campaigns the biggest one since the pandemic. There were four Christmas services, attended by over 650 people, as well as a successful appeal that received nearly £55,000 from 1,400 generous supporters

Corporate supporters

Our corporate activity in 2023/2024 was mainly focused around strengthening our existing relationships, and we were delighted to welcome new corporate supporters including Kilnbridge Construction, CBRE.

We would like to give particular thanks to:

- ♥ EG Foundation, who enabled us to buy a new series 5 OSKA mattress for our Ward
- ♥ Skipton Building Society, who enabled us to buy easy-riser over bed tables which have been a welcome addition for individuals and their loved ones

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDING 2024

♥ NC Construction and NC Range Site, whose staff enthusiastically support us through many activities

Our relationship with Matchroom continues to consistently deliver support in the shape of high-net-worth events, grants from the Matchroom Foundation and personal support from Barry Hearn himself. We continue to be supported by the Charity BGC Trading Day, an event that Barry Hearn introduced us to that has raised over £150,000 for us over the life of our involvement.

Locally, we continue to be supported by companies whose staff embrace all we have to offer including sky diving, marathon running, lunch events, bungee jumps and golf days. And our project to increase Payroll Giving generated a record income of £25k this year.

Major Donors

Major Donor activity delivered some highlights of the year, particularly the Ladies Lunch organised by our wonderful Trustee Anne Bender, and the two Golf Days sponsored by Barry Hearn which brought in over £40k. We continue to steward donors who regularly make significant donations, and this year these resulted in more than £75k donations.

We are looking forward to forging some new Major Donor relationships and reigniting some lapsed donor relationships. We are also looking forward to the long-awaited Big Heart Ball 2024 which will be held in November 2024.

Legacies

Our supporters gave us an amazing £2.4m of legacy gifts in a year full of administrative challenges with HMCTS Probate services, completing probates and distributing legacy payments to charities.

Of the 57 new legacy notifications received during this financial year, the highest number came from gifts ranging between £1k-£10k, closely followed by gifts between £10k-£50k, with two generous gifts exceeding £100k.

Trusts and Foundations

The support of charitable trusts and foundations is essential for our work at the hospice and within the community. This year we would especially like to thank the City Bridge Foundation for their generous gift of £231,000 over 5 years to support Child Bereavement Therapy.

We would like to thank the following Trusts and Foundations for their recognition of our work and their generous donations over £5,000:

- ♥ City Bridge Foundation; £231,000 over 5 years
- ♥ The Hadley Trust; £25,000
- ♥ Albert Hunt Trust; £20,000
- ♥ RUB White Charitable Trust; £20,000
- ♥ Thomas J Horne Memorial Trust; £7,000
- ♥ The Truemark Trust; £7,000

♥ B&P Glasser Charitable Trust; £6,000

♥ February Foundation; £6,000

Retail

Our portfolio of stores and digital platforms have continued to bounce back after the pandemic, We have delivered outstanding customer service, with a 99.8% positive feedback rate.

We exceeded our retail target for the year with sales of £2.6m, 14% above our expectations. This success is thanks to the hard work and agility of our retail staff and volunteers, and of course to everyone who has bought from or donated goods to our shops or online.

We always want to improve how we support our communities, and we are excited for our planned new developments in our range of shops. Firstly, we plan to improve our support for our communities in Hornchurch by seamlessly switching from our two existing shops to one large Superstore. Our Havering Store will open in late 2024, and we have recently opened our Loughton Boutique. The Boutique, our first store in West Essex, has been very well received by the community in Loughton and we look forward to forging strong relationships and working in collaboration with our partners.



OUR FUNDRAISING PROMISE

We promise to communicate with you in a way that suits you. If you tell us you'd prefer less contact or don't want to hear from us at all, we'll respect your wishes. We promise to check at the start of every conversation, on the phone or in person, that you're happy to speak to us. We promise never to sell your information to any third party. We won't share your details. We promise to adhere to all industry guidelines and regulations and require others acting on our behalf to do the same. We'll take appropriate action promptly if we find any failure to meet our standards.

We will regularly monitor the activities and compliance of our suppliers, including for the protection of vulnerable people. We promise to make it easy for you to tell us your contact preferences and we're here to talk to you about our work or answer any questions.

Our privacy statement is available on our website. www.sfh.org.uk/privacy-policy.



MANAGING OUR FUNDRAISING

Fundraising regulation

In accordance with the Charities Act 2011, as amended in 2016, the hospice endeavours to adhere to the Code of Fundraising Practice governed by the Fundraising Regulator, and all relevant guidance published by the Chartered Institute of Fundraising including treating donors fairly.

Standards and monitoring

We are committed to following the highest ethical standards and to ensuring quality supporter experience. We have detailed policies and procedures in place and train our staff and volunteers in line with the Code of Fundraising Practice. We regularly monitor ourselves and our fundraising agencies to ensure we are adhering to our high standards. The majority of our fundraising is conducted by Saint Francis Hospice staff and volunteers. We use carefully selected professional fundraising agencies to manage our Lottery, door to door canvassing and calling existing supporters. We work closely with our agencies to make sure they represent our work and our organisation to the highest standards. Our agencies are expected to comply with the requirements of professional standards and trade bodies, including all applicable laws, statutes, regulations and codes of practice.

Protecting the public

All fundraisers including volunteers receive detailed training on how to identify and protect people in vulnerable circumstances. If we encounter someone showing signs of distress, confusion or vulnerability, our fundraisers are trained to politely end the conversation and refuse any donation offered in such circumstances. In the unlikely event of a donation being taken in such circumstances, we refund the donation. We also work with the Gambling Commission to ensure we offer self-exclusion for individuals who may have issues with gambling.

Raffles and Lottery

We operate raffles and a weekly Lottery as a means for people to support us. The Lottery is licensed by the Gambling Commission under the Gambling Act 2005. This is to ensure our gambling activities are safe, fair and crime free. We strictly adhere to the Licence Conditions and Codes of Practice regulated by the Gambling Commission.

We have procedures and protective measures in place to encourage responsible gambling and to identify and help those with gambling problems. We strictly adhere to the Gambling Commission's directive

on social responsibility and problem gambling.

In 2023-24 we received £395,968 in Lottery ticket sales. 23% of money raised went directly towards supporting Saint Francis Hospice's charitable activities, 22% on prizes and 55% on expenses. This complies with the Gambling Commission's requirements that a charity lottery must apply a minimum of 20% of the gross proceeds of each lottery directly to the purposes of the charity.

Compliments, comments and complaints

We aim to provide the highest standards of care to individuals, families, carers loved ones and supporters. We welcome all views, comments and suggestions.

We have a procedure for handling all complaints. We are committed to dealing with all complaints constructively, impartially and effectively. We will make every effort to ensure that all complaints receive a complete, accurate and timely response and no complaint is ever disregarded. If we cannot resolve a fundraising related complaint we will provide information about how to raise a complaint with the Fundraising Regulator.

In the year 2023/24 we received a total of 54 complaints, three less than 2022/23. 15 complaints related to Fundraising (2022/23: 15). All were promptly dealt with and none were escalated to the Fundraising Regulator. We also received 3,536 compliments.



THANK YOU

We'd like to take the opportunity to thank all our stakeholders; the people that fundraise effortlessly to help us keep our doors open, our corporate members and major donor supporters who come back year on year to offer their helping hand, our healthcare and community partners who collaborate with us and help us to continue to provide outstanding care services.

And finally, our Patrons who give us the precious gift of their time and use their influence to raise the profile of our work:

- ♥ *Sir Trevor and Lady Hilkka Brooking*
- ♥ *Steve Davis*
- ♥ *Richard Madeley*
- ♥ *Barry Hearn*
- ♥ *Imogen Heap*
- ♥ *Cliff Jones*
- ♥ *Tony Ramsay*
- ♥ *Neville A Brown*
- ♥ *Sir Eric Pickles*

THE POWER OF THANKING

This year we introduced our first 'Thank-a-thon'. A week-long event to thank the charity's supporters, including regular givers. Over 60 members of staff took part making 1,860 calls to our wonderful supporters. It was a fabulous week and a hospice-wide effort, with great feedback from everyone that took part!

A by-product of this donor-focused activity was greater connection with colleagues. The shared, feel-good experience brought everyone together. But more than that, it started a culture shift in the organisation that has increased understanding across teams.



TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

DAD'S CARE HAS INSPIRED A LIFETIME OF SUPPORT

Alfie Dunsdon is still only 28 and he has already completed two London Marathons. That's a huge achievement by anyone's standards but what is even more impressive is that he has raised over £33,000 to help people in need of our expert palliative and end-of-life care. Here Alfie shares why he is so determined to do everything he can to support the charity that cared for his dad Alf.



"The hospice is such an amazing charity and it holds such a special place in my heart."

"Whenever I talk about the hospice, fundraise or volunteer, I feel it is like therapy as it makes me feel close to my dad and it gives me an opportunity to pay the hospice back for the outstanding care each and every person provided for my dad, and the support they gave me, my mum and the rest of the family."

"My Dad had bowel cancer which had spread and he was cared for on the ward in the last few weeks of his life in 2009."

"Dad never wanted to leave the hospice once he arrived. He felt safe there and had every home comfort you could wish for. It was the best place he could be. The nurses' love and care made a tough time so much easier to deal with."

"Before he passed away, my mum and dad got married at Langtons House in Hornchurch."

"I was only 15 at the time but I remember how the staff and volunteers laid on a wedding reception in the Orange Cafe when they arrived back on the ward so our family could come together to celebrate."

"Supporting the hospice means I can give something back. Our family organised a fundraising event for the hospice shortly after my dad died and in 2017 I ran the London Marathon for the first time and raised over £7,000."

"During lockdown I managed to convince 12 friends to take part in a sponsored head shave and together we raised £4,000."

"I always had it in my mind that I would run another London Marathon for the hospice and after volunteering with the charity's cheer squad at Mile 17 in 2022, I got the bug again and applied for a place to run in the London Marathon 2023. You can't beat it as an event - nothing comes close."

"I enjoyed it more this time because I wasn't focusing on getting a good time and could just take everything in as I was going around and think



about my reason why. As part of my fundraising, I organised a ball at Warley Golf Club. The ball was a great success and I felt really proud. It was an unbelievable night and it raised £14,000."

"Thinking of all the fundraising really got me through the pain, especially when I cramped up from mile 15 onwards."

"I couldn't believe how much money was raised and how it would really help people who needed the hospice like my Dad and family did."

"I know how important volunteers are to the charity and in 2022 and January this year I helped the fundraising team collect Christmas Trees so they could be recycled in exchange for a donation."

"There's more to come and I know I will do everything I can to support the hospice through volunteering and fundraising."

WHAT'S NEXT?

Our vision for change

Everyone will be affected by dying, death and bereavement. That can't be changed; but the end-of-life experience can. Everyone deserves the best possible care and support, reflecting what's most important to them.

Saint Francis Hospice is here for anyone with an illness they're likely to die from in the next few weeks, months or year and to support those people close to them, including their children. This includes Alzheimer's (and other forms of dementia), heart, liver, kidney and lung disease, motor neurone disease, Parkinson's and advanced cancer. Whatever the illness, wherever you are, we're here for you.

Caring for you with clinical and emotional care, supporting you to be comfortable, free of pain and other symptoms, and able to live the best life you can. We'll care for you at home and at our hospice, we provide support to care homes and community and primary hospitals too. Providing face-to-face help and support as well as via digital technology to help us reach more people quickly via face-time calls, phone or email.

We care for the people closest to you too, right now and in the future. We believe a better end of life for all is possible. We push for this by working with our local Integrated Care Boards (ICBs), partnering for example with other hospices to provide young adults with support and supporting Hospice UK who is the national voice for hospice care throughout the UK.

We are a charity working across Brentwood, Havering, Barking & Dagenham and Redbridge and parts of West Essex. And we are here to care for you, when you need us.

Income from donations and other charitable sources makes up around 70% of our funding with the rest coming mostly from NHS commissioned contracts and some from our Education services.

We couldn't be there for the people we help without the valued contribution of the people, companies and organisations that support us. Thank you.

Looking Ahead

We are currently working on our strategy 2025 - 2030 and reviewing how we will meet the growing need for hospice care in our area.

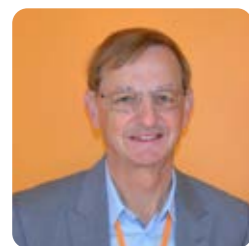
At Saint Francis Hospice we are working hard to understand what the need for our services will be in the next 5 years and beyond. We have an open process to planning and our working group is made up of staff from across all sections of the hospice, who come together to ensure we reach out to the people who access our services, our commissioners and health care partners, the public and all of our staff and volunteers to hear their views for a richer and stronger plan, for looking after people in our local communities.

THE PRINCIPLES THAT WILL INFORM OUR FUTURE 2025-30 5-YEAR STRATEGY ARE:

- 🧡 The need for **growth, innovation,** and **smarter** ways of working,
- 🧡 Greater **inclusion and reach** to and for the diverse communities we support,
- 🧡 **Collaboration and partnerships,** through building sustainable relationships

OUR BOARD

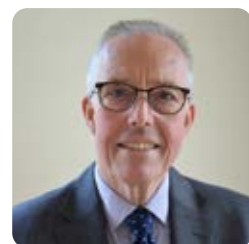
Directors and Trustees



Peter Crutchett (Chair, sadly died January 2024)

We pay tribute to our late Chair of Trustees, Peter Crutchett, who died suddenly in January 2024. Peter, who enjoyed a successful career as an Actuary, and supported our charity for nearly 20 years in various roles: Trustee, then Vice-Chair, and for the last 5 years as Chair. Peter knew everyone and everyone respected and valued his advice, he had a graceful manner, a

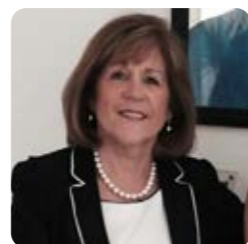
cheeky laugh and unwavering commitment and passion for our work. We will miss Peter, but we will never forget what he has helped us achieve.



Paul Gwinn
(Vice Chair to January 2024, Acting Chair from January 2024)



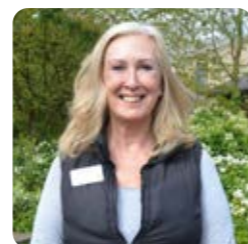
Peter Adams



Anne Bender



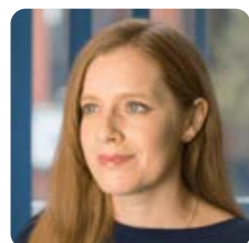
Ian Gunn



Amanda Hallums



Malcolm Hines
(appointed November 2023)



Esther Marshall
(appointed August 2023)



Dr Gurdev Saini



Angela Sharma
(appointed August 2023)



Dr Robert Weatherstone

♥ Peter Batt
(resigned April 2023)

♥ Colin Wilkins
(resigned May 2023)

♥ Stephanie Lawton
(resigned September 2023)

Corporate Governance Committee

- ♥ Paul Gwinn (Chair to April 2024, then Vice Chair)
- ♥ Amanda Hallums (Vice Chair to April 2024, then Chair)
- ♥ Peter Adams
- ♥ Ian Gunn
- ♥ Angela Sharma (from September 2023)
- ♥ Esther Marshall (from August 2023)
- ♥ Malcolm Hines (from November 2023)

Clinical Governance Committee

- ♥ Dr Gurdev Saini (Chair)
- ♥ Amanda Hallums (Vice Chair)
- ♥ Peter Adams
- ♥ Anne Bender
- ♥ Paul Gwinn
- ♥ Esther Marshall
- ♥ Dr Bob Weatherstone

Freedom to Speak Up Guardian

- ♥ Anne Bender

Finance, Audit and Investment Governance Committee

- ♥ Ian Gunn (Chair)
- ♥ Anne Bender (Vice Chair)
- ♥ Paul Gwinn
- ♥ Dr Gurdev Saini
- ♥ Dr Bob Weatherstone
- ♥ Angela Sharma (from September 2023)
- ♥ Malcolm Hines (from November 2023)

Executive Leadership Team

- ♥ Grazina Berry, CEO (from October 2023)
- ♥ Dr Corinna Midgley, Medical Director
- ♥ Jane Frame, Director of Strategy, Planning and Fundraising
- ♥ Michelle Nicholls, Director of Retail, Health & Safety
- ♥ Tes Smith, Director of Services
- ♥ Sally Connor, Director of People and Culture (from April 2024)
- ♥ Amanda Borton, Interim Director of Finance (from June 2024)
- ♥ Pam Court, CEO (to November 2023)
- ♥ Jenni Ayles, Director of People and Culture (to March 2023)
- ♥ Carole Heinen, Director of Finance (to June 2024)

OUR ADVISORS

Auditors

♥ Haysmacintye LLP
10 Queen Street Place
London
EC4R 1AG

Bankers

♥ Barclays Bank Plc
1 Churchill Place
London
E14 4HP

Investment Advisors

♥ Investec Wealth & Investment Limited
30 Gresham Street
London
EC2V 7QN

OUR GOVERNANCE

Saint Francis Hospice (“the hospice”, “the charity” or “the company”) is a company limited by guarantee - registered number 1367828 - and a registered charity in England and Wales (charity number 275913). Our constitution is our Articles of Association, which were updated in October 2023. The hospice has a wholly owned subsidiary Saint Francis Hospice (Trading Company) Limited - company number 2509586.

employment terms and conditions of the Chief Executive and Executive Team is reviewed annually by the Remuneration Committee, an ad hoc Board committee. The members of the Remuneration Committee are the Chair of Trustees, Vice Chair of Trustees, Chair of the Governance Committee and the CEO.

The Trustees have a wide range of skills, knowledge and experience, including clinical expertise. The hospice provides Trustee indemnity insurance for the benefit of all Trustees. The Trustees are not remunerated for their services. Each Trustee is required to disclose potential or actual conflicts of interest to the charity as part of an annual review and at the start of every meeting.

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission’s general guidance on Public Benefit when reviewing the hospice’s aims and objectives and in planning future activities.

Structure, Governance and Management

Our Trustees

The hospice is governed by the Board of Trustees who are legally responsible for directing our affairs. The Trustees are the directors of the charitable company for the purposes of the Companies Act 2006, and members of the company. The Trustees serving during the year are listed on page 38.

The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to three governance committees which report back to the Board on a regular basis. The Board delegates day to day management of the hospice to the Chief Executive Officer and the Executive Team. The pay and



Trustee appointment, induction and training

Trustees are elected by the existing Trustees, as members of the charity, for an initial period of 3 years and are then eligible to seek re-election for a further 3 year period.

New Trustees undergo an induction based on the model recommended by Hospice UK, to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. They are also invited to meet key employees and other Trustees.

All Trustees complete annual mandatory training, and appraisals are undertaken each year by the Chair of the Board of Trustees.

Board Committees

The Board is supported by three Governance Committees which meet quarterly:

♥ **Finance, Audit & Investment Governance Committee** – responsible for strategic oversight of the financial aspects of the hospice and its Trading Company, including budget setting and monitoring, the investment portfolio performance and

compliance with all legal and statutory requirements including overseeing the external financial audit and the audit findings.

♥ **Corporate Governance Committee** – responsible for the corporate governance aspects of the hospice and its subsidiary, strategic oversight of health and safety, risk and corporate incidents, estates & environment, human resources, staffing and equalities, volunteers, information governance, ICT & Digital Services, marketing & communications, non-clinical complaints.

♥ **Clinical Governance Committee** – responsible for strategic oversight to ensure that people who access our services receive the highest possible standards of safe, quality care and to review clinical performance and clinical complaints and serious untoward incidents/serious drug incidents, clinical effectiveness, clinical safety, staff training & development, reach and quality of training for external partners in care.

Governance Review

External consultants were commissioned to undertake a Governance Review in the 2022-2023 financial year, covering the hospice's governance processes, Memorandum and Articles of Association, CQC Review and Board Development programme. Recommendations from the review were implemented during the 2023-2024 year including revised Articles of Association agreed in October 2023.

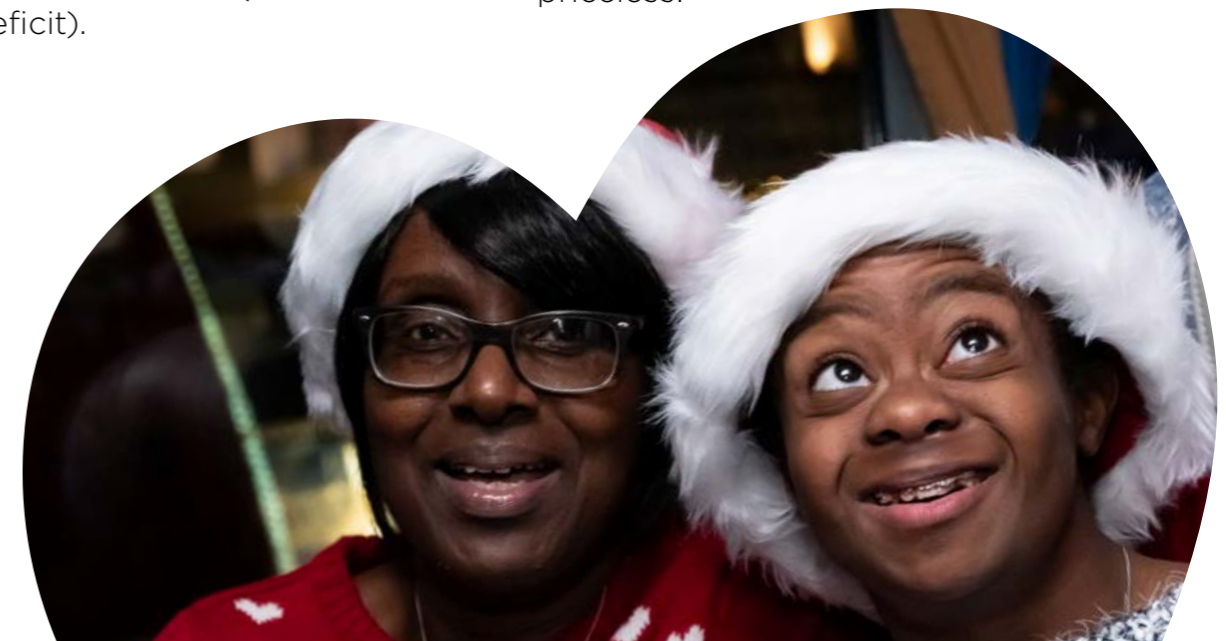
Financial review

Despite a challenging financial climate, we have delivered a financially stable organisation with an increase in total income to £12.4m (2023: £11.9m). This year we had a £0.4m increase in our surplus before investment unrealised gains/losses, to £638k from £270k in 2023. This was because of the receipt of a significant legacy in the year, net of a 60% increase in energy costs of £81k. The strong performance of our investment portfolio increased our surplus further to £1.1m (2023: £0.2m deficit).

The NHS and local health trusts maintain their commitment to and collaboration with the hospice. However, this funding is only 31% of our income. We continue to rely on the dedicated support of our local communities and are grateful for the income received from public donations including legacies. In 2024 public donations were £5.3m (2023: £5.3m). Our retail stores generated £2.6m income (2023: £2.3m) and a contribution to the hospice of £739k (2023: £448k).

Our reserves effectively support the scale of our organisation and our programmes of work, whilst allowing us to manage our risks. We have also been building reserves in anticipation of major capital works and organisational development programmes. These major programmes are being carefully planned as part of our new 5 year strategy and the Trustees intend to designate reserves for these programmes during the 2024/25 financial year.

During the year we were supported by 655 volunteers across all areas of our work. The value of this work is priceless.



Principal risks and uncertainties

The Trustees regularly review the risks the charity faces and where appropriate establish processes and procedures to mitigate those risks identified, including putting in place insurance and setting aside financial reserves. Saint Francis Hospice's principal risks and uncertainties are:

RISK	KEY RISK MITIGATION ACTIONS
Service quality maintained at an Outstanding level	<ul style="list-style-type: none"> ♥ Robust clinical governance processes and oversight ♥ High quality specialist staff ♥ Quality reviews, compliance checks and audits ♥ Review and action of patient, family and carer feedback, incidents and complaints, and trends ♥ Annual estates works plans to maintain service environments
Recruitment & retention of appropriately trained and skilled staff	<ul style="list-style-type: none"> ♥ Recruitment plan in place for senior staff including collaboration work with local acute trust ♥ Regular reviews of terms & conditions in light of NHS pay proposals ♥ Access to Employee Assistance Programme and Occupational Health
Financial sustainability, particularly a fall in Commissioning or voluntary income or poor investment performance	<ul style="list-style-type: none"> ♥ Multi-year NHS service contracts with regular reviews and focused relationship management ♥ Regular monitoring of income and expenditure ♥ Regular financial planning and review ♥ Maintenance of prudent financial reserves ♥ Expert external management of investments ♥ Regular review of investment portfolio performance by Trustees
Strategic response to economic, political and other systemic challenge	<ul style="list-style-type: none"> ♥ Development of 5 year strategic plan 2025-2030 ♥ Board of Trustees oversight of strategy and delivery of operational plans, including holding strategic awaydays ♥ Executive Team and Board oversight of significant change programmes ♥ Balanced scorecard reporting

Reserves Policy

Saint Francis Hospice's key driver in setting its reserves policy is to support and maintain the core activities and objectives of the hospice, acting as a safeguard against volatile and unpredictable income streams and unforeseen expenditure or liabilities.

In setting the hospice's reserve policy, the Trustees consider various financial metrics and data, cashflow movements and working capital requirements, anticipated risks, and material future commitments. The Trustees review the financial reserves policy on at least an annual basis. A full list of reserves is in notes 16, 17 and 18.

The Trustees' policy is unrestricted, undesignated reserves equivalent to 12 months operating costs for the hospice. As at 31 March 2024, the hospice had total reserves of £20.7m (2023: £19.6m), including unrestricted, restricted, endowment and designated funds. Of the total unrestricted funds of £20.3m, £3.0m is designated. There are therefore £17.3m total general unrestricted funds (2023: £16.5m). This is equivalent to 16 months planned operating costs (2023: 19 months), which the Trustees believe is adequate but not excessive.

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst

maintaining sufficient liquidity to meet the hospice's operational needs. The Trustees are mindful of the level of risk appropriate for the portfolio, as well as social, environmental and ethical considerations when formulating investment arrangements.

The Trustees have appointed Investec to manage the hospice's investment funds. The Finance, Audit & Investment Governance Committee monitors investment performance against relevant benchmarks on a quarterly basis.

The Trustees remain satisfied with the performance of the investment portfolio in comparison to benchmarks and the performance of the fund managers in a difficult environment.

Going Concern

The Trustees have reviewed the hospice's financial position, reserves levels, cash and readily realisable investment levels, and future plans. The Trustees are confident that the hospice has adequate resource to continue to operate and to meet any commitments as they fall due for at least 12 months from the date of approval of this report.

Trading Company

Saint Francis Hospice (Trading Company) Limited, a company

registered in England (company number 2509586), is a wholly owned subsidiary of the hospice. The company trades in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the hospice's charitable activity. All taxable profits from the trading company are donated to the hospice.

Energy and Environmental Sustainability

Saint Francis Hospice is required to submit Energy Saving Opportunities Reports under the Environment Agency ESOS scheme which takes

place every three years. The charity engages an independent firm of consultants to undertake the work and to demonstrate compliance. ESOS Phase 3 compliance, covering the 2022/23 financial year, has recently been undertaken ahead of the August 2024 submission deadline. This is used as the basis for the 2022/23 figures below. The same methodology has been used for the 2023/24 figures.

The table below summarises these periods for annual consumption of gas, electricity and transport and the resulting total carbon dioxide emissions:

ENERGY	2023/24	2022/23 (ESOS PHASE 3)	CHANGE
Gas kWh	617	674	(57)
Electricity kWh	543	561	(18)
Transport miles	42,094	38,232	3,862

Under the Streamlined Energy and Carbon Reporting (SECR) 2018 Regulations the hospice is required to report their environmental impact. The guidelines of SECR allow us to choose boundaries, metrics and targets when reporting and we have therefore chosen to use ESOS data to assess last year's emissions against the current financial year using UK Government GHG Conversion Factors for Company Reporting 2023.

	2023/24	2022/23
Emissions from Combustion of Gas in tCO2e (Scope 1)	113	123
Emissions from Purchased Electricity (Scope 2)	112	108
Emissions from Combustion of Transport Fuel in tCO2e (Scope 3)	11	11
TOTAL GROSS SCOPE 1,2 AND 3 EMISSIONS / TCO2E	236	242

Energy consumption used to calculate above emissions kWh	1,202,036	1,273,498
Charity Spend £k	11,754	11,613
Intensity Ratio: £k per tCo2e (Scope 1, 2, and 3)	20.1	20.8

Energy Efficiency Action

In the period covered by the report, the hospice has improved lighting, heating and hot water building services, which is expected to result in energy consumptions savings over the next several years.

STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees (who are also directors of Saint Francis 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).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure of the charitable company and 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- ♥ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 it 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

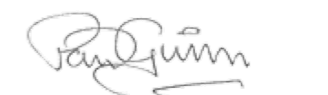
In so far as the Trustees are aware:

- ♥ There is no relevant audit information of which the charitable company's auditor is unaware;
- ♥ 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' Annual Report and Financial Statements, including the Strategic Report, was approved by the Board of Trustees and authorised for issue on 3 September 2024.



(Chair)

INDEPENDENT AUDITORS REPORT

OPINION

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ♥ give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- ♥ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♥ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the

group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement

of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 48, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We

design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- ♥ Inspecting correspondence with regulators and tax authorities;
- ♥ Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- ♥ Evaluating management's controls designed to prevent and detect irregularities;
- ♥ Identifying and testing journals; and
- ♥ Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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

Use of our report

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



Lee Stokes
(Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London EC4R 1AG

Date: 3 September 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Including Consolidated Income and Expenditure Account)

For the Year Ended 31 March 2024

	NOTES	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	2024 £000'S	2023 £000'S
Income						
Donations and gifts	2	2,703	210	-	2,913	3,389
Legacies		2,414	-	-	2,414	1,905
<i>Charitable Activities</i>						
Service agreements with Clinical Commissioning Groups		3,854	-	-	3,854	3,844
<i>Trading Activities</i>						
Shops		2,559	-	-	2,559	2,257
Education Centre		78	-	-	78	98
Investment Income and Interest		453	-	-	453	275
Other income		121	-	-	121	115
TOTAL INCOME		12,182	210	-	12,392	11,883
Expenditure						
<i>Raising Funds</i>						
Cost of operating shops	5	1,820	-	-	1,820	1,809
Fundraising and publicity	5	1,611	-	-	1,611	1,582
<i>Charitable Activities</i>						
Hospice services	5	8,233	90	-	8,323	8,222
TOTAL EXPENDITURE	5	11,664	90	-	11,754	11,613
NET INCOME BEFORE INVESTMENT GAINS/(LOSSES)		518	120	-	638	270
Gains/(losses) on investments	9	417	-	-	417	(422)
NET INCOME/(EXPENDITURE)		935	120	-	1,055	(152)
Transfers between funds	17,18	-	-	-	-	-
NET MOVEMENT IN FUNDS		935	120	-	1,055	(152)
Reconciliation of funds						
Total Funds brought forward		19,347	226	53	19,626	19,778
TOTAL FUNDS CARRIED FORWARD		20,282	346	53	20,681	19,626

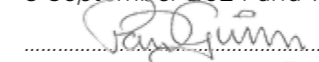
All income and expenditure derive from continuing activities. The accompanying notes from part of these financial statements. The statement of financial activities includes all gains and losses recognised in the year. Full comparative figures for the year ended 31 March 2023 are shown in note 24.

CONSOLIDATED AND CHARITY BALANCE SHEETS

As at 31 March 2024

	NOTES	GROUP		COMPANY	
		2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Tangible Assets					
Land and buildings	8	2,371	2,467	2,371	2,467
Other tangible assets	8	75	69	75	69
Investments	9	7,521	6,461	7,521	6,461
		9,967	8,997	9,967	8,997
Current Assets					
Stocks	10	12	18	-	-
Debtors	11	2,108	2,127	2,108	2,132
Cash at bank and in hand		9,569	9,495	9,566	9,490
		11,689	11,640	11,674	11,622
Creditors: amounts falling due within one year	12	(975)	(1,011)	(975)	(1,011)
Net Current Assets		10,714	10,629	10,699	10,611
NET ASSETS		20,681	19,626	20,666	19,608
Restricted Funds: Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	346	226	346	226
UNRESTRICTED FUNDS:					
Designated funds	18	2,974	2,891	2,974	2,891
General funds	19	17,308	16,456	17,293	16,438
		20,681	19,626	20,666	19,608

The financial statements were approved and authorised for issue by the Board of Trustees on 3 September 2024 and were signed on its behalf by:

 (Chair)

The accompanying notes form part of these financial statements.

The net income for the charity only for the year was £1,058,000 (2023: £152,000 net expenditure).

CONSOLIDATED CASH FLOW STATEMENT

For the Year Ended 31 March 2024

	NOTES	2024		2023	
		£000'S	£000'S	£000'S	£000'S
Net cash (outflow)/inflow from operating activities	22		(198)		214
Investing activities					
Dividends and interest from investments		453		275	
Sale of investments		1,564		2,325	
Purchase of tangible fixed assets		(37)		(79)	
Purchase of investments		(1,708)		(2,448)	
Net cash inflow/(outflow) from investing activities			272		73
Change in cash and cash equivalents in the reporting period			74		287
Cash and cash equivalents at the beginning of the reporting period	23		9,495		9,208
Cash and cash equivalents at the end of the reporting period	23		9,569		9,495

There is no net debt in current or preceding year.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2024

1 Accounting Policies

Basis of preparation of Group Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102. Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note(s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis.

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustees' report. The review of the hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

Estimation, uncertainty and judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

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

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities because the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Goods donated for resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

- Costs of Raising Funds comprises direct fundraising costs incurred

in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

- Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.
- Support costs are those costs which are necessary to the delivery of hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, ICT, People and Culture, and vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings

2% on cost

Fixtures, fittings & equipment

25% straight line

Motor vehicles

25% straight line

Leasehold improvements

period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and bank

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

Creditors and provisions

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.

Fund accounting

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for specific purposes.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of the charity's employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme (“the NHS scheme”) or defined contribution schemes operated by the charity. Contributions are made by both employees and employer. Although the NHS scheme is a defined benefit scheme, the nature of the scheme is such that the charity cannot identify its share of the scheme's underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the charity

are charged against the profits of the year in which they become payable.

The hospice's employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The hospice's employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

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

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2 Donations And Gifts

	2024 €000'S	2023 €000'S
General donations	2,913	3,356
Essex County Council	-	33
	2,913	3,389

Included in general donations are restricted donations of £210,000 (2023: £44,000).

3 Results Of Related Entities

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs from those incurred last year.

Summary profit and loss account

	TOTAL 2024 £000'S	TOTAL 2023 £000'S
Turnover	8	10
Cost of new goods	(11)	(5)
GROSS (LOSS)/PROFIT	(3)	5
Other operating costs	-	-
	(3)	5
Amount donated to Saint Francis Hospice	-	(5)
Retained in subsidiary company	(3)	-
The assets and liabilities of the company are:		
Current assets	15	18
Creditors: amounts falling due within one year	-	-
TOTAL NET ASSETS	15	18
Aggregate share capital and reserves	15	18

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4 Results Of The Charity

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £12,384k (2023: £11,878k), total expenditure of £11,743k (2023: £11,608k) and net investment gains of £417k (2023: £422k net losses). Net income for the year was £1,058k (2023: £152k net expenditure).



TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDING 2024

5 Expenditure

	COST OF OPERATING SHOPS £000'S	FUNDRAISING AND PUBLICITY £000'S	HOSPICE SERVICES £000'S	PROVISION OF GOVERNANCE £000'S	TOTAL 2024 £000'S	TOTAL 2023 £000'S
DIRECT COSTS						
Staff costs	798	878	6,242	66	7,984	8,108
Nursing supplies	-	-	153	-	153	189
Catering	-	-	245	-	245	197
Cleaning	17	-	76	-	93	80
Travel	21	7	42	-	70	65
SUPPORT COSTS						
Utilities	85	-	127	-	212	131
Premises	624	-	443	-	1,067	997
Other	202	59	209	-	470	401
Printing, postage and stationery	6	11	38	-	55	53
IT costs	45	89	311	-	445	460
Legal and professional	-	-	148	26	174	179
Audit and accountancy	-	-	-	51	51	35
Pepperell Education Centre running costs	-	-	24	-	24	29
Depreciation	-	-	127	-	127	122
Direct marketing appeals	-	198	-	-	198	209
Events	-	2	-	-	2	9
Lottery operations	-	96	-	-	96	109
Merchandise	-	8	-	-	8	2
Other fundraising costs	-	243	-	-	243	187
Other project costs	-	-	37	-	37	51
Governance Costs reallocation	22	20	101	(143)	-	-
TOTAL EXPENDITURE	1,820	1,611	8,323	-	11,754	11,613

Support costs are allocated on the basis of estimated usage by the activity. Governance costs have been apportioned on the basis of staff costs.

GOVERNANCE COSTS

	2024 £000'S	2023 £000'S
Staff Costs	66	56
Legal and professional	26	46
Audit and accountancy	51	35
	143	137

Net (expenditure)/income for the year is stated after charging:

	2024 £000'S	2023 £000'S
Auditor's remuneration - audit	24	22
Auditor's remuneration - other	18	1
Depreciation	127	122
Operating lease rentals - Land and buildings	574	566



6 Staff Costs

	2024 NUMBER	2023 NUMBER
The average monthly number of full and part time employees during the year was:		
Direct services to individuals	140	129
Hospice administration	46	50
Fundraising/publicity	31	26
Education services	6	7
Retail	41	39
	264	251
The full time equivalent at 31 March	170	177
TOTAL EXPENDITURE		
Salaries	6,389	6,467
Social security costs	567	616
Pension costs	519	518
Other staff costs	299	273
	7,774	7,874
Seconded staff	210	234
	7,984	8,108

The number of staff paid over £60,000 during the year was:

	GROUP		COMPANY	
	2024 NUMBER	2023 NUMBER	2024 NUMBER	2023 NUMBER
£60,001 - £70,000	1	1	1	1
£70,001 - £80,000	3	2	3	2
£80,001 - £90,000	-	1	-	1
£90,001 - £100,000	-	1	-	1
£100,001 - £110,000	1	-	1	-

Senior Management Team remuneration totalled £653,834 (2023: £556,611) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £44,791 (2023: £57,618).

The hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of over 655 volunteers who give freely of their time in a variety of ways covering a full range of hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7 Trustees

None (2023: none) of the Trustees were reimbursed (2023: £nil) for travel incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.



8 Tangible Fixed Assets

Land and buildings	THE HALL LAND AND BUILDINGS £000'S	OTHER FREEHOLD PROPERTY £000'S	TOTAL £000'S
GROUP AND COMPANY COST			
At 1 April 2023	4,724	126	4,850
At 31 March 2024	4,724	126	4,850
DEPRECIATION			
At 1 April 2023	2,337	46	2,383
Charge for the year	94	2	96
At 31 March 2024	2,431	48	2,479
NET BOOK VALUE			
At 31 March 2024	2,293	78	2,371
At 31 March 2023	2,387	80	2,467

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

Other tangible fixed assets	LEASEHOLD IMPROVEMENT £000'S	FIXTURES & FITTINGS £000'S	MOTOR VEHICLES £000'S	TOTAL £000'S
GROUP AND COMPANY COST				
At 1 April 2023	152	763	126	1,041
Additions	-	-	37	37
Disposals	-	-	(28)	(28)
At 31 March 2024	152	763	135	1,050
DEPRECIATION				
At 1 April 2023	152	763	57	972
Charge for the year	-	-	31	31
Disposals	-	-	(28)	(28)
At 31 March 2024	152	763	60	975
NET BOOK VALUE				
At 31 March 2024	-	-	75	75
At 31 March 2023	-	-	69	69

9 Fixed Asset Investments

	2024 £000'S	2023 £000'S
GROUP AND COMPANY		
Quoted investments		
Market value at 1 April 2023	6,375	6,330
Additions at cost	2,207	2,448
Disposals at opening book value	(1,582)	(1,981)
Net gains/(losses) on revaluation	417	(422)
At 31 March 2024 - valuation	7,417	6,375
Cash with investment managers	104	86
Market value at 31 March 2024	7,521	6,461
At 31 March 2024 - historical cost (including cash)	6,000	5,234

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10 Stocks

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
New goods for resale	12	18	-	-

11 Debtors

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Legacies receivable	1,282	1,126	1,282	1,126
Other debtors and prepayments	826	1,001	826	1,001
Amounts owed by trading subsidiary	-	-	-	5
	2,108	2,127	2,108	2,132

12 Creditors: amounts falling due within one year

	GROUP		COMPANY	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Taxation and social security	146	256	146	256
Trade creditors	148	209	148	209
Other creditors	171	91	171	91
Accruals	469	416	469	416
Deferred income (see below)	41	39	41	39
	975	1,011	975	1,011

Movements in deferred income:

	GROUP & COMPANY	
	2024 £000'S	2023 £000'S
Deferred income at 1 April	39	48
Applied during the year	41	39
Released during the year	(39)	(48)
Deferred income at 1 March	41	39

13 Pension And Other Post-Retirement Benefit Commitments

The hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employer's contribution rate for the year was 14.38%. The pension cost for the year was £175,438 (2023: £180,705).

The hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme.

The assets of the scheme are held separately from those of the hospice in a fund administered by Aviva. The employers contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the hospice for pension and death in service benefits, which amounted to £343,283 (2023: £337,125).



14 Funds

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2023	19,347	226	53	19,626
Net movement in funds	935	120	-	1,055
At 31 March 2024	20,282	346	53	20,681
COMPANY				
At 1 April 2023	19,329	226	53	19,608
Net movement in funds	938	120	-	1,058
At 31 March 2024	20,267	346	53	20,666

	UNRESTRICTED £000'S	RESTRICTED £000'S	ENDOWMENT £000'S	TOTAL £000'S
GROUP				
At 1 April 2022	19,440	285	53	19,778
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	19,347	226	53	19,626
COMPANY				
At 1 April 2022	19,422	285	53	19,760
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	19,329	226	53	19,608

15 Company Status

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At 31 March 2024 there were 10 guaranteeing members.

16 Endowment Funds

	2024 £000'S	2023 £000'S
GROUP AND COMPANY		
Balance at 1 April	53	53
Net gains/(losses) on revaluation	-	-
	53	53
Expenditure	-	-
Balance at 31 March	53	53

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17 Restricted Funds

The income funds of the charity include restricted funds held on trust for specific purposes:

	BALANCE 1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2024 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	27	3	(2)	-	28
City Bridge Trust	-	42	(1)	-	41
Ground & Gardens	35	-	(4)	-	31
Hospice @ Home	9	132	(57)	-	84
Young Adult Transition Group	23	12	(4)	-	31
Ward	31	14	(17)	-	28
Covid Bereavement	14	-	(1)	-	13
Others	29	7	(4)	-	32
	226	210	(90)	-	346

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDING 2024

	BALANCE 1 APRIL 2022 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	BALANCE 31 MARCH 2023 £000'S
GROUP AND COMPANY					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	26	4	(3)	-	27
Children In Need	15	-	(15)	-	-
Children In Need	72	-	(72)	-	-
Young Adult Transition Group	18	6	(1)	-	23
Ward	22	20	(11)	-	31
Covid Bereavement	14	-	-	-	14
Others	60	14	(1)	-	73
	285	44	(103)	-	226

Restricted funds purpose:

Kay Julia Miller Trust	To run Pemberton Place, a multi-user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.
Family support	To help and support families and young children.
City Bridge Trust	To support a Child and Family Therapist role to provide therapeutic support for children and young people.
Ground and Gardens	To keep the gardens bright and colourful for individuals and their loved ones to enjoy.
Hospice @ Home	To support the care of people staying in their own home.
Young Adult Transition Group	To support young adults and their families.
The Ward Fund	For purchasing specialist equipment for our Ward (previously the IPU or Inpatient Unit).
The Covid Bereavement	To support people who identify themselves as affected by covid related death.
Other Restricted Funds	Represents 10 other funds with restricted purposes with a balance less than £9k.

18 Designated Funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	1 APRIL 2023 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2024 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,536	-	(127)	37	2,446
ICT Digital Strategy fund	42	-	(16)	-	26
Digital People Strategy fund	120	-	(22)	-	98
Hall Works fund	42	-	-	-	42
Estate Repairs fund	151	-	(1)	-	150
Estate Repairs (Year 2) fund	-	-	(23)	172	149
SCCS Refurbishment	-	-	(17)	73	56
Ward Transformation (2023-25)	-	-	(231)	238	7
	2,891	-	(437)	520	2,974

	1 APRIL 2022 £000'S	INCOME £000'S	EXPENDITURE £000'S	TRANSFERS £000'S	31 MARCH 2023 £000'S
GROUP AND COMPANY					
Fixed Asset fund	2,579	-	(122)	79	2,536
ICT Digital Strategy fund	120	-	(78)	-	42
Digital People Strategy fund	-	-	(11)	131	120
Hall Works fund	136	-	(94)	-	42
Estate Repairs fund	238	-	(87)	-	151
	3,073	-	(392)	210	2,891

Designated funds purpose:

Fixed Asset Fund	The net book value of fixed assets, excluding amounts funded from restricted income.
The ICT Digital Strategy Funds	To support a more agile and creative approach to the way services are delivered going forward.
Digital People Strategy Fund	To deliver the people strategy including investment in replacement systems.
Hall Works fund	To meet substantial heating and window replacement project costs.
Estate Repairs fund	To fund specific urgent repair works on the hospice premises in the year ended 31 March 2023.
Estate Repairs (Year 2)	To fund specific urgent repair works on the hospice premises in the year ended 31 March 2024.
SCCS Refurbishment	To fund additional works to the hospice premises in response to the discovery of asbestos.
Ward Transformation (2023-25)	To fund initial consultancy work for a ward transformation programme.

19 Analysis Of Net Assets Between Funds

	ENDOWMENT FUNDS £000'S	OTHER RESTRICTED FUNDS £000'S	UNRESTRICTED FUNDS		2024 TOTAL £000'S
			(GENERAL) £000'S	(DESIGNATED) £000'S	
GROUP					
Tangible fixed assets	-	-	-	2,446	2,446
Investments	-	-	7,521	-	7,521
Other net assets	53	346	9,787	528	10,714
TOTAL NET ASSETS	53	346	17,308	2,974	20,681
COMPANY					
Tangible fixed assets	-	-	-	2,446	2,446
Investments	-	-	7,521	-	7,521
Other net assets	53	346	9,772	528	10,699
TOTAL NET ASSETS	53	346	17,293	2,974	20,666

20 Commitments Under Operating Leases

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	LAND AND BUILDINGS		OTHER	
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
GROUP				
Within one year	92	563	6	10
Between two and five years	843	1,239	6	8
In over five years	565	254	-	-
	1,500	2,056	12	18

21 Related Parties

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

22 Reconciliation Of Changes In Resources To Net Cash Inflow/ (Outflow) From Operating Activities

	2024 £000'S	2023 £000'S
NET (EXPENDITURE)/INCOME FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES)	1,055	(152)
Adjustments for:		
Depreciation of tangible fixed assets	127	122
(Gains)/losses on investments	(417)	422
Dividends and interest from Investments	(453)	(275)
Donated shares	(499)	-
(Increase)/decrease in stock	6	(12)
Decrease/(increase) in debtors	19	167
(Decrease)/increase in creditors	(36)	(58)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	(198)	214

23 Analysis Of Cash And Cash Equivalents

	2024 £000'S	2023 £000'S
Cash in Hand	385	148
Notice deposits	9,184	9,347
Total cash and cash equivalents	9,569	9,495

Analysis of the balances of cash as shown in the balance sheet

	CHANGE IN YEAR			
	2024 £000'S	2023 £000'S	2024 £000'S	2023 £000'S
Saint Francis Hospice	9,566	9,490	76	284
Saint Francis Trading (Company) Limited	3	5	(2)	3
	9,569	9,495	74	287

24 Comparative Consolidated Statement Of Financial Activities (2023):

	UNRESTRICTED FUNDS £000'S	RESTRICTED FUNDS £000'S	ENDOWMENT FUNDS £000'S	TOTAL 2023 £000'S
INCOME FROM:				
Donations and gifts	3,345	44	-	3,389
Legacies	1,905	-	-	1,905
Charitable Activities:				
Service agreements with Clinical Commissioning Groups	3,844	-	-	3,844
Trading Activities:				
- Shops	2,257	-	-	2,257
- Education	98	-	-	98
Investment Income and Interest	275	-	-	275
Other income	115	-	-	115
TOTAL INCOME	11,839	44	-	11,883
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,809	-	-	1,809
Fundraising and publicity	1,582	-	-	1,582
Charitable Activities:				
Hospice services	8,119	103	-	8,222
TOTAL EXPENDITURE	11,510	103	-	11,613
Net income/(expenditure) before investment (losses)/gains	329	(59)	-	270
(Losses)/gains on investments	(422)	-	-	(422)
Net (expenditure)/income	(93)	(59)	-	(152)
Transfers between funds	-	-	-	-
Net movement in funds	(93)	(59)	-	(152)
Reconciliation of funds:				
Total Funds brought Forward	19,440	285	53	19,778
TOTAL FUNDS CARRIED FORWARD	19,347	226	53	19,626

THANK YOU



WHERE WE CARE

An individual's Home

At the Hospice

In Care Homes

In Community Hospitals

OUR HOSPICE CATCHMENT AREA



Saint Francis Hospice
Caring for you

Shops 
Saint Francis Hospice 

Registered address:
The Hall, Havering-atte-Bower
Romford, Essex RM4 1QH
Tel: 01708 753319 Email: mail@sfh.org.uk
sfh.org.uk

 /saintfrancishospice  saintfrancishospice  @SFHUK  saint-francis-hospice

Registered Charity No. 275913. Company limited by guarantee. Registered in England No. 1367828

 Registered with FUNDRAISING REGULATOR

SAINT FRANCIS HOSPICE

England & Wales - Charity number 275913

Accounts

SAINT FRANCIS HOSPICE
"Living with Dignity"

REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Registered Company Number: 1367828
Registered Charity Number: 275913

**SAINT FRANCIS HOSPICE
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

CONTENTS	Page
Legal and administrative details	3
Trustees' report	4 - 13
Independent auditors' report	14 - 16
Consolidated statement of financial activities	17
Balance sheets	18
Consolidated cash flow statement	19
Notes to the financial statements	20 - 37

**SAINT FRANCIS HOSPICE
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2023**

Charity Name	Saint Francis Hospice	
Charity Number	275913	
Company Number	1367828	incorporated 11 May 1978
Status	A charitable company limited by guarantee	
Governing Document	Memorandum and Articles of Association	
Saint Francis Group	Saint Francis Hospice	Company Registration No 1367828
	Saint Francis Hospice (Trading Company) Limited	Company Registration No. 2509586
	Saint Francis Hospice Development Trust incorporated into the main charity in 2008	Charity Registration No. 288532
Registered and Operating Office	The Hall Havering-atte-Bower Romford, Essex RM4 1QH	
Management Team	Pam Court Carole Heinen Dr Corinna Midgley Jane Frame Jenni Aylen Michelle Nicholls Tes Smith	(Chief Executive Officer) (Director of Finance & Company Secretary) (Medical Director) (Director of Strategy, Planning and Fundraising) (Director of People & Culture) (Director of Retail, Health & Safety) (Director of Services & Registered Manager)
Auditors	Haysmacintyre LLP 10 Queen Street Place London. EC4R 1AG	
Investment Advisors	Investec Wealth & Investment Limited 30 Gresham Street London. EC2V 7QN	
Bankers	Barclays Bank Plc 1 Churchill Place London. E14 4HP	

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Board of Trustees

Peter Crutchett

Chairman of the Board
Member of Remuneration Committee
Member of the Governance Steering Group

Paul Gwinn

Vice Chairman of the Board
Chairman of Corporate Governance Committee
Member of Finance, Audit & Investment Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Ian Gunn (Treasurer)

Chairman of Finance, Audit & Investment Governance Committee
Member of Corporate Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Amanda Hallums

Vice Chairman of Clinical Governance Committee
Vice Chairman of Corporate Governance Committee

Anne Bender [Appointed 18th July 2022]

Member of Clinical Governance Committee
Vice Chairman of Finance, Audit & Investment Governance Committee

Colin Wilkins [Resigned 2nd May 2023]

Member of Corporate Governance Committee
Vice Chairman of Finance, Audit & Investment Governance Committee

Dr Gurdev Saini

Chairman of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Peter Adams

Member of Corporate Governance Committee
Member of Clinical Governance Committee

Stephanie Lawton [Appointed 10th August 2022]

Member of Clinical Governance Committee
Member of Corporate Governance Committee

Malcolm Miller [Resigned 8th August 2022]

Vice Chairman of Finance, Audit & Investment Governance Committee
Member of Clinical Governance Committee

Peter Batt [Resigned 16th April 2023]

Vice Chairman of Corporate Governance Committee
Member of Clinical Governance Committee

Sandra Verkuyten

[Appointed 5th July 2022; Resigned 24th March 2023]
Member of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee

Dr Robert Weatherstone

Member of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee

Esther Marshall [Appointed 22nd August 2023]

Angela Sharma [Appointed 21st August 2023]

The Trustees, who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the group for the year ended 31 March 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January 2019).

**SAINT FRANCIS HOSPICE
TRUSTEES'REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

INTRODUCTION

Saint Francis Hospice, one of the UK's largest hospices and an independent charity, serves the diverse growing population of Brentwood, Havering, Barking & Dagenham, Redbridge and West Essex.

End of life care is provided to patients, and support to their loved ones, both during the patient's illness and continuing into bereavement support.

Most people are cared for in the community, by our Specialist Community and Crisis Support Service and by our Hospice at Home team who typically provide care in the last weeks of life. We have a 19 bedded ward providing care for people with the most complex needs.

Our Specialist Multidisciplinary Support Services team provide physiotherapy, occupational therapy, and family services including social workers.

As part of our commitment to excellence in end-of-life care, our onsite Education Centre has excellent teaching facilities which provides training to people on the frontline of palliative and health/social care.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing the Hospice's aims and objectives and in planning future activities.

Care Quality Commission (CQC)

We were last inspected on site in 2016 and achieved outstanding. The CQC suspended their routine inspection programme in March 2020 in response to Covid-19. The CQC are now resuming visits. CQC have continued to use a mix of on-site and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive. As we emerge from the pandemic, we are further developing our monitoring approach.

Hospices were moved to the Hospital framework and changes to CQC assessment process from October 2022. Saint Francis Hospice participated in the first direct monitoring assessment interview (DMA) on 7th November 2022.

**SAINT FRANCIS HOSPICE
TRUSTEES'REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

Care Quality Commission (CQC) continued

In accordance with this approach the CQC carried out a review of the data available to us about Saint Francis Hospice on 06-07-2023 and have not found evidence that we need to carry out an inspection or reassess our rating at this stage. This could change at any time if CQC receive new information. The CQC will continue to monitor data about this service.

Saint Francis Hospice anticipate an inspection in 2023/2024.

Please note, this does not amount to an assessment of the rating for this service under section 46 of the Health and Social Care Act 2008.

<https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-17-good-governance>

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

Saint Francis Hospice is committed to helping anyone in our communities affected by a life-limiting illness, and to ensure they receive excellent person-centred care when they need it, ideally in a place of their choosing.

The last twelve months have been challenging, with changing models across all services as a result of restrictions caused by the pandemic. Throughout, patients and families have been supported and have received care albeit delivered in different ways and often using virtual means.

The total number of admissions to our Inpatient Unit were 371 (2022: 391). Of those admitted 62% died in the Hospice, 37.7% were discharged home (including to a care home) and 0.3% were discharged to another setting.

Our Specialist Community and Crisis Support (SCCS) team has seen or made 14,287 (2022:17,737) face to face or telephone contacts with patients and relatives during the period 1st April 2022 to 31st March 2023

Our Hospice at Home team made 4,724 (2022:4,582) home visits to 632 (2022:585) people in the last few days of their life, working safely with PPE and social distancing where possible to ensure the safety of all concerned.

Our Bereavement Service supported 503 (2022:494) people, (including 65 (2022:96) children).

Further information is available on our website within the Saint Francis Hospice Quality Account 2022/23.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS (continued)

Activity Costs

We endeavour to continue to provide all of our services free of charge at the point of delivery. Whilst doing this, we use financial indicators to highlight the actual cost of providing specialist, palliative care services. The average patients' costs were £826 for one day of care in our In-Patient Unit; £90 per hour of care given by the Hospice at Home team, and £399 for a home visit – all of these figures are used as our financial benchmark.

Three local Integrated Care Boards (ICB) contract us to deliver the provision of end-of-life services.

We are absolutely dependent on both our NHS contracts and the generous support of local people and businesses. Public awareness of our services and the work of our fundraising and Retail teams continue to be critical to our organisation since our work requires on going and increased funding to reach people who need our help.

STRATEGIC REVIEW AND BUSINESS PERFORMANCE

Our Vision

"Saint Francis Hospice is committed to helping anyone in our communities who is affected by life limiting illness to receive excellent person-centred care when they need it and ideally in a place of their choosing."

Our Values

These values underpin all that our charity aspires to do, as well as shaping our external and internal behaviour:

Supportive: We listen to people and value peoples' experiences and use those to give the personal support that is right for everyone.

Compassionate: We are kind and provide a caring and compassionate environment for everyone. We put people at the heart of our actions and words and support people's choices and decisions, helping them feel safe, secure and valued.

Inclusive and Respectful: We are open and transparent and value each person's individuality. We respect everyone and value diversity. We believe our different experiences and knowledge make us stronger. Together we achieve more.

Professional: We are experienced in what we do as a hospice and as a charity. We encourage everyone to give of their best, in providing the appropriate care and expertise to those who need us and support us.

Always Learning: We are open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever-changing world around us.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

STRATEGIC REVIEW AND BUSINESS PERFORMANCE (continued)

The delivery of high-quality care is at the core of everything we do and our main quality improvement projects for 2023/24 can be found in our Quality Account which is available on our website: WWW.SFH.ORG.UK

OUR STRATEGY 2023-2025

Our Strategy is to meet the growing demand for experienced and expert palliative and end of life care services for anyone living in Brentwood, Havering, Barking & Dagenham, Redbridge and parts of West Essex that are close to the hospice. To work as an essential contributor to the local community and as a key part of the health and social care local provision.

Our priority goals are:

1. To ensure our people are agile, resilient and confident so they are equipped to improve the quality of palliative and end of life care services and respond effectively to the changing needs of local people. We will ensure our staff and volunteers are able to reach their potential and support a motivated, skilled and empowered workforce to meet more need. We will also ensure our governance framework is well led.
2. Our Services are varied, and we will continue to do more than you think whilst we continually look to improve them, based on patient experience and feedback from our partners in care; and focusing on improving access to meet more need for our expert services. Our focus will be to build resilience in our models of care, ensuring crisis support and what really matters models of care are prioritised. We will continue to share our knowledge with external partners in care to build a stronger palliative and end of life support system for local people and work collaboratively to achieve more.
3. Sustainability is key to our future strategy, and we will use our resources to the best of our ability so we can meet more need now and be there for those who need us in the future. We will optimise our income generating capabilities and also build strong relationships with our local Integrated Care Boards, funders and care partners to support growth and development in our services for everyone. And we will develop our hospice site and activities with the environment in mind ensuring we are environmentally responsible in our decision making.

FINANCIAL REVIEW

The enclosed financial statements detail the financial performance and the state of affairs of the Group for the year ended 31st March 2023. The Consolidated Statement of Financial Activities shows that income of £11,883,000 (2022: £11,772,000) was received, with related expenditure in the year of £11,613,000 (2022: £10,759,000) leading to a net inflow of resources (before investment gains/losses) of £270,000 (2022: £1,013,000).

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

FINANCIAL REVIEW (Continued)

The retail income from our 15 stores across Barking & Dagenham, Brentwood, Havering and Redbridge including sale of donated goods made a contribution of £448,000 to the charity. In 2021/22 the contribution to the charity was £41,000.

We continue to rely on dedicated support from our local community and are extremely grateful for the income received from public donations which, including legacies, amounted to £5,294,000 (2022: £4,972,000).

The NHS and local health trusts have also maintained their commitment to and collaboration with the Hospice, providing funding equivalent to around 33.1% (2022: 34.7%) of total expenditure.

The operating costs for the Hospice, which includes all the shops, for the year ahead 2023/2024, are forecast at £10.8 million in support of a comprehensive range of activities.

Principal Risks and Uncertainties

The Group's approach to its Reserves Policy, Investment Policy, and Risk Management is summarised below.

Reserves Policy

The need to retain reserves has been considered and reviewed in detail on behalf of the Trustees by the Finance, Audit and Investment Governance Committee. There remains an essential requirement to support and maintain the core activities and objectives of the Hospice. Around 70% of annual income is expected to be generated from the continued generous support of the local community through donations. As the economic environment continues to be difficult and the United Kingdom recovers from the Covid Pandemic, the Trustees are conscious that income generated through public donations is becoming increasingly difficult to predict. This is particularly notable with legacy income, where greater risk of fluctuation may be anticipated. It is, therefore, important to keep a financial buffer to support potential recovery planning, in the light of any significant future income loss.

The use of free reserves was reassessed during the year as part of the planning and budgetary process aimed at ensuring and safeguarding the future requirements of the Hospice's patients.

The Trustees continue to financially evaluate the risks and the required level of free reserves to be set aside as a designated contingency fund and have retained the agreement that it remains a robust and appropriately prudent assumption to work towards a fund equivalent to 12 months planned operating costs for the Hospice.

The existing fund of £19 million is equivalent to approximately 19 months' planned Hospice operating costs for 2023/24, which include a provision for inflation.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

FINANCIAL REVIEW (continued)

Total unrestricted funds amount to £19,347,000 and the Trustees have designated £2,891,000 towards a number of programs as described in note 18. General unrestricted funds amount to £16,456,000 (2022: £16,367,000).

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst ensuring easy access to meet the operating costs of the Hospice. In addition, the Trustees are mindful of social, environmental and ethical considerations when formulating investment arrangements. This and other policy issues have been reviewed by the Finance, Audit & Investment Governance Committee. Investec are the appointed investment fund managers for the Group, and they provide quarterly reports to the Finance, Audit & Investment Governance Committee, and attend twice during the financial year. During the year the investment markets again fluctuated considerably, but the Trustees instructed Investec to continue to take a prudent approach with the Hospice's investments and have performed to a standard acceptable in light of the market and worked with sensible caution to fulfil the benchmark criteria given to them.

The Hospice's over-riding principle in its Investment Strategy is that good liquidity is maintained to meet operational needs and the ability to respond to new needs and requirements. Therefore, only funds not expected to be required in the short term have been invested.

**SAINT FRANCIS HOSPICE
TRUSTEES'REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

FINANCIAL REVIEW (continued)

Risk Management

The Trustees recognise their responsibility with regard to the assessment of the potential risks to which the Hospice may be exposed. Existing policies and procedures have been integrated to form a comprehensive risk management strategy with review processes and systems to be used to mitigate identifiable risks.

The Register continues to operate as the basis for monitoring, review and management of risk by the Hospice's management team.

Risk identified	Action taken to mitigate the Risk
Loss of CQC Registration	Robust management systems in place with appropriate levels of accountability and responsibility to meet the requirements. All staff are regularly trained in quality standard care. Robust audit programmes are in place
Recruitment & retention of appropriately trained and skilled staff	Recruitment plan in place for senior staff including collaboration work with local acute trust; HR review of terms & conditions in light of NHS pay proposals
NHS Service Level Agreements and maintenance of service delivery	Formal contracts in place; quarterly meetings in place, activity monitored and reviewed to ensure we meet contractual obligations and the needs of the local public.
Fall in Voluntary Income	Development of robust business plans to attract future investment and protect income streams; levels of donations monitored; strategy in place aligned to budget; staffing and volunteer resources maintained.

SAINT FRANCIS HOSPICE
TRUSTEES'REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Fundraising approach and performance

The charity undertakes fundraising activity to its supporters via direct mail, telephone, email, appeals, fundraising events, sponsored events, weekly lottery. We are members of the Fundraising Regulator and fundraise in line with the Fundraising Code of Practice set by them.

Saint Francis Hospice believes it has a legitimate interest in advising the local community about their local hospice and the services available to them and the funding needed to support delivery of the services that those under our care and their family or registered next of kin benefit from, as well as the wider community in supporting our charitable work. The organisation complies with the Fundraising Regulator's requirements and provide a simple and robust way to stop communications that are no longer required.

Information about supporters is held securely on our central communication database called ThankQ. ThankQ is a Customer Relationship (CRM (Customer Relations Management)) Database that enables communications to be managed accordingly and compliantly and holds other relevant information about you that relates to any donations you have given, any fundraising support such as event participation and other details about your interaction with the Hospice.

A supporter is defined as any individual (including organisations, groups, businesses) who have made or offered to make a financial donation or give support of any kind to Saint Francis Hospice. They may also be people who have expressed an interest in supporting our work, have requested information from our fundraising team, bought a raffle ticket or added to our supporter database as legitimately interested people as well as family and next of kin who have experienced our care.

The types of information that we may collect or hold on you for fundraising and marketing purposes include name, address, contact details including email and telephone where given, family links and relationship nature, donation amounts, method of payment such as cash or direct debit, fundraising or communication reason, employment status where given or other community and hospice links, communication preferences to understand supporters better, or assist with analysis and understanding of who our supporters are and why they're interested in Saint Francis Hospice.

Full details can be found in our Privacy Policy, published on our website <https://www.sfh.org.uk/privacy-policy>

There were 14 Complaints in total for 22/23 for Fundraising, and 1 which was Fundraising & Retail jointly from over 100,000 communications were received in the year which translates to 0.0008% which is well below the industry standard. This suggests communications are appropriately sent and well managed by the team. All were promptly dealt with without the need for escalation to the regulator or the information commissioner.

SAINT FRANCIS HOSPICE
TRUSTEES'REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Members of the Board of Trustees

Each voluntary member of the Board of Trustees (the governing body) is a Trustee of the Charity and a Director of the Company. They are elected by the guaranteeing Members. The Trustees listed on page one of the accounts were all Members during the period from 1st April 2022 to the date of signing these financial statements.

All Trustees are subjected to DBS (Disclosure and Barring Services) checks. During the year, the Board held four business meetings and the Annual General Meeting on 1st November 2022.

Trustees are obliged to make formal declarations of interest at each quarterly governance committee meeting and at the Board of Trustees meeting.

The work and responsibilities of the Board of Trustees is supported by three Trustee led governance committees, which meet quarterly:

- **Finance, Audit & Investment Governance Committee** – was chaired by Ian Gunn who has been a Trustee since July 2019. This committee oversees the financial aspects of the Hospice, including budget setting and monitoring; the investment portfolio performance and compliance with all legal and statutory requirements including overseeing the external financial audit and the audit findings.
- **Corporate Governance Committee** – was chaired by Paul Gwinn who has been a Trustee since April 2014. The committee meets quarterly to oversee Health & Safety and Risk; Human Resources/Staffing and Equalities; Non-Clinical Complaints; Information Governance/Information Communications Technology; Estates and Facilities Management.
- **Clinical Governance Committee** – chaired by Dr Gurdev Saini who has been a Trustee since May 2010. This committee meets quarterly to ensure that patients using hospice services receive the highest possible standards of safe, quality care and to review clinical performance and clinical complaints and serious untoward incidents/serious drug incidents. The Clinical Governance Committee will ensure that our service users' voices are facilitated and heard and that our patients' and carers' experiences inform our care and service development

The Hospice provides Trustee indemnity insurance for the benefit of all Trustees.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Recruitment, Appointment and Induction of Trustees

A special Board sub-group (the Governance Steering Group) is charged with recruiting new Trustees, reviewing each Trustee's training needs and ensuring they are met. The sub-group also looks at the existing skill mix within the Board to ensure there is a wide expertise profile. All new Trustees undergo an induction programme based on the model recommended by Hospice UK, which involves structured training sessions, participating in the Hospice's corporate induction programme and attendance at each of the three governance committees. New Trustees also have an assigned mentor for this period.

The members of the Governance Steering Group formulate the Hospice Remuneration Committee who are responsible for reviewing and setting the senior executive team's pay arrangements.

In the Autumn of 2022, the Board of Trustees at Saint Francis Hospice agreed to have an external Governance review which is best practice and following Covid and the appointment of new Trustees this felt like a very good time.

Following the Governance review a number of actions were identified which the Board fully accepted and are implementing during 2023/24, which includes updating our Memorandum & Articles of Association; implementing a fixed term of office for Trustees which will be presented to the AGM (Annual General Meeting) in October 2023; Development for Trustees and appoint a new Trustee with legal skills which was identified as an urgent skills gap.

Management Structure

The day to day management of the Hospice has been delegated to a senior executive team of seven, namely: Chief Executive Officer – Pam Court; Medical Director – Dr Corinna Midgley; Director of Finance & Company Secretary – Carole Heinen; Director of Strategy, Planning and Fundraising - Jane Frame; Director of Retail, Health & Safety - Michelle Nicholls; Director of Services & Registered Manager – Tes Smith and Director of People and Culture – Jenni Aylen.

The Medical Director, Dr Corinna Midgley; is part of the seconded consultant team from the local Acute Trust, Barking, Havering and Redbridge University Hospitals NHS Trust who we work closely with.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

Trading Company

A trading company, Saint Francis Hospice (Trading Company) Limited (a wholly owned subsidiary of the Hospice) has been retained for trade in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the Hospice's charitable activity. There are two separate Company Directors for the trading company – Paul Gwinn and Peter Batt (resigned 16th April 2023) replaced by Ian Gunn. All taxable profits from the trading company are donated to the Hospice – this year totalling £1,577).

BOARD OF TRUSTEES' RESPONSIBILITIES

Our Trustees have overall control of our charity and are responsible for making sure the organisation is doing what it was set up to do. Our Board of Trustees are also known as directors of Saint Francis Hospice for the purpose of company law. Being a Trustee at our Hospice means making decisions that will impact on people's lives and really making a difference to our local communities. Our Trustees have a breadth of skills and experience which they use to support our charity and achieve our aims.

This group are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure of Saint Francis Hospice for that period, in this case 2022/2023.

Full details of all our current Trustees are available on our website <https://www.sfh.org.uk/trustees>.

**SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

In preparing the financial statements, the Board of Trustees is 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the Board of Trustees is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Board of Trustees has 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.

AUDITORS

The Hospice's Auditors are Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG.

Haysmacintyre, have been appointed by the Trustees as Group auditors. Haysmacintyre has signified their willingness to continue in office and a resolution proposing their reappointment will be put to the forthcoming Annual General Meeting.

By order of the Board of Trustees


.....

**Peter Crutchett
(Chairman)**

5th September 2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinion

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the groups and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SAINT FRANCIS HOSPICE**

financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

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



.....
Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
10 Queen Street Place
London EC4R 1AG

18 September

..... 2023

SAINT FRANCIS HOSPICE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £000's	Restricted funds £000's	Endowment funds £000's	Total 2023 £000's	Total 2022 £000's
INCOME FROM:						
Donations and gifts	2	3,345	44	-	3,389	3,892
Legacies		1,905	-	-	1,905	1,794
Charitable activities:						
Service agreements with Clinical Commissioning Groups		3,844	-	-	3,844	3,733
Trading Activities:						
- Shops		2,257	-	-	2,257	1,823
- Education Centre		98	-	-	98	116
Investment Income and Interest		275	-	-	275	162
Other income		115	-	-	115	252
Total income		<u>11,839</u>	<u>44</u>	<u>-</u>	<u>11,883</u>	<u>11,772</u>
EXPENDITURE:						
Raising Funds:						
Cost of operating shops	5	1,809	-	-	1,809	1,782
Fundraising and publicity	5	1,582	-	-	1,582	1,427
Charitable activities:						
Hospice services	5	8,119	103	-	8,222	7,550
Total expenditure	5	<u>11,510</u>	<u>-</u>	<u>-</u>	<u>11,613</u>	<u>10,759</u>
Net income/(expenditure) before investment (losses)/gains		329	(59)	-	270	1,013
(Losses)/gains on investments	9	(422)	-	-	(422)	253
Net (expenditure)/income		(93)	(59)	-	(152)	1,266
Transfers between funds	17,18	-	-	-	-	-
Net movement in funds		(93)	(59)	-	(152)	1,266
Total Funds brought Forward		<u>19,440</u>	<u>285</u>	<u>53</u>	<u>19,778</u>	<u>18,512</u>
Total Funds carried forward		<u>19,347</u>	<u>226</u>	<u>53</u>	<u>19,626</u>	<u>19,778</u>

All income and expenditure derive from continuing activities.
The accompanying notes form part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year.
Full comparative figures for the year ended 31 March 2022 are shown in note 24.

SAINT FRANCIS HOSPICE
Company number: 1367828
CONSOLIDATED AND CHARITY BALANCE SHEETS

AS AT 31 MARCH 2023

	Notes	Group		Company	
		2023 £000's	2022 £000's	2023 £000's	2022 £000's
TANGIBLE ASSETS					
Land and buildings	8	2,467	2,564	2,467	2,564
Other tangible assets	8	69	15	69	15
Investments	9	6,461	6,760	6,461	6,760
		8,997	9,339	8,997	9,339
CURRENT ASSETS					
Stocks	10	18	6	-	-
Debtors	11	2,127	2,294	2,132	2,294
Cash at bank and in hand		9,495	9,208	9,490	9,199
		11,640	11,508	11,622	11,493
CREDITORS: amounts falling due within one year	12	(1,011)	(1,069)	(1,011)	(1,072)
NET CURRENT ASSETS		10,629	10,439	10,611	10,421
NET ASSETS		19,626	19,778	19,608	19,760
RESTRICTED FUNDS:					
Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	226	285	226	285
UNRESTRICTED FUNDS:					
Designated funds	18	2,891	3,073	2,891	3,073
General funds	19	16,456	16,367	16,438	16,349
		19,626	19,778	19,608	19,760

The financial statements were approved and authorised for issue by the Board of Trustees on 5th September 2023 and were signed on its behalf by:


P Crutchett (Chairman)


I Gunn (Treasurer)

The accompanying notes form part of these financial statements.

The net expenditure for the charity only for the year was £152,000 (2022: £1,266,000 net income).

**SAINT FRANCIS HOSPICE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	2023		2022	
		£000's	£000's	£000's	£000's
Net cash inflow from operating activities	22		214		1,662
Investing activities					
Dividends and interest from investments		275		162	
Sale of investments		2,325		1,222	
Purchase of tangible fixed assets		(79)		(20)	
Purchase of investments		(2,448)		(1,328)	
		<u> </u>		<u> </u>	
Net cash inflow/(outflow) from investing activities			73		36
			<u> </u>		<u> </u>
Change in cash and cash equivalents in the reporting period			287		1,698
Cash and cash equivalents at the beginning of the reporting period	23		9,208		7,510
			<u> </u>		<u> </u>
Cash and cash equivalents at the end of the reporting period	23		9,495		9,208
			<u> </u>		<u> </u>

There is no net debt in current or preceding year.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

Basis of preparation of Group Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102, Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note (s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line-by-line basis

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the Hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustee's report. The review of the Hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

Estimation Uncertainty and Judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods. In drawing this conclusion, due consideration has also been given to the impact of the Covid-19 pandemic on the activities of the charity.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations are recognised once the charity has entitlement to the income, it is probably that income will be received, and the amount of income receivable can be measured reliably.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

1. **ACCOUNTING POLICIES (continued)**

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made, or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities due to the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Goods Donated for Resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the Charity which would far outweigh the benefits.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

Costs of Raising Funds comprise direct fundraising costs incurred in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.

Support costs are those costs which are necessary to the delivery of Hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, IT and HR and Vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight-line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings	2% on cost
Fixtures, fittings & equipment	25% straight line
Motor vehicles	25% straight line
Leasehold improvements	period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Bank

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

Creditors and provisions

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.

Fund accounting

Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for the specific purposes.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represents the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme ("the NHS scheme") or defined contribution schemes operated by the Charity. Contributions are made by both employees and employer. Although the NHS scheme is a defined benefit scheme, the nature of the scheme is such that the Charity cannot identify its share of the scheme's underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the Charity are charged against the profits of the year in which they become payable.

The Hospice's employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The Hospice's employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

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

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2. DONATIONS AND GIFTS	2023	2022
	£000's	£000's
General donations	3,356	3,178
Essex County Council	33	-
Hospice UK	-	714
	-----	-----
	3,389	3,892
	=====	=====

The donation from Hospice UK are one-off receipts due to the Covid-19 pandemic. Included in general donations are restricted donations of £44,000 (2022: £92,000).

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

3. RESULTS OF RELATED ENTITIES

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs of the shops from those incurred last year.

Summary profit and loss account	Total 2023 £000's	Total 2022 £000's
Turnover	10	10
Cost of new goods	(5)	(14)
Gross (loss)/profit	5	(3)
Other operating costs	-	-
Amount donated to Saint Francis Hospice	5	(3)
Retained in subsidiary company	-	-
The assets and liabilities of the company are:		
Current assets	22	18
Creditors: amounts falling due within one year	-	-
Total net assets	22	18
Aggregate share capital and reserves	22	18

The Shops benefit from and gratefully acknowledge the unpaid efforts of 342 (2022: 275) volunteers.

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

4. RESULTS OF THE CHARITY

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £11,878,000 (2022: £11,758,000), total expenditure of £11,608,000 (2022: £10,745,000) and net investment losses of £422,000 (2022: £253,000 net gains). Net expenditure for the year was £152,000 (2022: £1,266,000 net income).

5. EXPENDITURE	Cost of operating shops £000's	Fundraising and publicity £000's	Hospice services £000's	Provision of Governance £000's	Total 2023 £000's	Total 2022 £000's
Direct costs						
Staff costs	811	891	6,350	56	8,108	7,725
Nursing supplies	-	-	189	-	189	143
Catering	-	-	197	-	197	205
Cleaning	14	-	66	-	80	76
Travel	20	6	39	-	65	72
Support costs						
Utilities	52	-	79	-	131	118
Premises	654	-	343	-	997	980
Other	185	48	168	-	401	330
Printing, postage and stationery	5	11	37	-	53	47
IT costs	46	91	323	-	460	399
Legal and professional	-	-	133	46	179	80
Audit and accountancy	-	-	-	35	35	23
Pepperell Education						
Centre running costs	-	-	29	-	29	8
Depreciation	-	-	122	-	122	109
Direct marketing appeals	-	209	-	-	209	99
Events	-	9	-	-	9	28
Lottery operations	-	109	-	-	109	129
Merchandise	-	2	-	-	2	20
Other fundraising costs	-	187	-	-	187	147
Other project costs	-	-	51	-	51	21
Governance Costs						
reallocation	22	19	96	(137)	-	-
Total expenditure	<u>1,809</u>	<u>1,582</u>	<u>8,222</u>	<u>-</u>	<u>11,613</u>	<u>10,759</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

5. EXPENDITURE (Continued)

Support costs are allocated on the basis of estimated usage by the activity.
Governance costs have been apportioned on the basis of staff costs.

2022 COMPARATIVE	Cost of operating shops	Fundraising and publicity	Hospice services	Provision of Governanc e	Total 2022
	£000's	£000's	£000's	£000's	£000's
Direct costs					
Staff costs	772	850	6,048	55	7,725
Nursing supplies	-	-	143	-	143
Catering	-	-	205	-	205
Cleaning	12	-	64	-	76
Travel	22	7	43	-	72
Support costs					
Utilities	47	-	71	-	118
Premises	737	-	243	-	980
Other	129	45	156	-	330
Printing, postage and stationery	5	9	33	-	47
IT costs	40	79	280	-	399
Legal and professional	-	-	51	29	80
Audit and accountancy	-	-	-	23	23
Pepperell Education Centre running costs	-	-	8	-	8
Depreciation	-	-	109	-	109
Direct marketing					
appeals	-	99	-	-	99
Events	-	28	-	-	28
Lottery operations	-	129	-	-	129
Merchandise	-	20	-	-	20
Other fundraising costs	-	147	-	-	147
Other project costs	-	-	21	-	21
Governance Costs					
reallocation	18	14	75	(107)	-
Total expenditure	<u>1,782</u>	<u>1,427</u>	<u>7,550</u>	<u>-</u>	<u>10,759</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

	2023 £000's	2022 £000's
Governance Costs		
Staff Costs	56	55
Legal and professional	46	29
Audit and accountancy	35	23
	<u>137</u>	<u>107</u>
	=====	=====

Net (expenditure)/income for the year is stated after charging:

	2023 £000's	2022 £000's
Auditor's remuneration - audit	22	19
Auditor's remuneration - other	7	1
Depreciation	122	109
Operating lease rentals – Land and buildings	566	610
	<u>717</u>	<u>739</u>
	=====	=====

6. STAFF COSTS

The average monthly number of full and part time employees during the year was:

	2023 Number	2022 Number
Direct patient services	129	122
Hospice administration	50	52
Fundraising/publicity	26	27
Education services	7	7
Shops company staff	39	41
	<u>251</u>	<u>249</u>
	=====	=====

The full time equivalent at the year-end was:
Hospice and Shops company staff

	2023	2022
Employment costs		
Salaries	6,467	6,151
Social security costs	616	534
Pension costs	518	530
Other staff costs	273	130
	<u>7,874</u>	<u>7,345</u>
Medical consultants	234	380
	<u>8,108</u>	<u>7,725</u>
	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

The number of staff paid over £60,000 during the year was:

	The Group		The Company	
	2023 No.	2022 No.	2023 No.	2022 No.
£60,001 - £70,000	1	5	1	5
£70,001 - £80,000	2	-	2	-
£80,001 to £90,000	1	1	1	1
£90,001 to £100,000	1	-	1	-
	<u>1</u>	<u>6</u>	<u>5</u>	<u>6</u>

Senior Management Team remuneration totalled £556,611 (2022: £532,570) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £57,618 (2022: £49,302).

The Hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of the 631 volunteers who give freely of their time in a variety of ways covering a full range of Hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7. TRUSTEES

None (2022: none) of the Trustees were reimbursed (2022: £nil) for travel expenses and conference fees incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.

8. TANGIBLE FIXED ASSETS

	The Hall land and buildings £000's	Other freehold Property £000's	Total £000's
Land and buildings			
Group and company Cost			
At 1 April 2022	4,724	126	4,850
At 31 March 2023	<u>4,724</u>	<u>126</u>	<u>4,850</u>
Depreciation			
At 1 April 2022	2,242	44	2,286
Charge for the year	95	2	97
At 31 March 2023	<u>2,337</u>	<u>46</u>	<u>2,383</u>
Net book value			
At 31 March 2023	<u>2,387</u>	<u>80</u>	<u>2,467</u>
At 31 March 2022	<u>2,482</u>	<u>82</u>	<u>2,564</u>

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

8. TANGIBLE FIXED ASSETS (continued)	Leasehold Improvement £000's	Fixtures & Fittings £000's	Motor vehicles £000's	Total £000's
Other tangible fixed assets				
Group and Company				
Cost				
At 1 April 2022	152	763	114	1,029
Additions	-	-	79	79
Disposals	-	-	(67)	(67)
At 31 March 2023	<u>152</u>	<u>763</u>	<u>126</u>	<u>1,041</u>
Depreciation				
At 1 April 2022	152	763	99	1,014
Charge for the year	-	-	25	25
Disposals	-	-	(67)	(67)
At 31 March 2023	<u>152</u>	<u>763</u>	<u>57</u>	<u>972</u>
Net book value				
At 31 March 2023	<u>-</u>	<u>-</u>	<u>69</u>	<u>69</u>
At 31 March 2022	<u>-</u>	<u>-</u>	<u>15</u>	<u>15</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

9. FIXED ASSET INVESTMENTS	2023	2022
	£000's	£000's
Group and Company		
Quoted investments		
Market value at 1 April 2022	6,330	5,844
Additions at cost	2,448	1,328
Disposals at opening book value	(1,981)	(1,095)
Net (losses)/gains on revaluation	(422)	253
	<hr/>	<hr/>
At 31 March 2023 – valuation	6,375	6,330
Cash with investment managers	86	430
	<hr/>	<hr/>
Market value at 31 March 2023	<u>6,461</u>	<u>6,760</u>
	<hr/>	<hr/>
At 31 March 2023 – historical cost (including cash)	<u>5,768</u>	<u>5,234</u>

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10. STOCKS	Group		Company	
	2023	2022	2023	2022
	£000's	£000's	£000's	£000's
New goods for resale	18	6	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

11. DEBTORS	Group		Company	
	2023	2022	2023	2022
	£000's	£000's	£000's	£000's
Legacies receivable	1,126	1,021	1,126	1,021
Other debtors and prepayments	1,001	1,273	1,001	1,273
Amounts owed by trading subsidiary	-	-	5	-
	<hr/>	<hr/>	<hr/>	<hr/>
	<u>2,127</u>	<u>2,294</u>	<u>2,132</u>	<u>2,294</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

12. CREDITORS: amounts falling due within one year	Group		Company	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Taxation and social security	256	200	256	200
Trade creditors	209	176	209	176
Other creditors	91	152	91	152
Accruals	416	493	416	493
Deferred income (see below)	39	48	39	48
Amounts owed to trading subsidiary	-	-	-	3
	<u>1,011</u>	<u>1,069</u>	<u>1,011</u>	<u>1,072</u>
Movements in deferred income:	Group and Company £000's		£000's	
Deferred income at 1 April	48	34		
Applied during the year	39	48		
Released during the year	(48)	(34)		
Deferred income at 1 March	<u>39</u>	<u>48</u>		

13. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employer's contribution rate for the year was 14.38%. The pension cost for the year was £180,705 (2022: £191,556).

The Hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme. The assets of the scheme are held separately from those of the Hospice in a fund administered by Aviva. The employer's contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the Hospice for pension and death in service benefits, which amounted to £337,125 (2022: £338,243).

14. FUNDS	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Group				
At 1 April 2022	19,440	285	53	19,778
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	<u>19,347</u>	<u>226</u>	<u>53</u>	<u>19,626</u>
Company				
At 1 April 2022	19,422	285	53	19,760
Net movement in funds	(93)	(59)	-	(152)
At 31 March 2023	<u>19,329</u>	<u>226</u>	<u>53</u>	<u>19,608</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

14. FUNDS (Continued) <u>2022 Comparatives</u>	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Group				
At 1 April 2021	18,247	212	53	18,512
Net movement in funds	1,193	73	-	1,266
	<u>19,440</u>	<u>285</u>	<u>53</u>	<u>19,778</u>
At 31 March 2022	<u>19,440</u>	<u>285</u>	<u>53</u>	<u>19,778</u>
Company				
At 1 April 2021	18,229	212	53	18,494
Net movement in funds	1,193	73	-	1,266
	<u>19,422</u>	<u>285</u>	<u>53</u>	<u>19,760</u>
At 31 March 2022	<u>19,422</u>	<u>285</u>	<u>53</u>	<u>19,760</u>

15. COMPANY STATUS

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At the year-end there were 26 guaranteeing members.

16. ENDOWMENT FUNDS	2023 £000's	2022 £000's
Group and company		
Balance at 1 April 2022	53	53
Income	-	-
	<u>53</u>	<u>53</u>
Expenditure	-	-
	<u>53</u>	<u>53</u>
Balance at 31 March 2023	<u>53</u>	<u>53</u>

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17. RESTRICTED FUNDS

The income funds of the charity include restricted funds held on trust for specific purposes:

	Balance 1 April 2022 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2023 £000's
Group and company					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	26	4	(3)	-	27
Children In Need	15	-	(15)	-	-
Orangeline	72	-	(72)	-	-
Young Adult Transition Group	18	6	(1)	-	23
IPU	22	20	(11)	-	31
Covid Bereavement	14	-	-	-	14
Others	60	14	(1)	-	73
	<u>285</u>	<u>44</u>	<u>(103)</u>	<u>-</u>	<u>226</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

<u>2022 Comparatives</u>	Balance 1 April 2021 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2022 £000's
Group and company					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	11	16	(1)	-	26
Children In Need	15	-	-	-	15
Orangeline	72	-	-	-	72
Young Adult Transition Group	12	8	(2)	-	18
IPU	13	12	(3)	-	22
Covid Bereavement	-	26	(12)	-	14
Others	31	30	(1)	-	60
	<u>212</u>	<u>92</u>	<u>(19)</u>	<u>-</u>	<u>285</u>

Kay Julia Miller Trust Fund is a bequest received to run Pemberton Place which will be a multiuser facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.

Family support restricted funds are donations received specifically for helping and supporting families and young children; included the grant received from Children in Need.

Children in Need funding has enabled our Child & Family Therapists to support children of those under Saint Francis Hospice care with pre and post bereavement.

Orangeline offers support for people who experience isolation and loneliness and has been funded specifically by a "Big Lottery" grant.

Young Adult Transition Group represent donations towards supporting young adults and their families

The IPU Fund represents donations received for purchasing specialist equipment for our Inpatient Unit.

The Covid Bereavement funding received during covid to support people who identify themselves as affected by covid related death, so that the Hospice is able to support people outside of our normal cohort.

Other Restricted Funds other donations where the donors have restricted the use of the money.

The transfers were to account for restricted income and expenditure, which had occurred in the prior year but accounted for as unrestricted.

18. DESIGNATED FUNDS

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	Balance 1 April 2022 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2023 £000's
Group and company					
Fixed Asset fund	2,579	-	(122)	79	2,536
ICT Digital Strategy fund	120	-	(78)	-	42
Digital People Strategy fund	-	-	(11)	131	120
Hall Works fund	136	-	(94)	-	42
Estate Repairs fund	238	-	(87)	-	151
	<u>3,073</u>	<u>-</u>	<u>(392)</u>	<u>210</u>	<u>2,891</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

18. DESIGNATED FUNDS (CONTINUED)

<u>2022 Comparatives</u>	Balance 1 April 2021 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2022 £000's
Group and company					
Contingency fund	5,022	-	-	(5,022)	-
Fixed Asset fund	2,674	-	(109)	14	2,579
Site Development fund	115	-	-	(115)	-
ICT Digital Strategy fund	58	-	(53)	115	120
Development Reserve fund	181	-	-	(181)	-
Budget fund	1,660	-	-	(1,660)	-
Hall Works fund	136	-	-	-	136
Estate Repairs fund	-	-	(2)	240	238
	<u>9,846</u>	<u>-</u>	<u>(164)</u>	<u>(6,609)</u>	<u>3,073</u>

The Contingency fund was set up to ensure that Saint Francis Hospice can continue to function without fluctuations in its services to the community. This fund was reallocated and closed in 2022.

The Fixed Asset Fund represents the net book value of fixed assets, excluding amounts funded from restricted income.

Site Development fund represents money received from the disposal of properties set aside to maintain and develop properties owned by the hospice. This fund was reallocated and closed in 2022.

The ICT Digital Strategy Funds were set up to support a more agile and creative approach to the way services are delivered going forward.

The Development Reserve Fund is held to "pump prime" service development; income streams in line with Strategy and to facilitate Service Pilots.

The Budget fund was set up in 2019 to absorb deficits anticipated to occur based on the charity's three-year strategic plan. This fund was reallocated and closed in 2022.

The Hall Works fund represents money designated to meet substantial heating and window replacement project costs.

The Estate Repairs fund was created to fund specific urgent repair works on the Hospice premises.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Endowment funds £000's	Other restricted funds £000's	Unrestricted Funds (General) £000's	Unrestricted Funds (Designated) £000's	Total £000's
Group					
Tangible fixed assets	-	-	-	2,536	2,536
Investments	-	-	6,461	-	6,461
Other net assets	53	226	9,995	355	10,629
Total net assets	<u>53</u>	<u>226</u>	<u>16,456</u>	<u>2,891</u>	<u>19,626</u>
Company					
Tangible fixed assets	-	-	-	2,536	2,536
Investments	-	-	6,461	-	6,461
Other net assets	53	226	9,977	355	10,611
Total net assets	<u>53</u>	<u>226</u>	<u>16,438</u>	<u>2,891</u>	<u>19,608</u>

<u>2022 Comparatives</u>	Endowment funds £000's	Other restricted funds £000's	Unrestricted Funds (General) £000's	Unrestricted Funds (Designated) £000's	Total £000's
Group					
Tangible fixed assets	-	-	-	2,579	2,579
Investments	-	-	6,760	-	6,760
Other net assets	53	285	9,607	494	10,439
Total net assets	<u>53</u>	<u>285</u>	<u>16,367</u>	<u>3,073</u>	<u>19,778</u>
Company					
Tangible fixed assets	-	-	-	2,579	2,579
Investments	-	-	6,760	-	6,760
Other net assets	53	285	9,589	494	10,421
Total net assets	<u>53</u>	<u>285</u>	<u>16,349</u>	<u>3,073</u>	<u>19,760</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

20. COMMITMENTS UNDER OPERATING LEASES

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	Land and buildings		Other	
	2023 £000's	2022 £000's	2023 £000's	2022 £000's
Expiry date:				
Within one year	563	580	10	9
Between two and five years	1,239	1,413	8	12
In over five years	254	448	-	-
	<u>2,056</u>	<u>2,441</u>	<u>18</u>	<u>21</u>

The rents payable under these leases in respect of land and buildings all relate to shop operations and are subject to renegotiation at various times.

21. RELATED PARTIES

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

22. RECONCILIATION OF CHANGES IN RESOURCES TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES

	2023 £000's	2022 £000's
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(152)	1,266
Adjustments for:		
Depreciation of tangible fixed assets	122	109
(Gains)/losses on investments	422	(253)
Dividends and interest from Investments	(275)	(162)
(Increase)/decrease in stock	(12)	2
(Profit)/loss on sale of fixed asset	-	6
Decrease/(increase) in debtors	167	453
Increase/(decrease) in creditors	(58)	241
Net cash provided by/ (used in) operating activities	<u>214</u>	<u>1,662</u>

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £000's	2022 £000's
Cash in Hand	148	296
Notice deposits	9,347	8,912
Total cash and cash equivalents	<u>9,495</u>	<u>9,208</u>

Analysis of the balances of cash as shown in the balance sheet

	2023 £000's	2022 £000's	Change in year	
			2023 £000's	2022 £000's
Saint Francis Hospice	9,490	9,206	284	1,707
Saint Francis Trading (Company) Limited	5	2	3	(9)
	<u>9,495</u>	<u>9,208</u>	<u>287</u>	<u>1,698</u>

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

24. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2022):

	Unrestricted funds £000's	Restricted funds £000's	Endowment funds £000's	Total 2022 £000's
INCOME FROM:				
Donations and gifts	3,800	92	-	3,892
Legacies	1,794	-	-	1,794
Charitable activities:				
Service agreements with Clinical Commissioning Groups	3,733	-	-	3,733
Trading Activities:				
- Shops	1,823	-	-	1,823
- Education Centre	116	-	-	116
Investment Income and Interest	162	-	-	162
Other income	252	-	-	252
Total income	<u>11,680</u>	<u>92</u>	<u>-</u>	<u>11,772</u>
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,782	-	-	1,782
Fundraising and publicity	1,427	-	-	1,427
Charitable activities:				
Hospice services	7,531	19	-	7,550
Total expenditure	<u>10,740</u>	<u>19</u>	<u>-</u>	<u>10,759</u>
Net income before investment gains	940	73	-	1,013
Gains on investments	253	-	-	253
Net Income	<u>1,193</u>	<u>73</u>	<u>-</u>	<u>1,266</u>
Transfers between funds	-	-	-	-
Net movement in funds	1,193	73	-	1,266
Reconciliation of funds:				
Total Funds brought Forward	18,247	212	53	18,512
Total Funds carried forward	<u>19,440</u>	<u>285</u>	<u>53</u>	<u>19,778</u>

SAINT FRANCIS HOSPICE

England & Wales - Charity number 275913

Accounts

**saint
francis
hospice**



living with dignity

**SAINT FRANCIS HOSPICE
"Living with Dignity"**

**REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

**Registered Company Number: 1367828
Registered Charity Number: 275913**

SAINT FRANCIS HOSPICE
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

CONTENTS	Page
Legal and administrative details	3
Trustees' report	4 - 13
Independent auditors' report	14 - 16
Consolidated statement of financial activities	17
Balance sheets	18
Consolidated cash flow statement	19
Notes to the financial statements	20 - 37

SAINT FRANCIS HOSPICE
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022

Charity Name	Saint Francis Hospice	
Charity Number	275913	
Company Number	1367828	incorporated 11 May 1978
Status	A charitable company limited by guarantee	
Governing Document	Memorandum and Articles of Association	
Saint Francis Group	Saint Francis Hospice	Company Registration No 1367828
	Saint Francis Hospice (Trading Company) Limited	Company Registration No. 2509586
	Saint Francis Hospice Development Trust incorporated into the main charity in 2008	Charity Registration No. 288532
Registered and Operating Office	The Hall Havering-atte-Bower Romford, Essex RM4 1QH	
Management Team	Pam Court Carole Heinen Corinna Midgley Jane Frame Jenni Ayles Michelle Nicholls Tes Smith	(Chief Executive Officer) (Director of Finance & Company Secretary) (Medical Director) (Director of Strategy, Planning and Fundraising) [Director of People & Culture] from 14.3.2022 (Commercial & Safety Director) (Director of Quality, Care and Support Services)
Auditors	Haysmacintyre LLP 10 Queen Street Place London. EC4R 1AG	
Investment Advisors	Investec Wealth & Investment Limited 30 Gresham Street London. EC2V 7QN	
Bankers	Barclays Bank Plc 1 Churchill Place London. E14 4HP	

SAINT FRANCIS HOSPICE

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Board of Trustees

Peter Crutchett

Chairman of the Board
Member of Remuneration Committee
Member of the Governance Steering Group

Ian Gunn (Treasurer)

Chairman of Finance, Audit & Investment Governance Committee
Member of Corporate Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Anne Bender [Appointed 18th July 2022]

Member of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee

Dr Gurdev Saini

Chairman of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Linda Huggett [Resigned 15th October 2021]

Member of Finance, Audit & Investment Governance Committee
Member of Corporate Governance Committee

Peter Batt

Vice Chairman of Corporate Governance Committee
Member of Clinical Governance Committee

Dr Robert Weatherstone

Member of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee

Stephanie Lawton [Appointed 10th August 2022]

Member of Clinical Governance Committee
Member of Corporate Governance Committee

Paul Gwinn

Vice Chairman of the Board
Chairman of Corporate Governance Committee
Member of Finance, Audit & Investment Governance Committee
Member of Remuneration Committee
Member of the Governance Steering Group

Amanda Hallums

Vice Chairman of Clinical Governance Committee
Member of Corporate Governance Committee

Colin Wilkins

Member of Corporate Governance Committee
Vice Chairman of Finance, Audit & Investment Governance Committee

Peter Adams

Member of Corporate Governance Committee
Member of Clinical Governance Committee

Malcolm Miller [Resigned 8th August 2022]

Vice Chairman of Finance, Audit & Investment Governance Committee
Member of Clinical Governance Committee

Ranjita Sen [Resigned 3rd December 2021]

Member of Finance, Audit & Investment Governance Committee

Sandra Verkuyten [Appointed 5th July 2022]

Member of Clinical Governance Committee
Member of Finance, Audit & Investment Governance Committee

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the group for the year ended 31 March 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January 2019).

INTRODUCTION

Saint Francis Hospice, one of the UK's largest hospices and an independent charity, serves the diverse growing population of Brentwood, Havering, Barking & Dagenham, Redbridge and West Essex.

End of life care is provided to patients, and support to their loved ones, both during the patient's illness and continuing into bereavement support, including for children who are affected.

Most people are cared for in the community, by our Specialist Community and Crisis Support Service and by our Hospice at Home team who typically provide care in the last weeks of life. We have a 19 bedded ward to provide care for people with the most complex needs.

Our Specialist Multidisciplinary Support Services team provide physiotherapy, occupational therapy, and family services including social workers.

As part of our commitment to excellence in end of life care, our onsite Education Centre has excellent teaching facilities and an extensive reference library, and provides training to people on the frontline of palliative and health/social care.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing the Hospice's aims and objectives and in planning future activities as demonstrated below.

Care Quality Commission (CQC) inspection area ratings (Latest report published on 9 July 2016)

SAFE	Good
EFFECTIVE	Outstanding
CARING	Outstanding
RESPONSIVE	Outstanding
WELL-LED	Outstanding

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

Saint Francis Hospice is committed to helping anyone in our communities affected by a life-limiting illness, and to ensure they receive excellent person-centred care when they need it, ideally in a place of their choosing.

The last twelve months have been challenging, with changing models across all services as a result of restrictions caused by the pandemic. Throughout, patients and families have been supported and have received care albeit delivered in different ways and often using virtual means.

Across all services, the number of patients cared for increased by 15% between 1st April 2021 and 31st March 2022.

The total number of admissions to our Inpatient Unit were 391 (2021: 398). Of those admitted 62% died in the Hospice, 36% were discharged home (including to a care home) and 2% were discharged to an acute hospital.

Our Specialist Community and Crisis Support (SCCS) team has seen or made 17,834 (2021:17,834) face to face or telephone contacts with patients and relatives during the period 1st April 2021 to 31st March 2022

Our Hospice at Home team made 4,582 (2021:4,537) home visits to 585 (2021:585) people in the last few days of their life, working safely with PPE and social distancing where possible to ensure safety of all concerned.

Our Bereavement Service supported 494 (2021:486) people, (including 96 (2021:76) children).

Further information is available on our website within the Saint Francis Hospice Quality Account 2021/22.

Activity Costs

We endeavour to continue to provide all of our services free of charge at the point of delivery. Whilst doing this, we use financial indicators to highlight the actual cost of providing specialist, palliative care services. The average patients costs were £606 for one day of care in our In-Patient Unit; £305 for a Day Therapy Services session; £54 per hour of care given by the Hospice at Home team, and £286 for a home visit – all of these figures are used as our financial benchmark.

Five local Clinical Commissioning Groups (NHS) contract us to deliver the provision of end of life services.

We are absolutely dependent on both our NHS contracts and the generous support of local people and businesses. Public awareness of our services and the work of our fundraising and Retail teams continue to be critical to our organisation since our work requires on going and increased funding to reach people who need our help.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS (continued)

STRATEGIC REVIEW AND BUSINESS PERFORMANCE

Our Vision

"Saint Francis Hospice is committed to helping anyone in our communities who is affected by life limiting illness receive excellent person centred care when they need it and ideally in a place of their choosing."

Our Values

These values underpin all that our charity aspires to do, as well as shaping our external and internal behaviour:

Supportive: We listen to people and value peoples' experiences and use them to give the personal support that is right for everyone.

Compassionate: We are kind and provide a caring and compassionate environment for everyone. We put people at the heart of our actions and words and support people's choices and decisions, helping them feel safe, secure and valued.

Inclusive and Respectful: We are open and transparent and value each person's individuality. We respect everyone and value diversity. We believe our different experiences and knowledge make us stronger. Together we achieve more.

Professional: We are experienced in what we do as a hospice and as a charity. We encourage everyone to give of their best, in providing the appropriate care and expertise to those who need us and support us.

Always Learning: We are open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever changing world around us.

The delivery of high quality care is at the core of everything we do and our main quality improvement projects for 2022/23 can be found in our Quality Account which is available on our website: WWW.SFH.ORG.UK

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

The enclosed financial statements detail the financial performance and the state of affairs of the Group for the year ended 31st March 2022. The Consolidated Statement of Financial Activities shows that income of £11,772,000 (2021: £12,557,000) was received, with related expenditure in the year of £10,759,000 (2021: £10,646,000) leading to a net inflow of resources (before investment gains) of £1,013,000 (2021: £1,911,000).

The retail income from our 15 stores across Barking & Dagenham, Brentwood, Havering and Redbridge including sale of donated goods made a contribution of £42,000 to the charity. In 2020/21 unfortunately expenditure cost the charity £1,190,000.

We continue to rely on strong support from our local community and are extremely grateful for the income received from public donations which, including legacies, amounted to £4,972,000 (2021: £5,319,000).

The NHS and local health trusts have also maintained their commitment to and collaboration with the Hospice, providing funding equivalent to around 34.7% (2021: 35.5%) of total expenditure.

The operating costs for the Hospice, which includes all the shops, for the year ahead 2022/23, are forecast at £10.8 million in support of a comprehensive range of activities.

Principal Risks and Uncertainties

The Group's approach to its Reserves Policy, Investment Policy, and Risk Management is summarised below.

Reserves Policy

The need to retain reserves has been considered and reviewed in detail on behalf of the Trustees by the Finance, Audit and Investment Governance Committee. There remains an essential requirement to support and maintain the core activities and objectives of the Hospice. Around 70% of annual income is expected to be generated from the continued generous support of the local community through donations. As the economic environment continues to be difficult and the United Kingdom recovers from the Covid Pandemic, the Trustees are conscious that income generated through public donations is becoming increasingly difficult to predict. This is particularly notable with legacy income, where greater risk of fluctuation may be anticipated. It is, therefore, important to keep a financial buffer to support potential recovery planning, in the light of any significant future income loss.

The use of free reserves was reassessed during the year as part of the planning and budgetary process aimed at ensuring and safeguarding the future requirements of the Hospice's patients.

The Trustees continue to financially evaluate the risks and the required level of free reserves to be set aside as a designated contingency fund and have retained the agreement that it remains a robust and appropriately prudent assumption to work towards a fund equivalent to 12 months' planned operating costs for the Hospice.

The existing fund of £19 million is equivalent to approximately 19 months' planned Hospice operating costs for 2022/23, which include a provision for inflation.

Total unrestricted funds amount to £19,440,000 and the Trustees have designated £3,073,000 towards a number of programs and contingencies as described in note 19. General unrestricted funds amount to £16,367,000 (2021: £8,401,000).

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW (continued)

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst ensuring easy access to meet the operating costs of the Hospice. In addition, the Trustees are mindful of social, environmental and ethical considerations when formulating investment arrangements. This and other policy issues have been reviewed by the Finance, Audit & Investment Governance Committee. Investec are the appointed investment fund managers for the Group, and they provide quarterly reports to the Finance, Audit & Investment Governance Committee, and attend twice during the financial year. During the year the investment markets again fluctuated considerably, but the Trustees instructed Investec to continue to take a prudent approach with the Hospice's investments and have performed to a standard acceptable in light of the market, and worked with sensible caution to fulfil the benchmark criteria given to them.

The Hospice's over-riding principle in its Investment Strategy is that good liquidity is maintained to meet operational needs and the ability to respond to new needs and requirements. Therefore, only funds not expected to be required in the short term have been invested.

Risk Management

The Trustees recognise their responsibility with regard to the assessment of the potential risks to which the Hospice may be exposed. Existing policies and procedures have been integrated to form a comprehensive risk management strategy with review processes and systems to be used to mitigate identifiable risks.

The Register continues to operate as the basis for monitoring, review and management of risk by the Hospice's management team.

The principal risks and uncertainties identified by the Charity and group are as follows,

Risk identified	Action taken to mitigate the Risk
Recruitment & retention of appropriately trained and skilled staff	Recruitment plan in place for senior staff including collaboration work with local acute trust; HR review of terms & conditions in light of NHS pay proposals
Fall in Voluntary Income	Development of robust business plans to attract future investment and income streams; levels of donations monitored; strategy in place aligned to budget; staffing and volunteer resources maintained.
Loss of CQC Registration	Robust management systems in place with appropriate levels of accountability and responsibility to meet the requirements. All staff are regularly trained in quality standard care. Robust audit programme is in place
NHS Service Level Agreements and maintenance of service delivery	Formal contracts in place; activity monitored and reviewed to ensure we meet contractual obligations and the needs of the local public.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Fundraising approach and performance

The charity undertakes fundraising activity to its supporters via direct mail, telephone, email, appeals, fundraising events, sponsored events, weekly lottery. We are members of the Fundraising Regulator and fundraise in line with the Fundraising Code of Practice set by them.

Saint Francis Hospice believes it has a legitimate interest in advising the local community about their local hospice and the services available to them and the funding needed to support delivery of the services that those under our care and their family or registered next of kin benefit from, as well as the wider community in supporting our charitable work. The organisation complies with the Fundraising Regulator's requirements and provide a simple and robust way to stop communications that are no longer required.

Information about supporters is held securely on our central communication database called ThankQ. ThankQ is a Customer Relationship (CRM) Database that enables communications to be managed accordingly and compliantly and holds other relevant information about you that relates to any donations you have given, any fundraising support such as event participation and other details about your interaction with the Hospice.

A supporter is defined as any individual (including organisations, groups, businesses) who have made or offered to make a financial donation or give support of any kind to Saint Francis Hospice. They may also be people who have expressed an interest in supporting our work, have requested information from our fundraising team, bought a raffle ticket or added to our supporter database as legitimately interested people as well as family and next of kin who have experienced our care.

The types of information that we may collect or hold on you for fundraising and marketing purposes include name, address, contact details including email and telephone where given, family links and relationship nature, donation amounts, method of payment such as cash or direct debit, fundraising or communication reason, employment status where given or other community and hospice links, communication preferences to understand supporters better, or assist with analysis and understanding of who our supporters are and why they're interested in Saint Francis Hospice.

Full details can be found in our Privacy Policy, published on our website www.sfh.org.uk/privacy-policy.

A total of 8 complaints (2021: 2) about fundraising (derived from in excess of 100,000 communications) were received in the year and all were promptly resolved without the need for escalation to the regulator or the Information Commissioner.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Members of the Board of Trustees

Each voluntary member of the Board of Trustees (the governing body) is a Trustee of the Charity and a Director of the Company. They are elected by the guaranteeing Members. The Trustees listed on page one of the accounts were all Members during the period from 1st April 2021 to the date of signing these financial statements.

All Trustees are subjected to DBS checks. During the year, the Board held four business meetings and the Annual General Meeting on 19th October 2021.

Trustees are obliged to make formal declarations of interest at each quarterly governance committee meeting and at the Board of Trustees meeting.

The work and responsibilities of the Board of Trustees is supported by three Trustee led governance committees, which meet quarterly:

- Finance, Audit & Investment Governance Committee – was chaired by Ian Gunn who has been a Trustee since 5th July 2019. This committee oversees the financial aspects of the Hospice, including budget setting and monitoring; the investment portfolio performance and compliance with all legal and statutory requirements including overseeing the audit and audit findings.
- Corporate Governance Committee – was chaired by Paul Gwinn who has been a Trustee since 2014. The committee meets quarterly to oversee Health & Safety and Risk; Human Resources/Staffing and Equalities; Non Clinical Complaints; Information Governance/Information Communications Technology; Estates and Facilities Management.
- Clinical Governance Committee – chaired by Dr Gurdev Saini who has been a Trustee since 2010. This committee meets quarterly to ensure that patients using hospices service receive the highest possible standards of safe, quality care and to review clinical performance and clinical complaints and serious untoward incidents/serious drug incidents. The Clinical Governance Committee will ensure that our service users' voices are facilitated and heard and that our patients' and carers' experiences inform our care and service development

The Hospice provides Trustee indemnity insurance for the benefit of all Trustees.

Recruitment, Appointment and Induction of Trustees

A special Board sub-group (the Governance Steering Group) is charged with recruiting new Trustees, reviewing each Trustee's training needs and ensuring they are met. The sub-group also looks at the existing skill mix within the Board to ensure there is a wide expertise profile. All new Trustees undergo an induction programme based on the model recommended by Hospice UK, which involves structured training sessions, participating in the Hospice's corporate induction programme and attendance at each of the three governance committees. New Trustees also have an assigned mentor for this period.

The members of the Governance Steering Group formulate the Hospice Remuneration Committee who are responsible for reviewing and setting the senior executive team's pay arrangements.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Management Structure

The day to day management of the Hospice has been delegated to a senior executive team of seven, namely: Chief Executive Officer – Pam Court; Medical Director – Dr Corinna Midgley; Director of Finance – Carole Heinen; Director of Fundraising and Marketing - Jane Frame; Director of Retail - Michelle Nicholls; Director of Quality and Care and Support Services – Tes Smith and Director of People and Culture – Jenni Ayles.

The Medical Director, Dr Corinna Midgley; is part of the seconded consultant team from the local Acute Trust, Barking, Havering and Redbridge University Hospitals NHS Trust who we work closely with.

Trading Company

A trading company, Saint Francis Hospice (Trading Company) Limited (a wholly owned subsidiary of the Hospice) has been retained for trade in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the Hospice's charitable activity. There are two separate Company Directors for the trading company – Paul Gwinn and Peter Batt. There was no profit from the trading company to donate to the Hospice this year (2021: £1,122).

BOARD OF TRUSTEES' RESPONSIBILITIES

Our Trustees have overall control of our charity and are responsible for making sure the organisation is doing what it was set up to do. Our Board of Trustees are also known as directors of Saint Francis Hospice for the purpose of company law. Being a Trustee at our Hospice means making decisions that will impact on people's lives and really making a difference to our local communities. Our Trustees have a breadth of skills and experience which they use to support our charity and achieve our aims.

This group are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure of Saint Francis Hospice for that period, in this case 2021/22.

Full details of all our current Trustees are available on our website <https://www.sfh.org.uk/trustees>.

In preparing the financial statements, the Board of Trustees is 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2022

BOARD OF TRUSTEES' RESPONSIBILITIES (continued)

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the Board of Trustees is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Board of Trustees has 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.

AUDITORS

The Hospice's Auditors are Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG.

Haysmacintyre, have been appointed by the Trustees as Group auditors. Haysmacintyre has signified their willingness to continue in office and a resolution proposing their reappointment will be put to the forthcoming Annual General Meeting.

By order of the Board of Trustees


.....

Peter Crutchett
(Chairman)
27th September 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinion

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2022 which comprise Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SAINT FRANCIS HOSPICE**

financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with a significant impact to the net result or journals posted to accounts deemed higher risk; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

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



.....
Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
10 Queen Street Place
London EC4R 1AG

30 September 2022

SAINT FRANCIS HOSPICE

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated Income and Expenditure Account)**

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £000's	Restricted funds £000's	Endowment funds £000's	Total 2022 £000's	Total 2021 £000's
INCOME FROM:						
Donations and gifts	2	3,800	92	-	3,892	5,936
Legacies		1,794	-	-	1,794	2,027
Charitable activities:						
Service agreements with Clinical Commissioning Groups		3,733	-	-	3,733	3,784
Trading Activities:						
- Shops		1,823	-	-	1,823	468
- Education Centre		116	-	-	116	89
Investment Income and Interest		162	-	-	162	135
Other income		252	-	-	252	118
Total income		<u>11,680</u>	<u>92</u>	<u>-</u>	<u>11,772</u>	<u>12,557</u>
EXPENDITURE:						
Raising Funds:						
Cost of operating shops	5	1,782	-	-	1,782	1,658
Fundraising and publicity	5	1,427	-	-	1,427	1,305
Charitable activities:						
Hospice services	5	7,531	19	-	7,550	7,683
Total expenditure	5	<u>10,740</u>	<u>19</u>	<u>-</u>	<u>10,759</u>	<u>10,646</u>
Net income before investment gains		940	73	-	1,013	1,911
Gains on investments	9	253	-	-	253	879
Net Income		1,193	73	-	1,266	2,790
Transfers between funds	17,18	-	-	-	-	-
Net movement in funds		1,193	73	-	1,266	2,790
Reconciliation of funds:						
Total Funds brought Forward		18,247	212	53	18,512	15,722
Total Funds carried forward		<u>19,440</u> =====	<u>285</u> =====	<u>53</u> =====	<u>19,778</u> =====	<u>18,512</u> =====

All income and expenditure derive from continuing activities.

The accompanying notes form part of these financial statements.

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

Full comparative figures for the year ended 31 March 2021 are shown in note 25.

SAINT FRANCIS HOSPICE
Company number: 1367828

CONSOLIDATED AND CHARITY BALANCE SHEETS

AS AT 31 MARCH 2022

	Notes	Group		Company	
		2022 £000's	2021 £000's	2022 £000's	2021 £000's
TANGIBLE ASSETS					
Land and buildings	8	2,564	2,661	2,564	2,661
Other tangible assets	8	15	13	15	13
Investments	9	6,760	6,401	6,760	6,401
		9,339	9,075	9,339	9,075
CURRENT ASSETS					
Stocks	10	6	8	-	-
Debtors	11	2,294	2,747	2,294	2,748
Cash at bank and in hand		9,208	7,510	9,199	7,499
		11,508	10,265	11,493	10,247
CREDITORS: amounts falling due within one year	12	(1,069)	(828)	(1,072)	(828)
NET CURRENT ASSETS		10,439	9,437	10,421	9,419
NET ASSETS		19,778	18,512	19,760	18,494
RESTRICTED FUNDS:					
Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	285	212	285	212
UNRESTRICTED FUNDS:					
Designated funds	18	3,073	9,846	3,073	9,846
General funds	19	16,367	8,401	16,349	8,383
		19,778	18,512	19,760	18,494

The financial statements were approved and authorised for issue by the Board of Trustees on 27th September 2022 and were signed on its behalf by:


.....
P Crutchett (Chairman)


.....
I Gunn (Treasurer)

The accompanying notes form part of these financial statements.

The net income for the charity only for the year was £1,266,000 (2021: £2,790,000).

SAINT FRANCIS HOSPICE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022		2021	
		£000's	£000's	£000's	£000's
Net cash inflow from operating activities	23		1,662		2,620
Investing activities					
Dividends and interest from investments		162		135	
Sale of investments		1,222		1,224	
Purchase of tangible fixed assets		(20)		-	
Purchase of investments		(1,328)		(1,830)	
Net cash inflow/(outflow) from investing activities			36		(471)
Change in cash and cash equivalents in the reporting period			1,698		2,149
Cash and cash equivalents at the beginning of the reporting period	24		7,510		5,361
Cash and cash equivalents at the end of the reporting period	24		9,208		7,510

There is no net debt in current or preceding year.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparation of Group Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Second Edition effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102, Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note (s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the Hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustee's report. The review of the Hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern in excess of 12 months from the date of approval of these financial statements.

Estimation Uncertainty and Judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods. In drawing this conclusion, due consideration has also been given to the impact of the Covid-19 pandemic on the activities of the charity.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations are recognised once the charity has entitlement to the income, it is probably that income will be received and the amount of income receivable can be measured reliably.

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities due to the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

Goods Donated for Resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the Charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

Costs of Raising Funds comprise direct fundraising costs incurred in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.

Support costs are those costs which are necessary to the delivery of Hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, IT and HR and Vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings	2% on cost
Fixtures, fittings & equipment	25% straight line
Motor vehicles	25% straight line
Leasehold improvements	period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Bank

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

Creditors and provisions

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.

Fund accounting

Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for the specific purposes.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represents the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme (“the NHS scheme”) or defined contribution schemes operated by the Charity. Contributions are made by both employees and employer. Although the NHS scheme is a defined benefit scheme, the nature of the scheme is such that the Charity cannot identify its share of the scheme’s underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the Charity are charged against the profits of the year in which they become payable.

The Hospice’s employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The Hospice’s employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

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

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2. DONATIONS AND GIFTS	2022 £000's	2021 £000's
General donations	3,178	3,292
Hospice UK	714	1,847
HMRC Job Retention Scheme grant	-	570
Local Authority grants	-	227
	3,892	5,936
	3,892	5,936

The donation from Hospice UK, the HMRC Job Retention Scheme grant and the Local Authority grants are a series of one-off receipts due to the Covid-19 pandemic. Included in general donations are restricted donations of £92,000 (2021: £184,000).

3. RESULTS OF RELATED ENTITIES

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs of the shops from those incurred last year.

Summary profit and loss account	Total 2022 £000's	Total 2021 £000's
Turnover	14	9
Cost of new goods	(14)	(8)
	-	1
Gross (loss)/profit		
Other operating costs	-	-
	-	1
Amount donated to Saint Francis Hospice	-	(1)
	-	-
Retained in subsidiary company	-	-
	-	-
The assets and liabilities of the company are:		
Current assets	18	19
Creditors: amounts falling due within one year	-	(1)
	18	18
Total net assets	18	18
Aggregate share capital and reserves	18	18

The Shops benefit from and gratefully acknowledge the unpaid efforts of approximately 275 (2021: 420) volunteers.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4. RESULTS OF THE CHARITY

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £11,758,000 (2021: £12,549,000), total expenditure of £10,745,000 (2021: £10,638,000) and investment gains of £253,000 (2021: £879,000). Retained surplus for the year was £1,266,000 (2021: £2,790,000).

5. EXPENDITURE

	Cost of operating shops £000's	Fundraising and publicity £000's	Hospice services £000's	Provision of Governance £000's	Total 2022 £000's	Total 2021 £000's
Direct costs						
Staff costs	772	850	6,048	55	7,725	7,760
Nursing supplies	-	-	143	-	143	185
Catering	-	-	205	-	205	116
Cleaning	12	-	64	-	76	49
Travel	22	7	43	-	72	110
Support costs						
Utilities	47	-	71	-	118	99
Premises	737	-	243	-	980	1,043
Other	129	45	156	-	330	238
Printing, postage and stationery	5	9	33	-	47	38
IT costs	40	79	280	-	399	358
Legal and professional	-	-	51	29	80	198
Audit and accountancy	-	-	-	23	23	25
Pepperell Education						
Centre running costs	-	-	8	-	8	1
Depreciation	-	-	109	-	109	116
Direct marketing appeals	-	99	-	-	99	78
Events	-	28	-	-	28	4
Lottery operations	-	129	-	-	129	125
Merchandise	-	20	-	-	20	-
Other fundraising costs	-	147	-	-	147	104
Other project costs	-	-	21	-	21	(1)
Governance Costs						
reallocation	18	14	75	(107)	-	-
Total expenditure	<u>1,782</u>	<u>1,427</u>	<u>7,550</u>	<u>-</u>	<u>10,759</u>	<u>10,646</u>
	=====	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

5. EXPENDITURE (Continued)

Support costs are allocated on the basis of estimated usage by the activity.
Governance costs have been apportioned on the basis of staff costs.

<u>2021 COMPARATIVE</u>	Cost of operating shops £000's	Fundraising and publicity £000's	Hospice services £000's	Provision of Governance £000's	Total 2021 £000's
Direct costs					
Staff costs	776	853	6,076	55	7,760
Nursing supplies	-	-	185	-	185
Catering	-	-	116	-	116
Cleaning	12	-	37	-	49
Travel	33	11	66	-	110
Support costs					
Utilities	40	-	59	-	99
Premises	687	-	356	-	1,043
Other	57	40	141	-	238
Printing, postage and stationery	3	8	27	-	38
IT costs	36	71	251	-	358
Legal and professional	-	-	187	11	198
Audit and accountancy	-	-	-	25	25
Pepperell Education					
Centre running costs	-	-	1	-	1
Depreciation	-	-	116	-	116
Direct marketing appeals	-	78	-	-	78
Events	-	4	-	-	4
Lottery operations	-	125	-	-	125
Merchandise	-	-	-	-	-
Other fundraising costs	-	104	-	-	104
Other project costs	-	-	(1)	-	(1)
Governance Costs					
reallocation	14	11	66	(91)	-
Total expenditure	<u>1,658</u>	<u>1,305</u>	<u>7,683</u>	<u>-</u>	<u>10,646</u>
	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Governance Costs	2022 £000's	2021 £000's
Staff Costs	55	55
Legal and professional	29	11
Audit and accountancy	23	25
	107	91
	=====	=====

	2022 £000's	2021 £000's
Net income for the year is stated after charging:		
Auditor's remuneration - audit	18	18
Auditor's remuneration - other	1	5
Depreciation	109	116
Operating lease rentals – Land and buildings	610	569
	=====	=====

6. STAFF COSTS

	2022 Number	2021 Number
The average monthly number of full and part time employees during the year was:		
Direct patient services	122	129
Hospice administration	52	56
Fundraising/publicity	27	31
Education services	7	9
Shops company staff	41	41
	249	266
	=====	=====

The full time equivalent at the year end was:		
Hospice and Shops company staff	175	176
	=====	=====

Employment costs		
Salaries	6,151	6,213
Social security costs	534	514
Pension costs	530	539
Other staff costs	130	56
	7,345	7,322

Medical consultants	380	438
	7,725	7,760

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

The number of staff paid over £60,000 during the year was:

	The Group		The Company	
	2022	2021	2022	2021
	No.	No.	No.	No.
£60,001 - £70,000	5	5	5	5
£80,001 to £90,000	1	1	1	1
	=====	=====	=====	=====

Senior Management Team remuneration total £532,570 (2021: £510,468) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £49,302 (2021: £37,133).

The Hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of the **619 volunteers** who give freely of their time in a variety of ways covering a full range of Hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7. TRUSTEES

None (2021: none) of the Trustees were reimbursed (2021: £nil) for travel expenses and conference fees incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.

8. TANGIBLE FIXED ASSETS

	The Hall land and buildings £000's	Other freehold Property £000's	Total £000's
Land and buildings			
Group and company Cost			
At 1 April 2021	4,724	126	4,850
Additions	-	-	-
Disposals	-	-	-
	-----	-----	-----
At 31 March 2022	4,724	126	4,850
	-----	-----	-----
Depreciation			
At 1 April 2021	2,147	42	2,189
Charge for the year	95	2	97
Disposals	-	-	-
	-----	-----	-----
At 31 March 2022	2,242	44	2,286
	-----	-----	-----
Net book value			
At 31 March 2022	2,482	82	2,564
	=====	=====	=====
At 31 March 2021	2,577	84	2,661
	=====	=====	=====

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

8. TANGIBLE FIXED ASSETS (continued)	Leasehold Improvement £000's	Fixtures & Fittings £000's	Motor vehicles £000's	Total £000's
Other tangible fixed assets				
Group and Company				
Cost				
At 1 April 2021	152	763	168	1,083
Additions	-	-	20	20
Disposals	-	-	(74)	(74)
At 31 March 2022	152	763	114	1,029
Depreciation				
At 1 April 2021	152	763	155	1,070
Charge for the year	-	-	12	12
Disposals	-	-	(68)	(68)
At 31 March 2022	152	763	99	1,014
Net book value				
At 31 March 2022	-	-	15	15
At 31 March 2021	-	-	13	13

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

9. FIXED ASSET INVESTMENTS	2022	2021
	£000's	£000's
Group and Company		
Quoted investments		
Market value at 1 April 2021	5,844	4,707
Additions at cost	1,328	1,482
Disposals at opening book value	(1,095)	(1,224)
Net gains on revaluation	253	879
	6,330	5,844
At 31 March 2022 – valuation	6,330	5,844
Cash with investment managers	430	557
	6,760	6,401
Market value at 31 March 2022	6,760	6,401
	6,760	6,401
At 31 March 2022 – historical cost (including cash)	5,234	4,943
	5,234	4,943

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10. STOCKS	Group		Company	
	2022	2021	2022	2021
	£000's	£000's	£000's	£000's
New goods for resale	6	8	-	-
	6	8	-	-
	6	8	-	-

11. DEBTORS	Group		Company	
	2022	2021	2022	2021
	£000's	£000's	£000's	£000's
Legacies receivable	1,021	966	1,021	966
Other debtors and prepayments	1,273	1,781	1,273	1,781
Amounts owed by trading subsidiary	-	-	-	1
	2,294	2,747	2,294	2,748
	2,294	2,747	2,294	2,748

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

12. CREDITORS: amounts falling due within one year	Group		Company	
	2022 £000's	2021 £000's	2022 £000's	2021 £000's
Taxation and social security	200	140	200	140
Trade Creditors	176	171	176	171
Other creditors	152	100	152	100
Accruals	493	383	493	383
Deferred income (see below)	48	34	48	34
Amounts owed to trading subsidiary	-	-	3	-
	1,069	828	1,072	828
	1,069	828	1,072	828

Movements in deferred income:

	Group and Company £000's	
Deferred income at 1 April	34	26
Applied during the year	48	34
Released during the year	(34)	(26)
	48	34
	48	34

13. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employers contribution rate for the year was 14.38%. The pension cost for the year was £191,556 (2021: £207,380).

The Hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme. The assets of the scheme are held separately from those of the Hospice in a fund administered by Aviva. The employers contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the Hospice for pension and death in service benefits, which amounted to £338,243 (2021: £331,316).

14. FUNDS	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
	Group			
At 1 April 2021	18,247	212	53	18,512
Net movement in funds	1,193	73	-	1,266
	19,440	285	53	19,778
	19,440	285	53	19,778
Company				
At 1 April 2021	18,229	212	53	18,494
Net movement in funds	1,193	73	-	1,266
	19,422	285	53	19,760
	19,422	285	53	19,760

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

14. FUNDS (Continued)

2021 Comparatives

	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Group				
At 1 April 2020	15,541	128	53	15,722
Net movement in funds	2,706	84	-	2,790
	<u>18,247</u>	<u>212</u>	<u>53</u>	<u>18,512</u>
At 31 March 2021	=====	=====	=====	=====
Company				
At 1 April 2020	15,523	128	53	15,704
Net movement in funds	2,706	84	-	2,790
	<u>18,229</u>	<u>212</u>	<u>53</u>	<u>18,494</u>
At 31 March 2021	=====	=====	=====	=====

15. COMPANY STATUS

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At the year end there were 26 guaranteeing members.

16. ENDOWMENT FUNDS

	2022 £000's	2021 £000's
Group and company		
Balance at 1 April 2021	53	53
Income	-	-
	<u>53</u>	<u>53</u>
Expenditure	-	-
	<u>53</u>	<u>53</u>
Balance at 31 March 2022	=====	=====

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17. RESTRICTED FUNDS

The income funds of the charity include restricted funds held on trust for specific purposes:

	Balance 1 April 2021 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2022 £000's
Group and company					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	11	16	(1)	-	26
Children In Need	15	-	-	-	15
Orangeline	72	-	-	-	72
Young Adult Transition					
Group	12	8	(2)	-	18
IPU	13	12	(3)	-	22
Covid Bereavement	-	26	(12)	-	14
Others	31	30	(1)	-	60
	<u>212</u>	<u>92</u>	<u>(19)</u>	<u>-</u>	<u>285</u>
	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

<u>2021 Comparatives</u>	Balance 1 April 2020 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2021 £000's
Group and company					
Kay Julia Miller Trust	58	-	-	-	58
Family Support	8	5	(2)	-	11
Children In Need	-	40	(43)	18	15
Orangeline	-	122	(70)	20	72
Young Adult Transition Group	15	3	(6)	-	12
IPU	19	11	(17)	-	13
Others	28	3	-	-	31
	<u>128</u>	<u>184</u>	<u>(138)</u>	<u>38</u>	<u>212</u>
	=====	=====	=====	=====	=====

Children in Need funding has enabled our Child & Family Therapists to support children of those under Saint Francis Hospice care with pre and post bereavement.

Orangeline offers support for people who experience isolation and loneliness and has been funded specifically by a "Big Lottery" grant.

Kay Julia Miller Trust Fund is a bequest received to run Pemberton Place which will be a multi user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.

Family support restricted funds are donations received specifically for helping and supporting families and young children; included the grant received from Children in Need.

Young Adult Transition Group represent donations towards supporting young adults and their families

The IPU Fund represents donations received for purchasing specialist equipment for our Inpatient Unit.

Other Restricted Funds other donations where the donors have restricted the use of the money.

The Covid Bereavement funding received during covid to support people who identify themselves as affected by covid related death, so that the Hospice is able to support people outside of our normal cohort.

The transfers were to account for restricted income and expenditure, which had occurred in the prior year but accounted for as unrestricted.

18. DESIGNATED FUNDS

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

Group and company	Balance 1 April 2021 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2022 £000's
Contingency fund	5,022	-	-	(5,022)	-
Fixed Asset fund	2,674	-	(109)	14	2,579
Site Development fund	115	-	-	(115)	-
ICT Digital Strategy fund	58	-	(53)	115	120
Development Reserve fund	181	-	-	(181)	-
Budget fund	1,660	-	-	(1,660)	-
Hall Works fund	136	-	-	-	136
Estate Repairs fund	-	-	(2)	240	238
	<u>9,846</u>	<u>-</u>	<u>(164)</u>	<u>(6,609)</u>	<u>3,073</u>
	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

18. DESIGNATED FUNDS (CONTINUED)

<u>2021 Comparatives</u>	Balance 1 April 2020 £000's	Income £000's	Expenditure £000's	Transfers £000's	Balance 31 March 2021 £000's
Group and company					
Contingency fund	5,022	-	-	-	5,022
Fixed Asset fund	2,790	-	(116)	-	2,674
Site Development fund	158	-	(43)	-	115
Storm Appeal fund	58	-	-	(58)	-
ICT Digital Strategy fund	-	-	-	58	58
Development Reserve fund	181	-	-	-	181
Budget fund	1,660	-	-	-	1,660
Hall Works fund	505	50	(388)	(31)	136
	<u>10,374</u>	<u>50</u>	<u>(547)</u>	<u>(31)</u>	<u>9,846</u>
	=====	=====	=====	=====	=====

The Contingency fund was set up to ensure that Saint Francis Hospice can continue to function without fluctuations in its services to the community. It is intended that this fund is built up to align with the charity's reserves policy of maintaining free reserves equivalent to twelve months' operating costs.

The Fixed Asset Fund represents the net book value of fixed assets, excluding amounts funded from restricted income.

Site Development fund represents money received from the disposal of properties set aside to maintain and develop properties owned by the hospice

The Storm Appeal fund was set up to set aside funds to repair the damage caused to the hospice property following a storm in 2014. Subsequently the balance will be used to fund some further repairs to the Hospice property. The fund was closed in during the 2020/2021 financial year.

The ICT Digital Strategy Funds were set up to support a more agile and creative approach to the way services are delivered going forward.

The Development Reserve Fund is held to "pump prime" service development; income streams in line with Strategy and to facilitate Service Pilots.

The Budget fund was set up in 2019 to absorb deficits anticipated to occur based on the charity's three year strategic plan.

The Hall Works fund represents money designated to meet substantial heating and window replacement project costs.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Endowment funds	Other restricted funds	Unrestricted Funds (General)	Unrestricted Funds (Designated)	Total
	£000's	£000's	£000's	£000's	£000's
Group					
Tangible fixed assets	-	-	-	2,579	2,579
Investments	-	-	6,760	-	6,760
Other net assets	53	285	9,607	494	10,439
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total net assets	53	285	16,367	3,073	19,778
	=====	=====	=====	=====	=====
Company					
Tangible fixed assets	-	-	-	2,579	2,579
Investments	-	-	6,760	-	6,760
Other net assets	53	285	9,589	494	10,421
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total net assets	53	285	16,349	3,073	19,760
	=====	=====	=====	=====	=====

<u>2021 Comparative</u>	Endowment funds	Other restricted funds	Unrestricted Funds (General)	Unrestricted Funds (Designated)	Total
	£000's	£000's	£000's	£000's	£000's
Group					
Tangible fixed assets	-	-	-	2,674	2,674
Investments	-	-	-	6,401	6,401
Other net assets	53	212	8,401	771	9,437
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total net assets	53	212	8,401	9,846	18,512
	=====	=====	=====	=====	=====
Company					
Tangible fixed assets	-	-	-	2,674	2,674
Investments	-	-	-	6,401	6,401
Other net assets	53	212	8,383	771	9,419
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total net assets	53	212	8,383	9,846	18,494
	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

20. COMMITMENTS UNDER OPERATING LEASES

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	Land and buildings		Other	
	2022	2021	2022	2021
	£000's	£000's	£000's	£000's
Expiry date:				
Within one year	580	601	9	12
Between two and five years	1,413	1,796	12	21
In over five years	448	722	-	-
	<u>2,441</u>	<u>3,119</u>	<u>21</u>	<u>33</u>
	=====	=====	=====	=====

The rents payable under these leases in respect of land and buildings all relate to shop operations and are subject to renegotiation at various times.

21. FINANCIAL INSTRUMENTS

	2022	2021
	£000's	£000's
Financial assets		
Financial assets measured at fair value through profit or loss	9,208	7,510
	=====	=====
Financial liabilities		
Financial liabilities measured at amortised cost	669	554
	=====	=====

Financial assets measured at fair value through profit or loss comprise funds in bank current accounts. Financial liabilities measured at amortised cost comprise trade creditors and accruals at the balance sheet date.

22. RELATED PARTIES

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

There were no other related party transactions in the year (or prior year).

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

23. RECONCILIATION OF CHANGES IN RESOURCES TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES

	2022	2021
	£000's	£000's
Net income for the reporting period (as per the statement of financial activities)	1,266	2,790
Adjustments for:		
Depreciation of tangible fixed assets	109	116
(Gains)/losses on investments	(253)	(879)
Dividends and interest from Investments	(162)	(135)
(Increase)/decrease in stock	2	(4)
(Profit)/loss on sale of fixed asset	6	-
Decrease/(increase) in debtors	453	489
Increase/(decrease) in creditors	241	243
	<hr/>	<hr/>
Net cash provided by/(used in) operating activities	1,662	2,620
	<hr/> <hr/>	<hr/> <hr/>

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022	2021
	£000's	£000's
Cash in Hand	296	465
Notice deposits	8,912	7,045
	<hr/>	<hr/>
Total cash and cash equivalents	9,208	7,510
	<hr/> <hr/>	<hr/> <hr/>

Analysis of the balances of cash as shown in the balance sheet

	2022	2021	Change in year	
	£000's	£000's	2022	2021
			£000's	£000's
Saint Francis Hospice	9,206	7,499	1,707	2,208
Saint Francis Trading (Company) Limited	2	11	(9)	(59)
	<hr/>	<hr/>	<hr/>	<hr/>
	9,208	7,510	1,698	2,149
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

25. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2021):

	Unrestricted funds £000's	Restricted funds £000's	Endowment funds £000's	Total 2021 £000's
INCOME FROM:				
Donations and gifts	5,752	184	-	5,936
Legacies	2,027	-	-	2,027
Charitable activities:				
Service agreements with Clinical Commissioning Groups	3,784	-	-	3,784
Trading Activities:				
- Shops	468	-	-	468
- Education Centre	89	-	-	89
Investment Income and Interest	135	-	-	135
Other income	118	-	-	118
Total income	<u>12,373</u>	<u>184</u>	<u>-</u>	<u>12,557</u>
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,658	-	-	1,658
Fundraising and publicity	1,305	-	-	1,305
Charitable activities:				
Hospice services	7,545	138	-	7,683
Total expenditure	<u>10,508</u>	<u>138</u>	<u>-</u>	<u>10,646</u>
Net income/(expenditure) before investment gains/(losses)	1,865	46	-	1,911
Gains/(losses) on investments	879	-	-	879
Net Income	<u>2,744</u>	<u>46</u>	<u>-</u>	<u>2,790</u>
Transfers between funds	(38)	38	-	-
Net movement in funds	<u>2,706</u>	<u>84</u>	<u>-</u>	<u>2,790</u>
Reconciliation of funds:				
Total Funds brought Forward	15,541	128	53	15,722
Total Funds carried forward	<u>18,247</u>	<u>212</u>	<u>53</u>	<u>18,512</u>

SAINT FRANCIS HOSPICE

England & Wales - Charity number 275913

Accounts

**saint
francis
hospice**



living with dignity

**SAINT FRANCIS HOSPICE
"Living with Dignity"**

**REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

**Registered Company Number: 1367828
Registered Charity Number: 275913**

SAINT FRANCIS HOSPICE
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

CONTENTS	Page
Legal and administrative details	3
Trustees' report	4 - 13
Independent auditors' report	14 - 15
Consolidated statement of financial activities	16
Balance sheets	17
Consolidated cash flow statement	18
Notes to the financial statements	19 - 37

SAINT FRANCIS HOSPICE
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2021

Charity Name	Saint Francis Hospice		
Charity Number	275913		
Company Number	1367828	incorporated 11 May 1978	
Status	A charitable company limited by guarantee		
Governing Document	Memorandum and Articles of Association		
Saint Francis Group	Saint Francis Hospice	Company Registration No	
		1367828	
	Saint Francis Hospice (Trading Company) Limited	Company Registration No.	
		2509586	
	Saint Francis Hospice Development Trust	Charity Registration No.	
		288532	
	incorporated into the main charity in 2008		
Registered and Operating Office	The Hall Havering-atte-Bower Romford, Essex RM4 1QH		
Management Team	Pam Court	(Chief Executive Officer)	
	Carole Heinen	(Director of Finance & Company Secretary)	
	Corinna Midgley	(Medical Director)	
	Jane Frame	(Director of Strategy, Planning and Fundraising)	
	Luella Dixon	(Interim Associate Director of HR & OD) from 1.4.2020	
	Lynn Bryan	(Director of Corporate Services & Company Secretary) Retired 31.3.2021	
	Michelle Nicholls	(Commercial & Safety Director)	
	Tes Smith	(Director of Quality, Care and Support Services)	
Auditors	haysmacintyre 10 Queen Street Place London. EC4R 1AG		
Investment Advisors	Investec Wealth & Investment Limited 30 Gresham Street London. EC2V 7QN		
Bankers	Barclays Bank Plc 1 Churchill Place London. E14 4HP		

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Board of Trustees

Peter Crutchett

Chairman of the Board

Paul Gwinn

Vice Chairman of the Board
Chairman of Corporate Governance Committee
Member of Finance, Audit & Investment
Governance Committee

Ian Gunn (Treasurer)

Chairman of Finance, Audit & Investment
Governance Committee
Member of Corporate Governance Committee

Amanda Hallums

Member of Clinical Governance Committee
Member of Corporate Governance Committee

Colin Wilkins

Member of Corporate Governance Committee
Member of Finance, Audit & Investment
Governance Committee

Dr Gurdev Saini

Vice Chairman of Clinical Governance Committee
Member of Finance, Audit & Investment
Governance Committee

Linda Huggett

Member of Finance, Audit & Investment
Governance Committee
Member of Corporate Governance Committee

Malcolm Miller

Vice Chairman of Finance, Audit & Investment
Governance Committee
Member of Clinical Governance Committee

Peter Adams

Member of Corporate Governance Committee
Member of Clinical Governance Committee

Peter Batt

Vice Chairman of Corporate Governance Committee
Member of Clinical Governance Committee

Ranjita Sen (appointed 17th August 2020)

Member of Finance, Audit & Investment
Governance Committee

Dr Robert Weatherstone

Chairman of Clinical Governance Committee
Member of Finance, Audit & Investment
Governance Committee

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the group for the year ended 31 March 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January 2019).

INTRODUCTION

Saint Francis Hospice, one of the UK's largest hospices and an independent charity, serves the diverse growing population of Brentwood, Havering, Barking & Dagenham, Redbridge and West Essex.

End of life care is provided to patients, and support to their loved ones, both during the patient's illness and continuing into bereavement support, including for children who are affected.

Most people are cared for in the community, by our Specialist Community and Crisis Support Service and by our Hospice at Home team who typically provide care in the last weeks of life. We have a 19 bedded ward to provide care for people with the most complex needs.

Our Specialist Multidisciplinary Support Services team provide physiotherapy, occupational therapy, and family services including social workers.

As part of our commitment to excellence in end of life care, our onsite Education Centre has excellent teaching facilities and an extensive reference library, and provides training to people on the frontline of palliative and health/social care.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission. They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing the Hospice's aims and objectives and in planning future activities as demonstrated below.

Care Quality Commission (CQC) inspection area ratings (Latest report published on 9 July 2016)

SAFE	Good
EFFECTIVE	Outstanding
CARING	Outstanding
RESPONSIVE	Outstanding
WELL-LED	Outstanding

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

Saint Francis Hospice is committed to helping anyone in our communities affected by a life-limiting illness, and to ensure they receive excellent person-centred care when they need it, ideally in a place of their choosing.

The last twelve months have been challenging, with changing models across all services as a result of restrictions caused by the pandemic. Throughout, patients and families have been supported and have received care albeit delivered in different ways and often using virtual means.

Across all services, the number of patients cared for increased by 11.8% between 1st April 2020 and 31st March 2021. The number of people we have cared for with a non-cancer primary diagnosis continues to rise and is now 38%.

Inpatient Unit admissions increased by 7.5% despite periods when beds were not available due to Covid restrictions. Of those admitted 66.5% died in the Hospice, 33.5% were discharged home (including to a care home).

Our Specialist Community and Crisis Support (SCCS) team has seen a significant increase in the number of face to face or telephone contacts with patients and relatives – 17,834 compared to 16,565 (increase of 7.6%).

Our Hospice at Home team made 4,537 home visits to 585 people in the last few days of their life, working safely with PPE and social distancing where possible to ensure safety of all concerned.

Pemberton Place, our day hospice, was closed early in the pandemic, so only 47 people attended in person during the last twelve months. However, all who would normally attend were supported via phone and zoom calls and regular creative therapy packs.

The Family Support Team supported 192 people, with a further 513 people (including 76 children) who received bereavement counselling.

Further information is available on our website within the Saint Francis Hospice Quality Account 2020/21.

Activity Costs

We endeavour to continue to provide all of our services free of charge at the point of delivery. Whilst doing this, we use financial indicators to highlight the actual cost of providing specialist, palliative care services. The average patients costs were £606 for one day of care in our In-Patient Unit; £305 for a Day Therapy Services session; £54 per hour of care given by the Hospice at Home team, and £286 for a home visit – all of these figures are used as our financial benchmark.

Five local Clinical Commissioning Groups (NHS) contract us to deliver the provision of end of life services.

We are absolutely dependent on both our NHS contracts and the generous support of local people and businesses. Public awareness of our services and the work of our fundraising and Retail teams continue to be critical to our organisation since our work requires on going and increased funding to reach people who need our help.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS (continued)

STRATEGIC REVIEW AND BUSINESS PERFORMANCE

Our Vision

“Saint Francis Hospice is committed to helping anyone in our communities who is affected by life limiting illness receive excellent person centred care when they need it and ideally in a place of their choosing.”

Our Values

These values underpin all that our charity aspires to do, as well as shaping our external and internal behaviour:

Supportive: We listen to people and value peoples’ experiences and use them to give the personal support that is right for everyone.

Compassionate: We are kind and provide a caring and compassionate environment for everyone. We put people at the heart of our actions and words and support people’s choices and decisions, helping them feel safe, secure and valued.

Inclusive and Respectful: We are open and transparent and value each person’s individuality. We respect everyone and value diversity. We believe our different experiences and knowledge make us stronger. Together we achieve more.

Professional: We are experienced in what we do as a hospice and as a charity. We encourage everyone to give of their best, in providing the appropriate care and expertise to those who need us and support us.

Always Learning: We are open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever changing world around us.

The delivery of high quality care is at the core of everything we do and our main quality improvement projects for 2021/22 are:

- Priority 1 - Patient Safety - Occupational Therapy and Physiotherapy; a new model of care
- Priority 2 - Clinical Effectiveness - Widening Access to People with Dementia
- Priority 3 - Patient Experience
 - o Individual experience feedback - iWantGreatCare
 - o Sleep well initiative - IPU Priority
 - o Keyring Keepsake - IPU Priority
 - o Widening Access Group Project for People experiencing Homelessness
 - o Widening Access to hospice services for people of black, Asian and other minority ethnic backgrounds

Further details can be found in our Quality Account which is available on our website.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

The enclosed financial statements detail the financial performance and the state of affairs of the Group for the year ended 31st March 2021. The Consolidated Statement of Financial Activities shows that income of £12,557,000 (2020: £12,291,000) was received, with related expenditure in the year of £10,646,000 (2020: £11,111,000) leading to a net inflow of resources (before investment gains) of £1,911,000 (2020: £590,000).

The retail income from our 16 stores across Barking & Dagenham, Brentwood, Havering and Redbridge including sale of donated goods unfortunately have not made a contribution in 2020/21 due the pandemic and has cost £1,190,000 (2020 contributed: £560,000) to the charity.

We continue to rely on strong support from our local community and are extremely grateful for the income received from public donations which, including legacies, amounted to £5,319,000 (2020: £6,201,000).

The NHS and local health trusts have also maintained their commitment to and collaboration with the Hospice, providing funding equivalent to around 35.5% (2020: 30.5%) of total expenditure.

The costs of providing services relate primarily to staff salaries with the Group employing on average 183 full and part time staff during the course of the year.

The operating costs for the Hospice, which includes all the shops, for the year ahead 2021/22, are forecast at £11.4 million in support of a comprehensive range of activities.

Principal Risks and Uncertainties

The Group's approach to its Reserves Policy, Investment Policy, and Risk Management is summarised below.

Reserves Policy

The need to retain reserves has been considered and reviewed in detail on behalf of the Trustees by the Finance, Audit and Investment Governance Committee. There remains an essential requirement to support and maintain the core activities and objectives of the Hospice. Around 70% of annual income is expected to be generated from the continued generous support of the local community through donations. As the economic environment continues to be difficult, the Trustees are conscious that income generated through public donations is becoming increasingly difficult to predict. This is particularly notable with legacy income, where greater risk of fluctuation may be anticipated. It is, therefore, important to keep a financial buffer to support potential recovery planning, in the light of any significant future income loss.

The use of free reserves was reassessed during the year as part of the planning and budgetary process aimed at ensuring and safeguarding the future requirements of the Hospice's patients.

The Trustees continue to financially evaluate the risks and the required level of free reserves to be set aside as a designated contingency fund and have retained the agreement that it remains a robust and appropriately prudent assumption to work towards a fund equivalent to 12 months' planned operating costs for the Hospice.

The existing fund of £18 million is equivalent to approximately 18 months' planned Hospice

operating costs for 2021/22, which include a provision for inflation.

Total unrestricted funds amount to £18,229,000 and the Trustees have designated £9,846,000 towards a number of programs and contingencies as described in note 18. General unrestricted funds amount to £8,383,000 (2020: £5,167,000).

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW (continued)

Investment Policy

The Board of Trustees has invested funds to obtain the best return, whilst ensuring easy access to meet the operating costs of the Hospice. In addition, the Trustees are mindful of social, environmental and ethical considerations when formulating investment arrangements. This and other policy issues have been reviewed by the Audit & Investment Governance Committee. Investec are the appointed investment fund managers for the Group, and they provide quarterly reports to the Finance, Audit & Investment Governance Committee, and attend twice during the financial year. During the year the investment markets again fluctuated considerably, but the Trustees instructed Investec to continue to take a prudent approach with the Hospice's investments and have performed to a standard acceptable in light of the market, and worked with sensible caution to fulfil the benchmark criteria given to them.

The Hospice's over-riding principle in its Investment Strategy is that good liquidity is maintained to meet operational needs and the ability to respond to new needs and requirements. Therefore, only funds not expected to be required in the short term have been invested.

Risk Management

The Trustees recognise their responsibility with regard to the assessment of the potential risks to which the Hospice may be exposed. Existing policies and procedures have been integrated to form a comprehensive risk management strategy with review processes and systems to be used to mitigate identifiable risks.

The Register continues to operate as the basis for monitoring, review and management of risk by the Hospice's management team.

Impact of Covid Pandemic

The operational and financial impact has been significant in 2020-2021;

The key risks identified were:-

- Risks to the safety of Patients and Staff/Volunteers arising from COVID19 transmission and consequential risk to the delivery of clinical services.
 - o To mitigate these risks immediate action was taken to implement our Pandemic Gold command structure. All clinical staff had and still have access to appropriate PPE in accordance with government guidelines; our Working Safely for the Future Policy was implemented and continues to be reviewed every 4 weeks throughout this period. Extensive internal communication was put in place. All staff who could work from home were immediately deployed to home with intensive ICT support.
 - o We worked with our local hospital's Occupational Health department for testing and access to vaccinations which was done for staff and volunteers as part of the first phase. Inpatient beds were appropriately spread out which did limit availability and visiting was restricted during this period.
 - o Full risk assessments were undertaken for staff and facilities and regularly reviewed.
- Risks to our financial sustainability arising from the loss of retail and fundraising income; senior management have revised financial plans and have reduced expenditure by 8%.
 - o We mitigated these risks by the Hospice furloughing Retail staff and worked closely with Hospice UK to receive Government financial support. We had

extensive on line communication with our supporters who really responded with PPE, as well as donations. We immediately introduced restrictions on recruitment and a planned programme of cost reduction to minimise spend. We have subsequently implemented a phased programme of staff and non-staff spending cuts to assist in the Hospice financial sustainability.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Impact of Covid Pandemic (continued)

- Increased demand for services especially in the community have had an impact on both our financial base and the workload of our clinical team and the Hospice has collaborated with Clinical Commissioning Groups to understand their pressures and demands in order to be able to deploy our resources as effectively as possible.
 - o To mitigate this on line access was put in place so that patients and family could have support albeit not face to face.

During the past year, the Hospice has increased support for Staff. The number of mental health first aiders has increased, plus on line support sessions for staff and volunteers. We ensured the counselling service continued on line and fully communicated links and support networks. We continued our Schwartz rounds for staff switching to on line. For staff who were furloughed we did regular well being check in calls.

Fundraising approach and performance

The charity undertakes fundraising activity to its supporters via direct mail, telephone, email, appeals, fundraising events, sponsored events, weekly lottery. We are members of the Fundraising Regulator and fundraise in line with the Fundraising Code of Practice set by them.

Saint Francis Hospice believes it has a legitimate interest in advising the local community about their local hospice and the services available to them and the funding needed to support delivery of the services that those under our care and their family or registered next of kin benefit from, as well as the wider community in supporting our charitable work. The organisation complies with the Fundraising Regulator's requirements and provide a simple and robust way to stop communications that are no longer required.

Information about supporters is held securely on our central communication database called ThankQ. ThankQ is a Customer Relationship (CRM) Database that enables communications to be managed accordingly and compliantly and holds other relevant information about you that relates to any donations you have given, any fundraising support such as event participation and other details about your interaction with the Hospice.

A supporter is defined as any individual (including organisations, groups, businesses) who have made or offered to make a financial donation or give support of any kind to Saint Francis Hospice. They may also be people who have expressed an interest in supporting our work, have requested information from our fundraising team, bought a raffle ticket or added to our supporter database as legitimately interested people as well as family and next of kin who have experienced our care.

The types of information that we may collect or hold on you for fundraising and marketing purposes include name, address, contact details including email and telephone where given, family links and relationship nature, donation amounts, method of payment such as cash or direct debit, fundraising or communication reason, employment status where given or other community and hospice links, communication preferences to understand supporters better, or assist with analysis and understanding of who our supporters are and why they're interested in Saint Francis Hospice.

Full details can be found in our Privacy Policy, published on our website www.sfh.org.uk/privacy-policy.

A total of 2 complaints about fundraising (derived from in excess of 100,000 communications) were received in the year and all were promptly resolved without the need for escalation to the regulator or the Information Commissioner.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Members of the Board of Trustees

Each voluntary member of the Board of Trustees (the governing body) is a Trustee of the Charity and a Director of the Company. They are elected by the guaranteeing Members. The Trustees listed on page one of the accounts were all Members during the period from 1st April 2020 to the date of signing these financial statements.

All Trustees are subjected to DBS checks. During the year, the Board held four business meetings and the Annual General Meeting on 12th January 2021.

Trustees are obliged to make formal declarations of interest at each quarterly governance committee meeting and at the Board of Trustees meeting.

The work and responsibilities of the Board of Trustees is supported by three Trustee led governance committees, which meet quarterly:

- Finance, Audit & Investment Governance Committee - was chaired by Ian Gunn who has been a Trustee since 5th July 2019. This committee oversees the financial aspects of the Hospice, including budget setting and monitoring; the investment portfolio performance and compliance with all legal and statutory requirements including overseeing the audit and audit findings.
- Corporate Governance Committee - was chaired by Paul Gwinn who has been a Trustee since 2014. The committee meets quarterly to oversee Health & Safety and Risk; Human Resources/Staffing and Equalities; Non Clinical Complaints; Information Governance/Information Communications Technology; Estates and Facilities Management.
- Clinical Governance Committee - chaired by Dr Robert Weatherstone who has been a Trustee since 1991. This committee meets quarterly to ensure that patients using hospices service receive the highest possible standards of safe, quality care and to review clinical performance and clinical complaints and serious untoward incidents/serious drug incidents. The Clinical Governance Committee will ensure that our service users' voices are facilitated and heard and that our patients' and carers' experiences inform our care and service development

The Hospice provides Trustee indemnity insurance for the benefit of all Trustees.

Recruitment, Appointment and Induction of Trustees

A special Board sub-group (the Governance Steering Group) is charged with recruiting new Trustees, reviewing each Trustee's training needs and ensuring they are met. The sub-group also looks at the existing skill mix within the Board to ensure there is a wide expertise profile. All new Trustees undergo an induction programme based on the model recommended by Hospice UK, which involves structured training sessions, participating in the Hospice's corporate induction programme and attendance at each of the three governance committees. New Trustees also have an assigned mentor for this period.

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Management Structure

The day to day management of the Hospice has been delegated to a senior executive team of seven, namely: Chief Executive Officer – Pam Court; Medical Director – Dr Corinna Midgley; Director of Finance – Carole Heinen; Director of Fundraising and Marketing - Jane Frame; Director of Retail - Michelle Nicholls; Director of Quality and Care – Tes Smith and Director of Corporate Services – Lynn Bryan who retired on 31st March 2021.

The Medical Director, Dr Corinna Midgley; is part of the seconded consultant team from the local Acute Trust, Barking, Havering and Redbridge University Hospitals NHS Trust who we work closely with.

The senior executive team's pay arrangements are reviewed and set by the Remuneration Committee.

Trading Company

A trading company, Saint Francis Hospice (Trading Company) Limited (a wholly owned subsidiary of the Hospice) has been retained for trade in new goods, administration of gift aid on charitable donations to the shops and any other activity which is not deemed to be part of the Hospice's charitable activity. There are two separate Company Directors for the trading company – Paul Gwinn and Peter Batt. All profits from the trading company are donated to the Hospice – this year totalling £1,122 (2020:£56,812).

BOARD OF TRUSTEES' RESPONSIBILITIES

Our Trustees have overall control of our charity and are responsible for making sure the organisation is doing what it was set up to do. Our Board of Trustees are also known as directors of Saint Francis Hospice for the purpose of company law. Being a Trustee at our Hospice means making decisions that will impact on people's lives and really making a difference to our local communities. Our Trustees have a breadth of skills and experience which they use to support our charity and achieve our aims.

This group are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure of Saint Francis Hospice for that period, in this case 2020/21.

Full details of all our current Trustees are available on our website <https://www.sfh.org.uk/trustees>.

In preparing the financial statements, the Board of Trustees is 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

SAINT FRANCIS HOSPICE
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

BOARD OF TRUSTEES' RESPONSIBILITIES (continued)

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the Board of Trustees is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Board of Trustees has 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.

AUDITORS

The Hospice's Auditors are Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG.

Haysmacintyre, have been appointed by the Trustees as Group auditors. Haysmacintyre has signified their willingness to continue in office and a resolution proposing their reappointment will be put to the forthcoming Annual General Meeting.

By order of the Board of Trustees

.....
Peter Crutchett
(Chairman) 21st September 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinion

We have audited the financial statements of Saint Francis Hospice for the year ended 31 March 2021 which comprise Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or

otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charity Act 2011, Companies Act 2006, the Fundraising Regulator, Charity Commission and Care Quality Commission (CQC), and we considered the extent to which non-compliance might have a material effect on the

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SAINT FRANCIS HOSPICE

financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP) and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of inappropriate journal entries and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

Use of our report

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

.....
Murtaza Jessa (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
10 Queen Street Place
London EC4R 1AG

SAINT FRANCIS HOSPICE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2021

	Not e	Unrestricte d funds £000's	Restrict ed funds £000's	Endowme nt funds £000's	Total 2021 £000's	Total 2020 £000's
INCOME FROM:						
Donations and gifts	2	5,752	184	-	5,936	3,467
Legacies		2,027	-	-	2,027	2,734
Charitable activities:						
Service agreements with Clinical Commissioning Groups		3,784	-	-	3,784	3,390
Trading Activities:						
- Shops		468	-	-	468	2,364
- Education Centre		89	-	-	89	26
Investment Income and Interest		135	-	-	135	205
Other income		118	-	-	118	105
Total income		12,373	184	-	12,557	12,291
EXPENDITURE:						
Raising Funds:						
Cost of operating shops	5	1,658	-	-	1,658	1,804
Fundraising and publicity	5	1,305	-	-	1,305	1,484
Charitable activities:						
Hospice services	5	7,545	138	-	7,683	7,823
Total expenditure	5	10,508	138	-	10,646	11,111

Net income/(expenditure) before investment gains/ (losses)		1,865	46	-	1,911	1,180
Gains/(losses) on investments	9	879	-	-	879	(590)
Net Income		2,744	46	-	2,790	590
Transfers between funds	17,18	(38)	38	-	-	-
Net movement in funds		2,706	84	-	2,790	590
Reconciliation of funds:						
Total Funds brought Forward		15,541	128	53	15,722	15,132
Total Funds carried forward		18,247	212	53	18,512	15,722
		=====	=====	=====	=====	=====

All income and expenditure derive from continuing activities.
The accompanying notes form part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year.
Full comparative figures for the year ended 31 March 2020 are shown in note 25.

SAINT FRANCIS HOSPICE
Company number: 1367828

CONDOLIATED AND CHARITY BALANCE SHEETS

AS AT 31 MARCH 2021

		Group		Company	
	Note	2021	2020	2021	2020
	s	£000's	£000's	£000's	£000's
TANGIBLE ASSETS					
Land and buildings	8	2,661	2,758	2,661	2,758
Other tangible assets	8	13	32	13	32
Investments	9	6,401	4,916	6,401	4,916
		9,075	7,706	9,075	7,706
 CURRENT ASSETS					
Stocks	10	8	4	-	-
Debtors	11	2,747	3,236	2,748	3,293
Cash at bank and in hand		7,510	5,361	7,499	5,290
		10,265	8,601	10,247	8,583
 CREDITORS: amounts falling due within one year					
	12	(828)	(585)	(828)	(585)
 NET CURRENT ASSETS					
		9,437	8,016	9,419	7,998
 NET ASSETS					
		18,512	15,722	18,494	15,704
 RESTRICTED FUNDS:					
Capital Funds					
Endowment funds	16	53	53	53	53
Other Funds					
Restricted funds	17	212	128	212	128
UNRESTRICTED FUNDS:					
Designated funds	18	9,846	10,374	9,846	10,374
General funds	19	8,401	5,167	8,383	5,149
		18,512	15,722	18,494	15,704

The financial statements were approved and authorised for issue by the Board of Trustees on 21st September 2021 and were signed on its behalf by:

.....
P Crutchett (Chairman)

.....
I Gunn (Treasurer)

The accompanying notes form part of these financial statements.

SAINT FRANCIS HOSPICE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021		2020	
		£000's	£000's	£000's	£000's
Net cash inflow/(outflow) from operating activities	23		2,620		(208)
Investing activities					
Dividends and interest from investments		135		205	
Sale of investments		1,224		590	
Purchase of tangible fixed assets		-		-	
Purchase of investments		(1,830)		(735)	
		<u> </u>		<u> </u>	
Net cash (outflow)/inflow from investing activities			(471)		60
			<u> </u>		<u> </u>
Change in cash and cash equivalents in the reporting period			2,149		(148)
Cash and cash equivalents at the beginning of the reporting period	24		5,361		5,509
			<u> </u>		<u> </u>
Cash and cash equivalents at the end of the reporting period	24		7,510		5,361
			=====		=====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparation of Group Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Second Edition effective 1 January 2019) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Saint Francis Hospice meets the definition of a public benefit entity under FRS102, Assets and Liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note (s).

The financial statements consolidate the results of the charity and its wholly owned subsidiary Saint Francis Hospice (Trading) Limited on a line by line basis

Preparation of accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the Hospice's ability to continue as a going concern. The most significant area of uncertainty is the level of income which needs to be raised every year and is covered in more detail in the performance and risk sections of the Trustee's report. The review of the Hospice's financial position, reserves levels and future plans gives Trustees confidence that it remains a going concern for the foreseeable future.

Estimation Uncertainty and Judgements

In the application of the accounting policies, Trustees are required to make judgement, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period and future periods. In drawing this conclusion, due consideration has also been given to the impact of the Covid-19 pandemic on the activities of the charity.

The most significant area of judgement and key assumptions that affects items in the accounts is the estimation of income from legacies. The estimated value of each outstanding legacy at 31 March is calculated in accordance with the principles set out in the Income section below. Another significant area of assumption is in respect of depreciation of fixed assets. The rates of write down are shown in the Tangible Fixed Assets note below. The Trustees are satisfied that these write down rates are a reasonable reflection of the expected useful life of the assets in each class.

Income

All income including donations are recognised once the charity has entitlement to the income, it is probably that income will be received and the amount of income receivable can be measured reliably.

Legacies are accounted for as income upon receipt or where the receipt of the legacy is probable; this will be once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled. Material legacies which have been notified but not recognised, as income in the Statement of Financial Activities due to the amount receivable cannot be measured reliably are disclosed in a separate note to the accounts with an estimate of the amount receivable.

Service agreement income is recognised as income in the period to which the income relates.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

Goods Donated for Resale

Donated items of goods for resale are not included in the financial statements because the Trustees consider it impractical to be able to assess the amount of donated stocks. This is because there are no systems in place to record these goods until they are sold. A stocktake would incur costs to the Charity which would far outweigh the benefits.

Expenditure

Expenditure is accounted for on an accruals basis once there is an 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. Where possible costs are allocated directly to main expenditure categories of the SOFA, but where this is not possible these are allocated on the bases set out in the note to the accounts. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following headings:

Costs of Raising Funds comprise direct fundraising costs incurred in seeking donations, legacies and grants from trusts, together with direct costs associated with trading income together with an allocation of indirect support costs.

Expenditure on charitable activities includes the direct costs of providing specialist palliative care and support community services, research and other educational activities undertaken to further the purposes of the charity, together with an allocation of indirect support costs.

Support costs are those costs which are necessary to the delivery of Hospice services but are not part of the direct costs of the expenditure categories in the SOFA. These relate to governance, premises, catering, central administration, finance, IT and HR and Vehicles.

Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is calculated to write off the cost of fixed assets other than land on a straight line basis over their estimated useful lives. Fixed assets acquired at a cost of less than £5,000 are not capitalised but shown as expenditure in the Statement of Financial Activities.

Freehold buildings	2% on cost
Fixtures, fittings & equipment	25% straight line
Motor vehicles	25% straight line
Leasehold improvements	period of the lease

Investments

Investments include listed investments. Listed investments are a form of basic financial instrument and are initially shown in the financial statements at market value. They are subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Net gains and losses on the SOFA represent realised and unrealised gains on investments. Realised gains or losses are calculated between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains or losses are calculated as the difference between the fair value at the year-end and their carrying value.

Stock

Stocks of new goods are stated at the lower of cost and net realisable value. Stocks of donated goods are not included in the financial statements.

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

Debtors

Debtors are recognised at the settlement amount due after taking into account any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Bank

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

Creditors and provisions

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.

Fund accounting

Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for the specific purposes.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – these are funds where the donor has requested that the initial donation remains intact.

Pensions

A defined contribution pension scheme is in operation for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pension costs charged in the financial statements represents the contributions payable during the year.

The majority of staff are members of either the National Health Service Pension Scheme (“the NHS scheme”) or defined contribution schemes operated by the Charity. Contributions are made by both employees and employer. Although the NHS scheme is a defined benefit scheme, the nature of the scheme is such that the Charity cannot identify its share of the scheme’s underlying assets and liabilities. In accordance with FRS102, payments to the NHS scheme have been treated in the same way as contributions to the defined contribution schemes and the payments made by the Charity are charged against the profits of the year in which they become payable.

The Hospice’s employer contribution to the NHS Pension Scheme is at a rate set by the Government Actuary. The Hospice’s employer contribution to defined contribution schemes is in accordance with the rules of the schemes and where applicable auto-enrolment rules.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Financial Instruments

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

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Leasing commitments

Rental costs under operating leases are charged to the SOFA over the period of the lease.

2. DONATIONS AND GIFTS	2021	2020
	£000's	£000's
General donations	3,292	3,467
Hospice UK	1,847	-
HMRC Job Retention Scheme grant	570	-
Local Authority grants	227	-
	<u>5,936</u>	<u>3,467</u>
	=====	=====

The donation from Hospice UK, the HMRC Job Retention Scheme grant and the Local Authority grants are a series of one-off receipts due to the Covid-19 pandemic. Included in general donations are restricted donations of £184,000 (2020: £7,000).

3. RESULTS OF RELATED ENTITIES

(a) Net income from trading activities of subsidiary company

Saint Francis Hospice (Trading Company) Limited which is registered in England and Wales, sells new goods in the charity's shops. The taxable profits of the company are donated directly to Saint Francis Hospice. A summary of the trading results is shown below. There are no material changes in the operating costs of the shops from those incurred last year.

Summary profit and loss account	Total	Total
	2021	2020
	£000's	£000's
Turnover	9	78
Cost of new goods	(8)	(21)
	<u>1</u>	<u>57</u>
Gross profit		
Other operating costs	-	-
	<u>1</u>	<u>57</u>
Amount donated to Saint Francis Hospice	(1)	(57)
	<u>-</u>	<u>-</u>
Retained in subsidiary company	-	-
	=====	=====
The assets and liabilities of the company are:		
Current assets	19	75
Creditors: amounts falling due within one year	(1)	(57)
	<u>18</u>	<u>18</u>
Total net assets		
	=====	=====
Aggregate share capital and reserves	18	18
	=====	=====

The Shops benefit from and gratefully acknowledge the unpaid efforts of approximately 420 (2020: 552) volunteers.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

(b) Net income from linked charity

Saint Francis Hospice Development Trust is linked to Saint Francis Hospice under a Uniting Direction issued by the Charity Commission on 28 December 2006. Since that date there has been no income or expenditure in Saint Francis Hospice Development Trust.

4. RESULTS OF THE CHARITY

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities and Income and Expenditure Account for Saint Francis Hospice have not been included in these financial statements. The results of the charity, as disclosed on its Statement of Financial Activities before consolidation, show total income of £12,549,000 (2020: £12,270,000), total expenditure of £10,638,000 (2020: £11,090,000) and investment gains of £879,000 (2020: £590,000 losses). Retained surplus for the year was £2,790,000 (2020: £590,000).

5. EXPENDITURE	Cost of operating shops	Fundraising and publicity	Hospice services	Provision of Governance	Total 2021	Total 2020
	£000's	£000's	£000's	£000's	£000's	£000's
Direct costs						
Staff costs	776	853	6,076	55	7,760	7,867
Nursing supplies	-	-	185	-	185	145
Catering	-	-	116	-	116	177
Cleaning	12	-	37	-	49	87
Travel	33	11	66	-	110	133
Support costs						
Utilities	40	-	59	-	99	128
Premises	687	-	356	-	1,043	827
Other	57	40	141	-	238	400
Printing, postage and stationery	3	8	27	-	38	57
IT costs	36	71	251	-	358	312
Legal and professional	-	-	187	11	198	295
Audit and accountancy	-	-	-	25	25	26
Pepperell Education Centre running costs	-	-	1	-	1	15
Depreciation	-	-	116	-	116	122
Direct marketing appeals	-	78	-	-	78	116
Events	-	4	-	-	4	(9)
Lottery operations	-	125	-	-	125	138
Merchandise	-	-	-	-	-	9
Other fundraising costs	-	104	-	-	104	211
Other project costs	-	-	(1)	-	(1)	55
Governance Costs reallocation	14	11	66	(91)	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Total expenditure	1,658	1,305	7,683	-	10,646	11,111
	=====	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

5. EXPENDITURE (Continued)

Support costs are allocated on the basis of estimated usage by the activity.
Governance costs have been apportioned on the basis of staff costs.

<u>2020 Comparatives</u>	Cost of operating shops £000's	Fundraising and publicity £000's	Hospice services £000's	Provision of Governance £000's	Total 2020 £000's
Direct costs					
Staff costs	787	865	6,174	41	7,867
Nursing supplies	-	-	145	-	145
Catering	-	-	177	-	177
Cleaning	18	-	69	-	87
Travel	40	13	80	-	133
Support costs					
Utilities	51	-	77	-	128
Premises	703	-	124	-	827
Other	154	55	191	-	400
Printing, postage and stationery	6	12	39	-	57
IT costs	31	63	218	-	312
Legal and professional	-	-	277	18	295
Audit and accountancy	-	-	-	26	26
Pepperell Education Centre running costs	-	-	15	-	15
Depreciation	-	-	122	-	122
Direct marketing appeals	-	116	-	-	116
Events	-	(9)	-	-	(9)
Lottery operations	-	138	-	-	138
Merchandise	-	9	-	-	9
Other fundraising costs	-	211	-	-	211
Other project costs	-	-	55	-	55
Governance Costs reallocation	14	11	60	(85)	-
Total expenditure	<u>1,804</u> =====	<u>1,484</u> =====	<u>7,823</u> =====	<u>-</u> =====	<u>11,111</u> =====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Governance Costs	2021 £000's	2020 £000's
Staff Costs	55	41
Legal and professional	11	18
Audit and accountancy	25	26
	<u>91</u>	<u>85</u>
	=====	=====
		=
	2021 £000's	2020 £000's
	s	
Net income for the year is stated after charging:		
Auditor's remuneration - audit	18	16
Auditor's remuneration - other	5	5
Depreciation	116	122
Operating lease rentals - Land and buildings	569	617
	<u>=====</u>	<u>=====</u>
6. STAFF COSTS	2021 Number	2020 Number
The average monthly number of full and part time employees during the year was:		
Direct patient services	134	146
Hospice administration	43	46
Fundraising/publicity	29	31
Education services	6	11
Shops company staff	41	41
	<u>253</u>	<u>275</u>
	=====	=====
The full time equivalent at the year end was:		
Hospice and Shops company staff	183	187
	<u>=====</u>	<u>=====</u>
Employment costs		
Salaries	6,213	6,264
Social security costs	514	522
Pension costs	539	514
Other staff costs	56	141
	<u>7,322</u>	<u>7,441</u>
Medical consultants	438	426
	<u>7,760</u>	<u>7,867</u>
	=====	=====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

The number of staff paid over £60,000 during the year was:

	The Group		The Company	
	2021	2020	2021	2020
	No.	No.	No.	No.
£60,001 - £70,000	5	5	5	5
£80,001 to £90,000	1	1	1	1
	=====	=====	=====	=====

Senior Management Team remuneration total £510,468 (2020: £523,416) including Pension & Employer NI. Retirement benefits in respect of these employees totalled £37,133 (2020: £36,241).

The Hospice also benefits from, and the Trustees gratefully acknowledge, the inestimable value of the unpaid efforts of the 780 volunteers who give freely of their time in a variety of ways covering a full range of Hospice activities including medical, nursing, administration, fundraising, shops, transport and maintenance.

7. TRUSTEES

None (2020: none) of the Trustees were reimbursed (2020: £nil) for travel expenses and conference fees incurred during the year. No Trustee received remuneration or any other benefits in either the current or comparative year.

8. TANGIBLE FIXED ASSETS

	The land and buildings	Hall	Other freehold Property	Total
	£000's		£000's	£000's
Land and buildings				
Group and company Cost				
At 1 April 2020	4,725		125	4,850
Additions	-		-	-
Disposals	-		-	-
At 31 March 2021	<u>4,725</u>		<u>125</u>	<u>4,850</u>
Depreciation				
At 1 April 2020	2,053		39	2,092
Charge for the year	94		3	97
Disposals	-		-	-
At 31 March 2021	<u>2,147</u>		<u>42</u>	<u>2,189</u>
Net book value				
At 31 March 2021	2,578		83	2,661
	=====		=====	=====
At 31 March 2020	2,672		86	2,758
	=====		=====	=====

Freehold land and buildings have not been revalued. The Trustees consider that there is no advantage in obtaining a valuation as the properties are all exclusively used for charitable purposes.

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

8 TANGIBLE FIXED ASSETS (continued)	Leasehold Improvement £000's	Fixtures & Fittings £000's	Motor vehicles £000's	Total £000's
Other tangible fixed assets				
Group and Company				
Cost				
At 1 April 2020	152	763	184	1,099
Additions	-	-	-	-
Disposals	-	-	(16)	(16)
At 31 March 2021	<u>152</u>	<u>763</u>	<u>168</u>	<u>1,083</u>
Depreciation				
At 1 April 2020	152	763	152	1,067
Charge for the year	-	-	19	19
Disposals	-	-	(16)	(16)
At 31 March 2021	<u>152</u>	<u>763</u>	<u>155</u>	<u>1,070</u>
Net book value				
At 31 March 2021	-	-	13	13
At 31 March 2020	-	-	32	32

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

9.	FIXED ASSET INVESTMENTS	2021	2020
		£000's	£000's
	Group and Company		
	Quoted investments		
	Market value at 1 April 2020	4,707	5,324
	Additions at cost	1,482	735
	Disposals at opening book value	(1,224)	(762)
	Net gains on revaluation	879	(590)
		<hr/>	<hr/>
	At 31 March 2021 - valuation	5,844	4,707
	Cash with investment managers	557	209
		<hr/>	<hr/>
	Market value at 31 March 2021	6,401	4,916
		=====	=====
	At 31 March 2021 - historical cost (including cash)	4,943	4,255
		=====	=====

All investments are held in the United Kingdom and are valued at bid price. All investments are under the management of Investec Wealth and Investment Limited.

The substantial reduction in the value of investments in the year ended 31 March 2020 was as a result of the Covid-19 pandemic; this has been fully reversed in the year ended 31 March 2021.

Saint Francis Hospice owns 100% of the ordinary share capital of Saint Francis Hospice (Trading Company) Limited, a company registered in England and Wales (see note 3a).

The hospice holds investments in the Hospice Quality Partnership. The nominal value of the investment was £10 at the time of its acquisition. The value of the investment is not readily available or easily quantifiable and consequently, no valuation has been included for this investment in these financial statements.

10.	STOCKS	Group		Company	
		2021	2020	2021	2020
		£000's	£000's	£000's	£000's
	New goods for resale	8	4	-	-
		=====	=====	=====	=====
11.	DEBTORS	Group		Company	
		2021	2020	2021	2020
		£000's	£000's	£000's	£000's
	Legacies receivable	966	2,250	966	2,250
	Other debtors and prepayments	1,781	986	1,781	986
	Amounts owed by trading subsidiary	-	-	1	57
		<hr/>	<hr/>	<hr/>	<hr/>
		2,747	3,236	2,748	3,293
		=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

12. CREDITORS: amounts falling due within one year	Group		Company	
	2021 £000's	2020 £000's	2021 £000's	2020 £000's
Taxation and social security	140	40	140	40
Trade Creditors	171	200	171	200
Other creditors	100	70	100	70
Accruals	383	249	383	249
Deferred income (see below)	34	26	34	26
	<u>828</u>	<u>585</u>	<u>828</u>	<u>585</u>
	=====	=====	=====	=====
Movements in deferred income:	Group and Company			
	£000's	£000's		
Deferred income at 1 April	26	38		
Applied during the year	34	26		
Released during the year	(26)	(38)		
	<u>34</u>	<u>26</u>		
Deferred income at 1 March	34	26		
	=====	=====		

13. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Hospice operates a defined benefit scheme for staff previously employed within the National Health Service. The contributions are determined at a rate set by the Government Actuary on the basis of periodic valuations. The employers contribution rate for the year was 14.38%. The pension cost for the year was £207,380 (2020: £209,098).

The Hospice operates a defined contribution pension scheme for those members of staff not included in the NHS Superannuation Scheme. The assets of the scheme are held separately from those of the Hospice in a fund administered by Aviva. The employers contribution rate was between 6.5% and 8.5%, depending on the employee's contribution. The pension costs represent contributions payable by the Hospice for pension and death in service benefits, which amounted to £331,316 (2020: £304,771).

14. FUNDS	Unrestrict ed	Restricted	Endowme nt	Total
	£000's	£000's	£000's	£000's
Group				
At 1 April 2020	15,541	128	53	15,722
Net movement in funds	2,706	84	-	2,790
	<u>18,247</u>	<u>212</u>	<u>53</u>	<u>18,512</u>
	=====	=====	=====	=====
Company				
At 1 April 2020	15,523	128	53	15,704
Net movement in funds	2,706	84	-	2,790
	<u>18,229</u>	<u>212</u>	<u>53</u>	<u>18,494</u>
	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

14. FUNDS (Continued)
2020 Comparatives

	Unrestricte d £000's	Restricted £000's	Endowme nt £000's	Total £000's
Group				
At 1 April 2019	14,622	457	53	15,132
Net movement in funds	919	(329)	-	590
	<u>15,541</u>	<u>128</u>	<u>53</u>	<u>15,722</u>
	=====	=====	=====	=====
Company				
At 1 April 2019	14,604	457	53	15,114
Net movement in funds	919	(329)	-	590
	<u>15,523</u>	<u>128</u>	<u>53</u>	<u>15,704</u>
	=====	=====	=====	=====

15. COMPANY STATUS

The charity is a company limited by guarantee. In the event of the charity being wound up, each member guarantees the maximum sum of £20. At the year end there were 26 guaranteeing members.

16. ENDOWMENT FUNDS

	2021 £000's	2020 £000's
Group and company		
Balance at 1 April 2020	53	53
Income	-	-
	<u>53</u>	<u>53</u>
Expenditure	-	-
	<u>53</u>	<u>53</u>
Balance at 31 March 2021	=====	=====

These funds represent donations where the donors requested the capital remains intact and the income be used for specific purposes.

17. RESTRICTED FUNDS

The income funds of the charity include restricted funds held on trust for specific purposes:

Group and company	Balance 1 April 2020 £000's	Income £000's	Expenditur e £000's	Transfers £000's	Balance 31 March 2021 £000's
Kay Julia Miller Trust	58	-	-	-	58
Family Support	8	5	(2)	-	11
Children In Need	-	40	(43)	18	15
Orangeline	-	122	(70)	20	72
Young Adult					
Transition Group	15	3	(6)	-	12
IPU	19	11	(17)	-	13
Others	28	3	-	-	31
	<u>58</u>	<u>192</u>	<u>(108)</u>	<u>38</u>	<u>180</u>
	=====	=====	=====	=====	=====

128	184	(138)	38	212
=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

<u>2020</u>					Balance	
<u>Comparatives</u>		1 April	Income	Expenditur	Transfers	31 March
Group and company		2019	£000's	e	£000's	2020
Group and company		£000's	£000's	£000's	£000's	£000's
Kay Julia Miller Trust		350	-	(72)	(220)	58
Family Support		7	4	(3)	-	8
Young Adult						
Transition Group		16	2	(3)	-	15
IPU		51	-	(32)	-	19
Others		33	1	(6)	-	28
		<u>457</u>	<u>7</u>	<u>(116)</u>	<u>(220)</u>	<u>128</u>
		=====	=====	=====	=====	=====

Children in Need funding has enabled our Child & Family Therapists to support children of those under Saint Francis Hospice care with pre and post bereavement.

Orangeline offers support for people who experience isolation and loneliness and has been funded specifically by a "Big Lottery" grant.

Kay Julia Miller Trust Fund is a bequest received to run Pemberton Place which will be a multi user facility supporting people to enjoy complementary therapies, creative therapies, physiotherapy, active groups, breathe easy groups, and social groups.

Family support restricted funds are donations received specifically for helping and supporting families and young children; included the grant received from Children in Need.

Young Adult Transition Group represent donations towards supporting young adults and their families

The IPU Fund represents donations received for purchasing specialist equipment for our Inpatient Unit.

Other Restricted Funds represent other donations in respect of which the donors have restricted the use of the money.

The transfers were to account for restricted income and expenditure, which had occurred in the prior year but accounted for as unrestricted.

18. DESIGNATED FUNDS

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

Group and company		Balance	Income	Expenditur	Transfers	Balance
Group and company		1 April	£000's	e	£000's	31 March
Group and company		2020	£000's	£000's	£000's	2021
Group and company		£000's	£000's	£000's	£000's	£000's
Contingency fund		5,022	-	-	-	5,022
Fixed Asset fund		2,790	-	(116)	-	2,674
Site Development fund		158	-	(43)	-	115
Storm Appeal fund		58	-	-	(58)	-

ICT Digital Strategy fund	-	-	-	58	58
Development Reserve fund	181	-	-	-	181
Budget fund	1,660	-	-	-	1,660
Hall Works fund	505	50	(388)	(31)	136
	<u>10,374</u>	<u>50</u>	<u>(547)</u>	<u>(31)</u>	<u>9,846</u>
	=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

18. DESIGNATED FUNDS (CONTINUED)

<u>2020 Comparatives</u>	Balance 1 April 2019 £000's	Income £000's	Expenditur e £000's	Transfers £000's	Balance 31 March 2020 £000's
Group and company					
Contingency fund	5,022	-	-	-	5,022
Fixed Asset fund	2,912	-	(122)	-	2,790
Site Development fund	158	-	-	-	158
Storm Appeal fund	58	-	-	-	58
Development Reserve fund	286	-	(105)	-	181
Budget fund	1,660	-	-	-	1,660
Hall Works fund	500	-	(54)	59	505
	<u>10,596</u>	<u>-</u>	<u>(281)</u>	<u>59</u>	<u>10,374</u>
	=====	=====	=====	=====	=====

The Contingency fund was set up to ensure that Saint Francis Hospice can continue to function without fluctuations in its services to the community. It is intended that this fund is built up to align with the charity's reserves policy of maintaining free reserves equivalent to twelve months' operating costs.

The Fixed Asset Fund represents the net book value of fixed assets, excluding amounts funded from restricted income.

Site Development fund represents money received from the disposal of properties set aside to maintain and develop properties owned by the hospice

The Storm Appeal fund was set up to set aside funds to repair the damage caused to the hospice property following a storm in 2014. Subsequently the balance will be used to fund some further repairs to the Hospice property. The fund was closed in during the 2020/2021 financial year.

The ICT Digital Strategy Funds were set up to support a more agile and creative approach to the way services are delivered going forward.

The Development Reserve Fund is held to "pump prime" service development; income streams in line with Strategy and to facilitate Service Pilots.

The Budget fund was set up in 2019 to absorb deficits anticipated to occur based on the charity's three year strategic plan.

The Hall Works fund represents money designated to meet substantial heating and window replacement project costs.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

		Endowment funds	Other restricted funds	Unrestricte d Funds (General)	Unrestricte d Funds (Designate d)	Total
		£000's	£000's	£000's	£000's	£000's
Group						
Tangible	fixed	-	-	-	2,674	2,674
assets						
Investments		-	-	-	6,401	6,401
Other net assets		53	212	8,401	771	9,437
Total net assets		<u>53</u>	<u>212</u>	<u>8,401</u>	<u>9,846</u>	<u>18,512</u>
		=====	=====	=====	=====	=====
Company						
Tangible	fixed	-	-	-	2,674	2,674
assets						
Investments		-	-	-	6,401	6,401
Other net assets		53	212	8,383	771	9,419
Total net assets		<u>53</u>	<u>212</u>	<u>8,383</u>	<u>9,846</u>	<u>18,494</u>
		=====	=====	=====	=====	=====
 <u>2020</u>						
<u>Comparatives</u>						
		Endowment funds	Other restricted funds	Unrestricte d Funds (General)	Unrestricte d Funds (Designate d)	Total
		£000's	£000's	£000's	£000's	£000's
Group						
Tangible	fixed	-	-	-	2,790	2,790
assets						
Investments		-	-	-	4,916	4,916
Other net assets		53	128	5,167	2,668	8,016
Total net assets		<u>53</u>	<u>128</u>	<u>5,167</u>	<u>10,374</u>	<u>15,722</u>
		=====	=====	=====	=====	=====
Company						
Tangible	fixed	-	-	-	2,790	2,790
assets						
Investments		-	-	-	4,916	4,916
Other net assets		53	128	5,149	2,668	7,998
Total net assets		<u>53</u>	<u>128</u>	<u>5,149</u>	<u>10,374</u>	<u>15,704</u>
		=====	=====	=====	=====	=====

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

20. COMMITMENTS UNDER OPERATING LEASES

At the year end, the charity and group were committed to make the following payments in total in respect of operating leases.

	Land and buildings		Other	
	2021	2020	2021	2020
	£000's	£000's	£000's	£000's
Expiry date:				
Within one year	601	542	12	8
Between two and five years	1,796	1,491	21	7
In over five years	722	462	-	-
	<u>3,119</u>	<u>2,495</u>	<u>33</u>	<u>15</u>
	=====	=====	=====	=====

The rents payable under these leases in respect of land and buildings all relate to shop operations and are subject to renegotiation at various times.

21. FINANCIAL INSTRUMENTS

	2021	2020
	£000's	£000's
Financial assets		
Financial assets measured at fair value through profit or loss	7,510	5,361
	=====	=====
Financial liabilities		
Financial liabilities measured at amortised cost	554	449
	=====	=====

Financial assets measured at fair value through profit or loss comprise funds in bank current accounts. Financial liabilities measured at amortised cost comprise trade creditors and accruals at the balance sheet date.

22. RELATED PARTIES

The company has taken advantage of the exemptions conferred by Section 33 of FRS 102 - Related Party Transactions; not to disclose transactions between the hospice and its wholly owned subsidiary.

SAINT FRANCIS HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

23	RECONCILIATION OF CHANGES IN RESOURCES TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	2021	2020				
		£000's	£000's				
	Net income for the reporting period (as per the statement of financial activities)	2,790	590				
	Adjustments for:						
	Depreciation of tangible fixed assets	116	122				
	(Gains)/losses on investments	(879)	590				
	Dividends and interest from Investments	(135)	(205)				
	(Increase)/decrease in stock	(4)	(4)				
	(Profit)/loss on sale of fixed asset	-	-				
	Decrease/(increase) in debtors	489	(703)				
	Increase/(decrease) in creditors	243	(598)				
		<u> </u>	<u> </u>				
	Net cash provided by/(used in) operating activities	2,620	(208)				
		=====	=====				
24	ANALYSIS OF CASH AND CASH EQUIVALENTS	2021	2020				
		£000's	£000's				
	Cash in Hand	465	359				
	Notice deposits	7,045	5,002				
		<u> </u>	<u> </u>				
	Total cash and cash equivalents	7,510	5,361				
		=====	=====				
	Analysis of the balances of cash as shown in the balance sheet						
		2021	2020	Change in year	2021	2020	
		£000's	£000's	2021	2020	£000's	£000's
	Saint Francis Hospice	7,499	5,291	2,208	(145)		
	Saint Francis Trading (Company) Limited	11	70	(59)	(3)		
		<u> </u>	<u> </u>	<u> </u>	<u> </u>		
		7,510	5,361	2,149	(148)		
		=====	=====	=====	=====		

SAINT FRANCIS HOSPICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

25. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2020):

	Unrestricted funds £000's	Restricted funds £000's	Endowment funds £000's	Total 2020 £000's
INCOME FROM:				
Donations and gifts	3,460	7	-	3,467
Legacies	2,734	-	-	2,734
Charitable activities:				
Service agreements with Clinical Commissioning Groups	3,390	-	-	3,390
Trading Activities:				
- Shops	2,364	-	-	2,364
- Education Centre	26	-	-	26
Investment Income and Interest	205	-	-	205
Other income	105	-	-	105
Total income	<u>12,284</u>	<u>7</u>	<u>-</u>	<u>12,291</u>
EXPENDITURE:				
Raising Funds:				
Cost of operating shops	1,804	-	-	1,804
Fundraising and publicity	1,484	-	-	1,484
Charitable activities:				
Hospice services	7,707	116	-	7,823
Total expenditure	<u>10,995</u>	<u>116</u>	<u>-</u>	<u>11,111</u>
Net income/(expenditure) before investment gains/ (losses)	1,289	(109)	-	1,180
(Losses)/gains on investments	(590)	-	-	(590)
Net Income/(expenditure)	<u>699</u>	<u>(109)</u>	<u>-</u>	<u>590</u>
Transfers between funds	220	(220)	-	-
Net movement in funds	<u>919</u>	<u>(329)</u>	<u>-</u>	<u>590</u>
Reconciliation of funds:				
Total Funds brought Forward	14,622	457	53	15,132
Total Funds carried forward	<u>15,541</u> =====	<u>128</u> =====	<u>53</u> =====	<u>15,722</u> =====