HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales · Charity number 280825

Details

Other names	HOSPICE OF ST FRANCIS, THE HOSPICE OF ST FRANCIS
Status	Registered
Legal form	Charitable company
Company number	01507474
Registered	1980-09-30
Register	View on the Charity Commission register

Contact

Address	Spring Garden Lane Off Shootersway Northchurch Berkhamsted Hertfordshire HP4 3GW
Phone	01442869550
Email	sharon.white@stfrancis.org.uk
Website	www.stfrancis.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 AND THEIR CARERS, FAMILIES AND FRIENDS

Activities: The Hospice of St Francis (Berkhamsted) Ltd aims to achieve the best quality of life for patients with life-limiting illness, using the skills of a highly trained team of staff and volunteers in the therapeutic environment of the Hospice, at home, and elsewhere.

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Classification

- **How:** Provides Services, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- Buckinghamshire
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,736,000	£8,828,000	£10,771,000	131
2024-03-31	£7,777,000	£8,540,000	£10,774,000	130
2023-03-31	£7,759,000	£8,245,000	£11,237,000	131
2022-03-31	£6,801,000	£7,385,000	£11,848,000	125
2021-03-31	£7,891,000	£6,809,000	£12,210,000	120

Trustees

Name	Role	Appointed
Timothy Douglas Symington	Chair	2018-12-17
Debashis Dasgupta		2024-10-03
Edward Powell		2020-10-26
Jennifer Clare Lloyd Jenkins		2021-10-25
SANDRA TURNER		2024-10-03
Shailen Guradhary		2019-03-27

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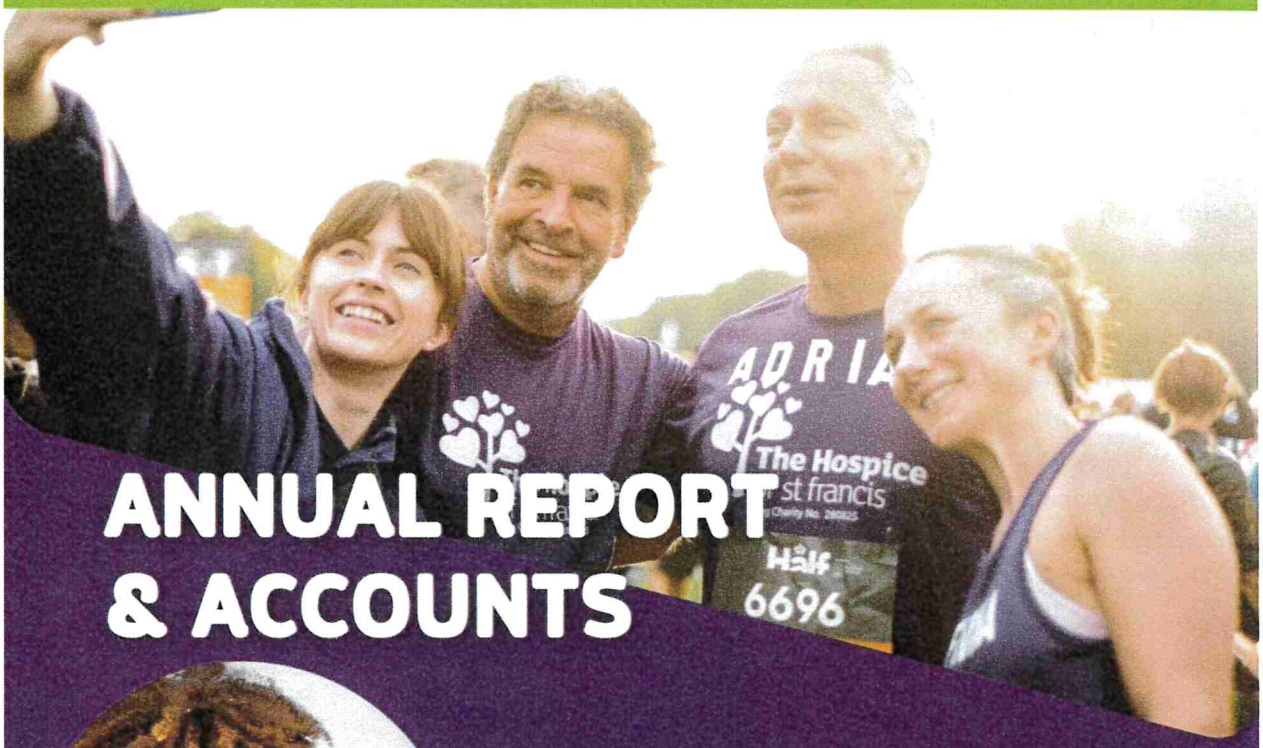
HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales - Charity number 280825

Accounts

A HOSPICE IS A GIFT THE COMMUNITY GIVES TO ITSELF



ANNUAL REPORT & ACCOUNTS

Hospice of St Francis (Berkhamsted) Limited

For the year ended 31 March 2025

Company Number: 1507474

Registered Office:
Hospice of St Francis
(Berkhamsted) Limited
Spring Garden Lane,
Berkhamsted, Herts, HP4 3GW

stfrancis.org.uk

Reg Charity No. 280825

The Hospice of st francis

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

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Tim Symington, Chair of the Board of Trustees.

The commitment and skill of our staff and volunteers and the loyalty of our donors, commissioners and supporters made this account possible. The impact is another year of outstanding hospice care, quality improvements and real choice for patients and families:

- We put the patients' wishes at the heart of everything we do. If you want to live and die at home The Hospice of St Francis is alongside you, assuring dignity and care for you and your family.
- Our specialist therapies relieve the debilitating physical and psychological symptoms that sap hope. Improving quality of life without diminishing the impact of what is being lost.
- If people need a hospice bed, we aim to make admission as easy as possible and we can support safe return home.
- The quality of our care at home means we can protect beds for when a Hospice bed is the best option at the end of life. By giving dignity and, hope to those we care for so that they can be a family again.
- The depth of trust between patients, families and our clinical teams, means an unplanned hospital admission is far less likely.
- We are alongside the whole family, supporting family life and bereavement as well as care for the patient.

We are proud to be founded by local people for local people.

Our supporters continue to give and spend, helping to raise 80% of the income that funds our incredible care.

This year has been another year where costs have escalated: VAT, utilities, food and fuel as well as increases to national insurance and the national minimum wage. Costs that are not in our control. We have continued with careful controls and found new ways to get the most from every pound donated, enabling us to protect the vital care people need. Thanks to our donors and customers, staff and volunteers, our shops are flourishing, with two more opened in 24/25 and we are exploring other promising ways to generate commercial income alongside retail . But we are not there yet in terms of bridging the gap between what it costs to meet the growing need for hospice care and what we can raise from our community and NHS contracts. The Hospice Board has committed to getting us back in balance by the end of 2026; to get there we need even more support from the people, communities and businesses in the towns and villages around Berkhamsted.

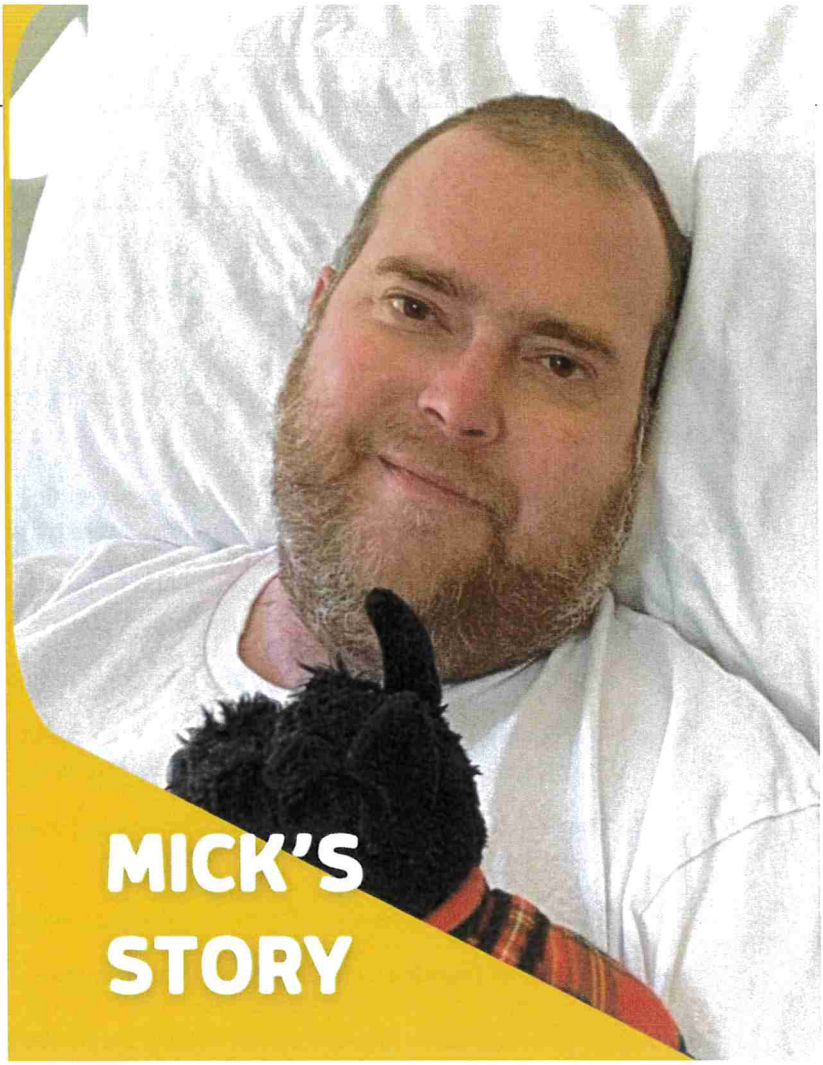
If you have experienced hospice care you know there is a time in life when only a Hospice can make the difference you need. Thank you to everyone who has been prepared to tell their personal stories here.

The importance of hospice care and why hospices must be funded has headlined in the national press, television and social media. Hospice UK, which represents all UK hospices, says right now one in every four people cannot get that care when they need it. We believe passionately that hospice care should be available to all.

Like other hospices, The Hospice of St Francis continues to rely on its community to ensure that hospice care is there for everyone when needed. If you can give to charity, please consider your local hospice. If you already give to us now, please, if you can, give a little more. You will giving dignity and hope. You will be assuring the future for all of us.

Tim Symington

TO LIVE AND DIE WELL



In April 2024, local musicians performed a heartwarming concert at the Hospice for their friend Mick Stout, who was battling cancer.

Before he died in 2024, Mick shared his experience at the Hospice.

He said, "We still can't quite believe how fortunate we are to be here. There's nowhere better. I'm in a room with a view of the garden. The birds are tweeting. It's a home. It feels like family."

As the father of two young children, Mick was especially grateful to be able to spend more time with them at the Hospice. “The children couldn't come into the hospital," he explained. "But here, there's room and space for them. They're so happy here. It's not scary for them."

After his friends' musical performance at the Hospice, Mick shared what motivated them: “They wanted to come and do something to cheer me up, and to say thanks to the Hospice for the amazing kindness they've given us."

One year on, Mick's wife Emily still visits the Hospice with her children who have been receiving bereavement support. “The continuing support has been amazing" Emily said. "It's had a huge impact on the children. It’s made all the difference."

TO LIVE AND DIE WELL

"I was first diagnosed with breast cancer at 47. Ten years later, I was diagnosed with stage four metastatic breast cancer and found out it had entered my bones.

I've always been a generally enthusiastic person and quite optimistic, even when I was in hospital. When I left the hospital, I had to wear a neck brace twenty-four seven (due to potentially collapsing vertebrae) and I couldn't wash myself or drive. I was trying to navigate life at home on my own. I have always been independent, but suddenly you are unable to clean the house or get out and about on your own - I felt I could do very little.

I was trying to find a plan to get my neck brace off, so that I would be confident to drive again. When I self-referred myself to the Hospice, I was tired and lost. I first met Katherine, the Hospice physiotherapist, and she was encouraging; she developed a rehab plan and exercises for me. She gave me boundaries so that I wouldn't overstretch myself and taught me to listen to my body. Katherine is like this bouncy ray of sunshine who cares - she is empathetic, compassionate and so gentle.

Katherine helped me to improve my stability and mobility. My best Christmas present was getting out of my neck brace so I could shower and wash my own hair. I felt confident to start walking and moving more, and by February I started driving my car, which was my goal.
I thought that would be it (in terms of support from the Hospice). However, I enrolled in a Hospice Meditation class and had a chat with the Hospice's complimentary therapist. She recognised I was struggling with lots of issues under the surface.

I started going to Wellness Sessions in the Hospice's Spring Centre. I took yoga, reiki and tried EFT. During Meditation sessions everyone is dealing with similar issues and it's so powerful to be in a room where the conversation resonates with you. It feels calm and there is a beautiful softness and kindness to the community; you just feel really supported.

After my secondary diagnosis I felt unable to go on holiday. However, I now feel confident and am going to France with a friend this summer.

If the Hospice didn't exist, I would have struggled both in mind and body. The Hospice gave me a new will for life. With the Hospice's support, I have learned to live my best life."

"It's an appointment to look forward to not to dread. It's great when we do a session along with the children – it's nice to do something we all love together, in harmony."

Virtual Reality at the Hospice

Shared by
Amy
Smissen
Community Occupational Therapist

Our Virtual Reality project started in 2019 with funding from Macmillan and other local charitable trusts to purchase equipment. At first our main focus was enabling inpatients and patients visiting the Spring Centre to enjoy the benefits of the VR equipment. We knew that it could hold huge value for patients in the community. This year we extended the project. Recently I've been supporting a 55 year old man who was diagnosed with Motor Neurone Disease (MND) in August 2024. This man lives with his wife and two children, now aged 12 and 5 years old.

MND is an illness which can rapidly reduce our ability to use our body, affecting every aspect of life. When we met, he was no longer walking, had a Continuing HealthCare NHS funding for a live-in carer, he needed 24 hour Non-Invasive Ventilation, had very limited use of his upper limbs and required an amplifier to project his voice for him. Following a visit in February by one of my colleagues (a community nurse specialist) he had shared the toll MND was taking, I was asked to see him to explore how I might be able to support his emotional wellbeing and look at ways to participate in activities that were important. It was a steep learning curve initially, understanding how to set the VR equipment up outside of the hospice, where we have a room dedicated to its use. The weight of the headset was more than his head and neck could support. We worked out a way where I could stand behind him and support the weight of the headset - in this position I could also assist him to move his head to get the most enjoyment from each virtual environment. My focus was on ensuring that he is the one in the driving seat and I was fully guided by how he wants to run the session. The sessions are a little noisier when we do them with his children but it creates a really happy and animated atmosphere where he is Dad. The children take it in turns to sit next to their Dad when they are using the VR and I encourage them to talk with Dad about what they can see, they are a family being a family again. The sessions mean an opportunity to "escape", to relax, to connect with his family and to experience an increased sense of choice and control where so many things are now out of his control.

"By the time Bill went into the Hospice, I was at breaking point. I was so drained after nine and a half months of caring for him at home. Bill had a grade 4 glioblastoma, and his symptoms had been getting worse over the previous months.

When I took him to the Hospice that first morning in December, I was in quite a state. I just burst out crying. A lady got me a cup of tea and from that moment, I started to relax.

Whatever Bill wanted at the Hospice, he had. They cooked him all his favourites and whatever roast dinner he wanted. The compassion and care they showed was phenomenal, from the cleaning ladies to the people who bathed him. I don't know what I'd have done without them. I felt like I'd found heaven.

I could deal with Bill's illness better when he was in the Hospice because I could get a night's sleep. I was able to do normal things again.

After Bill's funeral, the Hospice offered me counselling. I wouldn't have thought of it, but they came to me. It was the best thing I've ever done. Annette has been an amazing counsellor. I get comfort from going to the Hospice events, like Light Up A Life. I still feel part of the Hospice and I can't thank them enough." - Lesley, Bill's wife

PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

Robert Voss CBE, The Lord Lieutenant of Hertfordshire
Jo Connell OBE DL
Dr Vivienne Cox CBE
Dr Ros Taylor MBE
Dr Rama Vancheeswaran
The Rt Hon Victoria Collins MP for Harpenden and Berkhamsted
The Rt Hon Sarah Green MP for Amersham and Chesham
The Rt Hon Gagan Mohendra, MP for South West Hertfordshire
The Rt Hon David Taylor, MP for Hemel Hempstead
Dr Peter Carter OBE
Hilary McNair
Charles Toner
Alison Woodhams

HONORARY PATRONS

Joan Gentry
Sir Mike Penning

BOARD OF TRUSTEES:	Membership of committees and directorships of subsidiary company
Tim Curry (Chair) (Resigned 10 December 2024)	
Debashis Dasgupta (Appointed 3 October 2024) (Vice Chair)	CGC, FARR, IGC, PGC, Subsidiary Company
Paul Forster (Appointed 10 December 2024)	IGC
Richard Houghton*	IGC, Subsidiary Company
Jennifer Jenkins	PGC
Parul Kanabar (Resigned 3 October 2024)	FARR, PGC
Kathryn Magson	CGC, IGC
Natalie Pankova (Resigned 10 December 2024)	IGC, CGC
Massimo Petronio (Deputy Chair) (Resigned 28 July 2025)	FARR, PGC
Eddie Powell*	IGC, PGC, Subsidiary Company
Shailen Rao*	CGC, Subsidiary Company
Margaret Salmon (Resigned 3 October 2024)	CGC, FARR, PGC
Matt Seaman* (Appointed 3 October 2024)	Subsidiary Company
Phillip Sewell	IGC, FARR
Tim Symington (Treasurer) (Chair)	CGC, FARR
Mike Tye (Appointed 3 October 2024, Resigned 11 March 2025) (Chair)	IGC, FARR
Sandra Turner (Appointed 3 October 2024)	CGC, PGC

Key to committee membership:
Board Committees
Income Generation (IGC)
People and Governance (PGC)
Clinical Governance and Strategy (CGC)
Finance Audit, Risk and Resources (FARR)

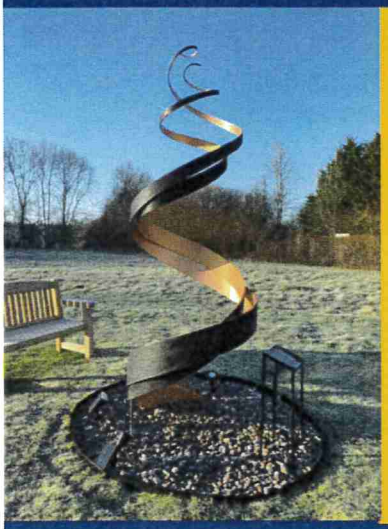
Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE OFFICER:	Kate Phipps-Wiltshire
EXECUTIVE TEAM:	Dr Sharon Chadwick (Medical Director &Deputy CEO) Kate Brooks (Director of People – from 20 January 2025) Joe Burrows (Director of Digital Media and Comms) Sarah Coles (Director of Sustainable Trading) Kate Grigg (Director of Fundraising – until 26 February 2025) Fay Richardson (Director of Care) Polly Traxler (Director Integrated Governance/Family Support) Karen Hart (Director of Finance & Performance)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER	01507474 Registered in England and Wales
CHARITY REGISTRATION NUMBER	280825 Registered in England and Wales
Telephone:	01442 869550
Website:	www.stfrancis.org.uk
Email:	info@stfrancis.org.uk
Facebook:	facebook.com/thehospiceofstfrancis
Twitter:	@hospicstfrancis
Instagram:	@hospicestfrancis
AUDITORS:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
BANKERS:	Lloyds Bank PLC 198-200 The Marlowes Hemel Hempstead Hertfordshire HP1 1BH
SOLICITORS:	SA Law 36-38 Upper Marlborough Road St Albans Hertfordshire AL1 3UU
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

OUR VISION, MISSION & AIMS

A Hospice is a gift the community gives to itself



Our founder Pam Macpherson said:
"The Hospice of St Francis is for absolutely everyone, terminal illness is no respecter of age, race or sex." She said, "Everyone has a talent and the Hospice needs all the talents."

As part of our celebration of Hospice culture, diversity and our history, a gift from a generous donor enabled us to commission a sculpture that represents Pam's contribution to the Hospice and the influence she continues to have. Our original volunteers included alumni from Berkhamsted School. In 2023, Berkhamsted honoured that shared history by donating two benches made from sustainable wood where you can sit and enjoy the sculpture and the gardens.

From our founding articles of association

OUR VISION

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

OUR MISSION

To achieve our vision by providing outstanding care and support to patients and those close to them.
To share expertise through collaboration, innovation and education.
To sufficiently engage the support of our community to enable us to deliver our vision and mission.

OUR AIMS

To transform the quality of life for people living with life-limiting illnesses and provide support for those close to them.
To ensure high quality provision of care through education and research.
To sustain and expand our services through excellent finance.

How we express this commitment now

The Hospice of st francis

To live and die well

The need for our care is changing

What we do is led by you

We learn from each other

Double our reach

Fund the Hospice now & for future generations

Achievements and performance in 2024/25

STRATEGIC AIM: DOUBLE THE REACH OF OUR CARE BY 2029		
PRIORITIES 2024/25	**TACTICS**	**OUTCOME**
Choice about how, when and where care takes place	The option of: a virtual bed and an inpatient bed when you need it	The Hospice of St Francis is at the forefront of providing complex hospice care at home. Called 'our virtual ward'. Not everyone can stay safely at home. For many people the best place and the only place is a room at the Hospice where the patient and the family are 100% cared for. In 2024/25 30% of patients needed this most complex palliative and end of life care service, with 110 'admissions' to the virtual ward and 180 admissions to the Hospice in-patient unit
Responding quickly To the needs of supporters and donors as well as people needing our care	Create capacity to ensure that we can respond to the increasing number of referrals,	In 2024/25: • The Hospice community team assessed on average 14 new patients every week • The total number of people cared for and supported (patients and family members) was 2,466 • Comparing 2023/24 with 2024/25 the Hospice has seen a 9% increase in new patient referrals • On average 14% of admissions to IPU happened in the evenings/weekends compared to 13% in 2023/24. The peak months for admissions at these times were January-March 2025, at 19%, 29% and 29% respectively • Our community nurse specialists and rapid personalised care teams made 3,966 home visits • For 50% of the people we cared for April 2024- March 2025 was the last year of their lives. The percentage of those people who were able to be where they wanted to be at the end of life (preferred place of death) was 97%, (our NHS contract target for PPD was 85%)
Working differently As one BIG team, staff, volunteers, partners and local people	Build on work to date to develop new clinical roles or new ways of working	In our well-being services we completed a review of the partnership between trained volunteers and employed staff and rolled out this approach. We simplified the referral and assessment process, making it easier for people to make an informed choice about the therapy that best matches their needs. • Our well-being team offered 774 individual out-patient sessions and had 967 attendees in therapy groups and programmes. • Our bereavement care volunteers made 1,400 calls • Together family support staff and volunteers made 1,600 carers support contacts, digitally or by phone • Healthcare Assistants in our community team provided 160 support sessions for carers, face to face or by phone

STRATEGIC AIM: FUND THE HOSPICE NOW AND FOR THE FUTURE		
PRIORITIES 2024/25	**TACTICS**	**OUTCOME**
Working differently As one BIG team, staff, volunteers, partners and local people	Update our website to make it easier to refer yourself for care, buy on-line, book on-line to take part in events and donate online	• From September 2024-March 2025 the number of self-referrals was 10% of all referrals, compared to an average of 8% in 2023/24 • On-line sales were up 23% on 2023/24 • All registrations from event participants came through on-line raising £300,000 • Individual donations on-line were at £211,744 up 34% on 2023/24
	Targeted campaigns for regular givers and #Iwill for legacies, working with other Hospices when this is more powerful	Legacy income was up on 2023/24, largely due to the impact of the pandemic for His Majesties Courts and Tribunals Service who are continuing to work through a backlog of probate applications and we saw progress towards the end of the year. HMCTS reported in 2025 that the backlog had largely cleared and we expect to exceed our legacy income target in 2025/26. Our new regular giving campaign (Friends of St Francis) recruited 190 friends who together raised over £42,000 in their first year
	Applying the learning we collect electronically at point of sale to increase customer numbers and sales	• We received 131,498 donation bags up 13% of the previous year (2023/24) • Customer transactions across all our shops were up 8% on 2023/24 • Our total sales were up by 5% • Gift aid conversion in our shops was 54% compared to 51% in 2023/24 • 9% of our customers signed up to our donor support app, the sales value of their donations averaged £121, this is £57 more on average than customers who are not using the app
	Implement new ways of working to bring more routine maintenance in house	• We implemented an online system to manage scheduled maintenance, moving away from relying on diaries • We implemented an online system to manage our annual services allowing us time to book in contractors and obtain competitive quotes where possible. • We implemented a building management system (BMS) to allow us to more effectively monitor and control our energy use
	Incremental replacement of more energy efficient equipment, green initiatives and continuous improvement for infection prevention	• Using the Charity Retail Association methodology, 131,498 donation bags has a landfill offset value of 431,654 kg and a C02 saving of 5,818,684 kg • Our external audit ratings for infection prevention and control were 97% - this is within the outstanding rating. • Our clinical assets group made an investment of £17,035 with grants received from Trusts and foundations to replace equipment

Principal risks and uncertainties

The Board of Trustees ensures effective risk management controls are in place to manage the strategic risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures.

Core Domain	Proposed explanation of risk appetite for the Hospice of St Francis
Compliance	The charity regards any project or activity that would threaten its compliance with statutory, regulatory, professional or ethical requirements and standards for patient, family, staff and volunteer safety and/or the safety of the public in income generation activities as unacceptable.
Reputation	The charity regards any project or activity (including activities of organisations in the supply chain) that because of the risk of adverse publicity could not be mitigated and could seriously threaten its reputation (as an outstanding Hospice, trusted by the local community) as unacceptable.
People	The charity regards the recruitment and retention of staff and volunteers to operate core services as fundamental to maintaining reputation and compliance, and is committed to maintaining compliance and value, supporting and developing its people (employees and volunteers) and to maintaining the reputation of the charity as a good place to work. The charity encourages thinking and action on innovative ways of working and new approaches to work and volunteering in order to support the furtherance of strategic objectives.
Financial	The charity will work to maintain the long-term financial viability of the charity, as demanded by statute and/or regulation and/or governance, and within generally accepted boundaries of financial prudence. The charity will invest to develop new business and services in the context of this overall approach to financial prudence.
Estates, Environment, IT and Infrastructure	All charities must undertake estates, IT and infrastructure projects, and at times such projects may be major and potentially high-risk, with the aim or potential to affect substantial parts of the activities of the charity. The charity will always ensure that the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining financial sustainability is paramount in such major projects. The charity will maintain these assets and make risk-based judgements in prioritising a maintenance programme, allowing sufficient provision for the remediation of unplanned failures in critical infrastructure. The charity has environmental sustainability commitments (in the generation of power and the provision of water) which make a contribution to the reduction of the overall carbon footprint of the charity. There is a low risk appetite for increasing the overall carbon footprint of the charity.
Major Change Projects	The charity delivers major change in the furtherance of strategic objectives, at times such changes may be major and potentially high-risk with the potential to affect substantial parts of activities of the charity. The charity will ensure benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining reputation, financial sustainability and compliance are paramount in major change projects.
Government Policy	The charity works closely with statutory organisations (predominantly the NHS and local government) governed by Government Policy and holds contracts with NHS organisations. Government Policy/legislation can change the remit of the NHS and local government, change comparative pay for clinical and care staff &/or change NHS standard contracts. This could impact on the NHS income received by the charity and/or the cost of providing care &/or ability to recruit and retain clinical staff &/or the number of people who rely upon the charity for care. Any or all of these changes could present a major risk to the operation of the charity.

FINANCIAL REVIEW

The Hospice's work is mainly funded by donations, income from retail and fundraising activities, legacies and grants from trusts. We also have NHS contracts which contributed 15% (17% 2023/24) of our income during 2024/25. We were also awarded a share of the national capital grant from the Department of Health and Social Care which has enabled us to continue our investment in improving our IT systems, carry out essential maintenance at our Spring Garden Lane building and replace some of our very old Hospice vehicles..

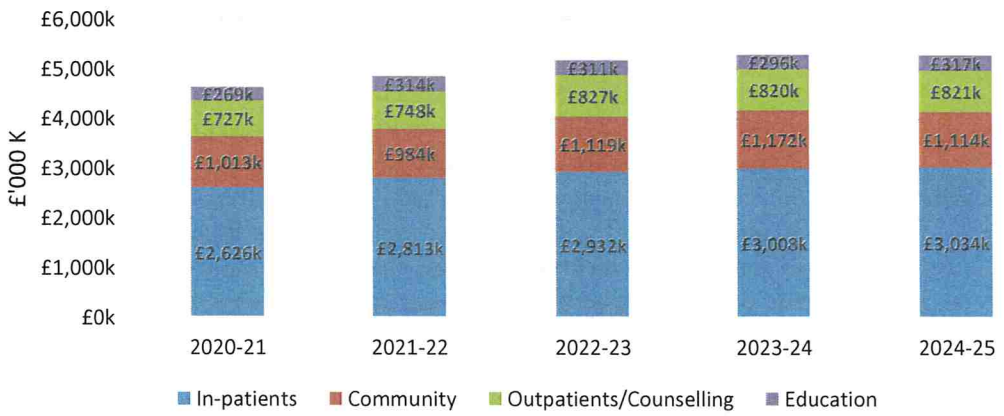
Retail income continues to grow with the addition of two new shops (Greenway Owned and Bovingdon Owned), increasing the number of charity shops to eleven. Additional retail income is generated through our five online shops.

The 2024/25 budget is the 3rd year of our post pandemic financial plan. Our forecast works on a rolling two and five year basis. We reviewed this forecast in Qtr 1 and revised the voluntary fundraising and legacy income target with mitigation against other income lines. We set stretch targets for trading and in year funding from the NHS based on patient need and continued to implement rigorous cost controls. The Executive Team delivered a second round of challenging savings targets as in the previous financial year; this included some redundancies. Overall, income increased slightly and, despite tight implementation of cost control, expenditure increased by 3.3% to £8.83m in 2024/5 due to inflationary pressures.

The treasurer has led a financial review with a focus on returning to a balanced budget a high priority. Cost savings continue to be identified, along with new commercial initiatives to generate additional income to address the increase payroll cost in 2025/26 due to the increase in employers' NI contributions.

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Total income	7,891	6,801	7,759	7,777	8,736
Costs of income generation	2,174	2,527	3,056	3,244	3,541
Spending on charitable activities	4,635	4,859	5,189	5,296	5,287
Total reserves	12,210	11,848	11,237	10,774	10,771

We spent £5.3m on our charitable activities in the year. We cared for 2,466 people during 2024/25, a 31% increase on 2023/24. Our reputation of providing quality care to people with complex needs continues to grow with self-referrals increasing year on year.



FINANCIAL REVIEW – continued

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling business plan and annual budgets. The Trustees plan to utilise reserves during the recovery phase of the business plan to offset the loss of income that cannot be ameliorated by cost savings. This recovery is a primary focus of the Trustees. We forecast that the Hospice will continue to draw on its reserves, with the aim of returning to financial balance by December 2026.

Reserves

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Restricted reserves	221	290	59	78	31
Designated reserves	5,335	5,678	5,508	5,336	5,166
Unrestricted reserves	6,654	5,880	5,670	5,360	5,574
Total reserves	12,210	11,848	11,237	10,774	10,771

The Hospice of St Francis provides essential services to its local community. The importance of hospice care to the local community continues to be reflected in the support of loyal donors, fundraisers and customers; however, these income streams fluctuate. Continued prudent financial management has enabled Trustees to continue to minimise draw down on those surpluses invested in reserves. The Trustees' approach to investment and positive fluctuations in the market have further protected these funds. Trustees continue to support the view that these reserves mean that the Hospice can continue to protect clinical capacity and invest in our people whilst at the same time investing in a recovery plan to protect and grow income.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building as well as funds set aside by the Trustees for capital expenditure and in the event of a disruption to our normal fundraising activities. The Hospice building reserves are not available for investment, or spending, unless the buildings are sold.

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly to ensure that the Hospice's operations are sustainable. The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories
- The level of funds required to cover unexpected expenditure or future growth
- Working capital requirements
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed

The resulting calculation provides a minimum level of reserves required. At 31 March 2025, the Hospice's unrestricted reserves were £5.57m, representing approximately 7.4 months of charitable spending (compared to 7.5 months as at 31 March 2024).

Investment policy

Our Treasurer led a review of our reserves policy, including a review of Trustees' risk appetite. The annual review resulted in a decision to slightly reduce risk, in light of the economic uncertainty, by maintaining a greater proportion of reserves in cash. Across investment funds in the year, performance improved, and the Trustees took the decision to draw down unrealised gains to protect our cash position. Cash continues to be placed on deposit weekly, to maximise potential gain from the market.

Investment portfolio objectives

- **Total target return:** Over the longer term, the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.

- **Risk Parameters:** The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.

- **Asset Allocation:** In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.

- **Social, environmental and ethical considerations:** The Hospice will not invest directly in tobacco-related companies and pursues ethical investing.

The Hospice adheres to the Fundraising Regulator's code of practice in its fundraising activities. The Supporter Relationships Policy outlines the approach taken by the Hospice when carrying out fundraising activities. All Fundraisers, whether employed by the charity or those acting on its behalf, must comply with a set of standards that commits them to being honest and open, clear in communications with supporters, respectful, fair and reasonable and accountable. The policy sets out the behaviours expected of its fundraisers and is reviewed every two years.

The Charity follows the guidance set out in the Fundraising Regulator's Code of Practice and pays the annual voluntary levy to the Fundraising Regulator. In the financial year, there were no identified instances when the charity or anyone working on its behalf failed to comply with the fundraising standards set out in the Code of Practice.

The Charity is a shareholder in the Hospice Lottery Partnership, a private company incorporated to administer a lottery in order to raise funds for the benefits of the Shareholders. The Charity has a place on the board of the company, which meets six times per year to review and monitor activities. Complaints are a standing item on the agenda. The Charity maintains a continuous dialogue with the company and discusses any complaints that are raised with regards to behaviour that is unreasonable or places undue pressure on a person to give money. The Charity seeks proof of follow up activity by the company to address this behaviour and monitors this in Board meetings.

The Charity maintains a complaints log in which it records every complaint received about fundraising activity by itself or by anyone working on its behalf. There were no complaints received from April 2024 – March 2025.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Fay Richardson, Director of Care.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

Corporate Governance

The governing body of the Charity is the Board of Trustees. At 31 March 2025, there were twelve Trustees. Membership of the Board is set out on page 9 of this report.

At 31 March 2025, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are each chaired by a Trustee and which report to the Board, are:

- the Clinical Governance and Strategy Committee
- the People and Governance Committee
- the Finance, Audit, Risk and Resources Committee
- the Income Generation Committee

Management

The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees

The Board appoints new Trustees, based on selection criteria that ensure that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

Induction and Training

An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular performance review meetings are carried out by the Chair and Deputy Chair at which further training and development needs are identified.

EMPLOYEES AND VOLUNTEERS

Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities is communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with, the Hospice values, and these are displayed throughout Hospice premises. Our values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2024, 1,219 active volunteers are supporting the Hospice in over 80 different roles, including in the Hospice itself, in our shops, and in the offices, in addition to hybrid roles from home and in the community. We recruited 236 new volunteers during 2024/25 compared to 224 in 2023/24, and 207 volunteers left during 2024/25 (45 were Duke of Edinburgh Volunteers).

REMUNERATION OF TRUSTEES AND STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care, the Medical Director, Director of Psychological Services, the Director of Finance and Performance comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

All Trustees give their time freely, and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in Note 6 to the Accounts.

The pay of the workforce as a whole and of the Executive Team is reviewed annually. The Board benchmarks against pay levels in other charities and the NHS and for shortage specialty posts by benchmarking against the sector in the market as a whole.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these Accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Accounts;
- Prepare the Accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

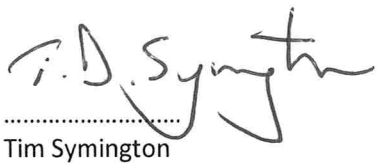
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

Appointment of Auditors
A proposal to re-appoint Saffery LLP as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors. The report was approved by order of the Board of Trustees on 29h September 2025



.....
Tim Symington
Chair

MEET
OUR
#TEAM
ospice is a gift a community gives
THE HOSPICE OF ST FRANC

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Opinion

We have audited the financial statements of Hospice of St Francis (Berkhamsted) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, consolidated balance sheet, charity balance sheet, consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 18, the trustees (who are also the directors of the parent 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 the financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Further the parent charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, through significant fines, litigation or restrictions on the group's operations. We identified the most significant laws and regulations to be those issued by the Care Quality Commission covering health care services.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available 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 parent 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 parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Gareth Norris FCA (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date:.....

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2025

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
	Note 1E	Note 1E	Note 1E	2025	2024
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	3,147	-	210	3,357	3,068
Legacies	1,073	-	-	1,073	949
Charitable activities					
NHS Grants for Hospice care	-	-	1,329	1,329	1,388
Other income from charitable activities	361	-	74	435	300
Other trading activities					
Trading and fundraising	545	-	-	545	469
Retail income	1,946	-	-	1,946	1,551
Other income					
Other Income	51	-	-	51	52
Total income	**7,123**	**-**	**1,613**	**8,736**	**7,777**
EXPENDITURE ON: (Note 3)					
Raising funds					
Voluntary income	670	12	-	682	577
Trading activities	341	5	-	346	349
Retail activities	2,513	-	-	2,513	2,318
Total cost of raising funds	**3,524**	**17**	**-**	**3,541**	**3,244**
Net income less expenditure on raising funds	**3,599**	**(17)**	**1,613**	**5,195**	**4,533**
Charitable activities					
Inpatient unit	1,546	85	1,403	3,034	3,008
Community	1,076	9	29	1,114	1,172
Outpatients (Spring Centre)	583	34	21	638	613
Bereavement (Spring Centre)	133	8	42	138	207
Education	258	17	43	318	296
Total expenditure on charitable act	**3,596**	**153**	**1,538**	**5,287**	**5,296**
Total expenditure carried forward	**7,120**	**170**	**1,538**	**8,828**	**8,540**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2025

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2025	2024
	£'000	£'000	£'000	£'000	£'000
Total expenditure carried forward	**7,120**	**170**	**1,538**	**8,828**	**8,540**
Net income/(expenditure)	3	(170)	75	(92)	(763)
Net gains on investments (Note 10)	89	-	-	89	300
Net income/(expenditure)	**92**	**(170)**	**75**	**(3)**	**(463)**
Transfers between funds	122	-	(122)	-	-
Net movement in funds	214	(170)	(47)	(3)	(463)
Total funds brought forward	5,360	5,336	78	10,774	11,237
Total funds carried forward	**5,574**	**5,166**	**31**	**10,771**	**10,774**

The accounting policies and notes on pages 29 to 51 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above.

A full comparative Statement of Financial Activities for the year ended 31 March 2024 is included within note 19.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY ONLY BALANCE SHEETS AS AT 31 MARCH 2025

	Note	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
FIXED ASSETS					
Tangible fixed assets	8	4,892	5,062	4,892	5,062
Investments	9	3,375	3,651	3,415	3,691
TOTAL FIXED ASSETS		8,267	8,713	8,307	8,753
CURRENT ASSETS					
Stocks for goods for resale		98	93	-	-
Debtors	11	2,131	1,473	2,223	1,676
Cash at bank and in hand		843	1,075	750	875
TOTAL CURRENT ASSETS		3,072	2,641	2,973	2,551
CREDITORS: amounts falling due within one year	12	(568)	(580)	(543)	(565)
NET CURRENT ASSETS		2,504	2,061	2,430	1,986
NET ASSETS		10,771	10,774	10,737	10,739
FUNDS	13/14				
Unrestricted funds		5,574	5,360	5,540	5,325
Designated funds		5,166	5,336	5,166	5,336
Restricted funds		31	78	31	78
TOTAL FUNDS		10,771	10,774	10,737	10,739

The net expenditure of the charity as an individual entity for the year was a loss of £42k (2024: loss of £463k). A statement of financial activities for the charity as an individual entity is not included using the exemption given in section 408 of the Companies Act 2006.
Company Number: 01507474

The Accounts were approved and authorised for issue by the Board on 29th September and were signed below on its behalf by

T.D. Symington

.....
Tim Symington
Chair

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2025

	2025 £'000	2024 £'000
Cash flows from operating activities (Note 17)	(51)	(552)
Cash flows from investing activities		
Purchase of fixed assets	(181)	(166)
Proceeds from the sale of investments	-	-
Net cash invested	-	-
	(181)	(166)
Increase in cash and cash equivalents in the year	(232)	(718)
Cash and cash equivalents at the beginning of the year	1,075	1,793
Cash and cash equivalents at the end of the year	843	1,075

Analysis of cash and cash equivalents	2025 £'000	2024 £'000
Cash at bank and in hand	843	1,075
Total cash and cash equivalents	843	1,075

The group and charity do not hold any debt, therefore all movements shown above relate to cash and cash equivalents.

The accounting policies and notes on pages 29 to 51 form part of the Accounts.

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A. Basis of Accounting

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 (FRS 102) (Charities SORP 2019 (Second Edition, effective 1 January 2019)), and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

B. Corporate Status

The Charity is a company limited by guarantee registered in England and Wales and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

C. Basis of consolidation

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis. See note 18 for further details.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

The accounts are prepared in pounds sterling rounded to the nearest thousand.

D. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. We have undertaken an in-depth review of our financial position, reserves levels and future plans which has given the Trustees confidence that the Charity remains a going concern for the foreseeable future.
Despite the deficits made in the current and prior year, the Trustees believe that the Charity has sufficient reserves to operate efficiently for the next 12 months and continue providing services.

E. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2025, they comprised the total cost of the building, net of depreciation, the legacy equalisation and designated capital funds.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by the Hospice of St Francis other than that specified by the donor.

ACCOUNTING POLICIES (continued)

F. Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

G. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the Statement of Financial Activities as income when received. Gifts in kind for sale are included in the accounts only when sold. Gifts in kind in 2025: £57,270 (2024: £20,082).

H. Donated services and facilities

These are included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

I. Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis.

J. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

K. 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 accruals basis and in line with FRS 102.

L. Pension scheme

For qualifying staff at the Hospice, participation in the NHS scheme provides benefits based upon final pensionable pay. The contributions paid by the Charity in respect of the NHS Superannuation scheme are accounted for as if the scheme were a defined contribution scheme as the Charity is unable to identify its share of the underlying assets and liabilities in the scheme.

Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds.

The Charity's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

ACCOUNTING POLICIES (continued)

M. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Freehold land and assets in the course of construction are not depreciated. The cost of tangible fixed assets is written off over their expected useful lives as follows:

Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

N. Investments

Investments are included at bid price, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

Investment properties are held at fair value, being an assessment of market value. Investment properties are revalued every two years by independent professionals who hold recognised and relevant professional qualifications and have recent experience in the location and class of the investment property being valued, or more frequently if the Trustees identify indications of a material movement in the valuation.

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

O. Financial Instruments

The Charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors are initially recognised at transaction value and are subsequently recognised at their settlement value.

P. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

Q. Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

R. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

ACCOUNTING POLICIES (continued)

S. 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

T. Leases

All operating leases and rental expenses are charged to the SOFA as incurred.

U. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2025 amounted to £1,000 (2024 - £1,300) and was written off during the year.

V. Taxation

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2025 or in the prior year.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2025.

W. Estimates and Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider depreciation, legacy income accrual and holiday pay accrual to be subject to estimation and judgement and are discussed above.

2. ANALYSIS OF INCOME	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2025 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2024 £'000
a) Donations and legacies						
Memorials register	422	-	422	374	-	374
Donations from individuals and companies	788	88	876	854	187	1,041
Donations received through the retail gift aid scheme	1,718	-	1,718	1,443	-	1,443
Capital infrastructure and equipment grant	-	122	122			
Collecting boxes	9	-	9	10	-	10
Lottery	210	-	210	200	-	200
Legacies	1,073	-	1,073	949	-	949
Total donations & legacies	**4,220**	**210**	**4,430**	**3,830**	**187**	**4,017**
b) Income from other trading activities: trading and Fundraising						
Fundraising events	499	-	499	423	-	423
Providing goods and services, other than for the benefit of the charity's beneficiaries	35	-	35	35	-	35
Letting property held primarily for the functional use of the charity	11	-	11	11	-	11
Trading and fundraising	**545**	**-**	**545**	**469**	**-**	**469**
c) Income from other trading activities: retail shop sales	1,946	-	1,946	1,551	-	1,551
Total retail income	**1,946**	**-**	**1,946**	**1,551**	**-**	**1,551**

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops, online and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of the Hospice of St Francis Trading Limited is shown in note 2d-2e.

2. ANALYSIS OF INCOME (continued)

d) The contribution to funds provided by the Hospice of St Francis's trading activity is analysed as follows:

	2025	2024
	£'000	£'000
Retail income	1,946	1,551
Gift aided donations through the shops (including gift aid)	1,265	1,154
Total income	3,211	2,705
Retail costs	2,226	1,918
Contributions made by retail operations	985	787

e) Income reported by subsidiary company

The results reported in the Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2025	2024
	£'000	£'000
Turnover	428	396
Cost of sales	(248)	(193)
Operating costs	(135)	(117)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(45)	(85)
Retained in the Hospice of St Francis Trading Ltd	-	-

The cost of sales and the operating costs are also consolidated and included in the retail costs line in the SOFA.

Profits of the Hospice of St Francis (Trading) Ltd are donated to the parent charity under the gift aid scheme. A deed of covenant is in place between the two entities.

f) Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2025 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2024 £'000
Investment income						
Total investment income	-	-	-	-	-	-
Income from charitable activities						
NHS income for service provision						
Hertfordshire	-	280	280	-	320	320
Central London Community Healthcare NHS Trust	-	974	974	-	1,001	1,001
Luton & Milton Keynes	-	1	1	-	5	5
Buckinghamshire	-	74	74	-	62	62
Total NHS Income for service provision	-	**1,329**	**1,329**	-	**1,388**	**1,388**
NHS income for specific projects						
Watford General Hospital	-	74	74	-	73	73
Total NHS income for specific projects	-	**74**	**74**	-	**73**	**73**
Charitable income from other sources						
Grants from BBC Children in Need		7	7	-	4	4
Other income	347	81	428	209	14	223
Total income from specific projects	**347**	**88**	**435**	**209**	**18**	**227**

Further details relating to restricted income are included in notes 13 and 14.

3. ANALYSIS OF EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs (Note 4)	Total 2025	Direct Costs - Staff	Direct Costs - Other	Support Costs (note 4)	Total 2024
Raising funds:	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Costs of generating voluntary income	457	184	41	682	394	145	38	577
Costs of trading and fundraising	193	128	25	346	202	124	23	349
Costs of retail activities	1,341	1,031	141	2,513	1,242	947	129	2,318
	1,991	**1,343**	**207**	**3,541**	**1,838**	**1,216**	**190**	**3,244**
Charitable activities:								
Inpatient unit	2,136	693	205	3,034	2,113	707	188	3,009
Community	899	138	77	1,114	960	142	70	1,172
Outpatients (Spring Centre)	415	169	54	638	386	178	49	613
Bereavement (Spring Centre)	126	43	14	183	147	47	13	207
Education	222	81	15	318	175	107	14	296
	3,798	**1,124**	**365**	**5,287**	**3,781**	**1,181**	**334**	**5,296**
Total	**5,789**	**2,467**	**572**	**8,828**	**5,619**	**2,398**	**524**	**8,541**

Shared clinical costs have been allocated to reflect the Hospice's best assessment of activity levels for the different services offered. Costs of retail activities include £234,000 of stock recognised as an expense in the year ended 31 March 2025 (2024: £189,000).

4. SUPPORT COSTS

	Administration and HR Costs	Professional Fees	Governance	2025	Administration and HR Costs	Professional Fees	Governance	2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating voluntary income	28	1	12	**41**	25	1	12	**38**
Costs of trading and fundraising	17	1	7	**25**	15	1	7	**23**
Costs of retail activities	96	4	41	**141**	84	3	42	**129**
	141	6	60	**207**	124	5	61	**190**
Charitable activities								
Inpatient unit	140	6	60	**206**	123	4	61	**188**
Community	52	2	23	**77**	45	2	23	**70**
Outpatients (Spring Centre)	37	1	16	**54**	32	1	16	**49**
Bereavement (Spring Centre)	10	0	4	**14**	9	0	4	**13**
Education	10	0	4	**14**	10	0	4	**14**
	249	9	107	**365**	219	7	108	**334**
Total	390	15	167	**572**	343	12	169	**524**

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

Governance costs comprise the following:

Governance costs	**2025 £'000**	**2024 £'000**
Auditor's remuneration - external audit	24	23
Auditor's remuneration - other services	9	6
Salaries	157	157
Other costs	16	14
Total	206	200

5. STAFF NUMBERS AND EMOLUMENTS

	2025 £'000	2024 £'000
Gross wages and salaries	5,267	5,010
Employer's national insurance costs	442	434
Employer's pension costs	487	549
Redundancy/severance payments	9	-
Total Payroll costs	6,205	5,993

In the current year, £9,000 was incurred in respect of severance payments, in the prior year no additional costs were incurred in respect of staff restructuring.

Average full time equivalent number of persons employed by the group (including bank staff) during the period was as follows:-	Number	Number
Charitable activities	87	94
Fundraising and retail	68	59
Support services	27	28
	182	181

Average full time equivalent number of persons employed by the group during the period was as follows:-	Number	Number
Charitable activities	60.7	64.9
Fundraising and retail	47.7	41.9
Support services	22.8	23.8
Average number of staff	131.2	130.6

Highest paid employees	2025	2024
Gross salary (including employer pension and national insurance contributions) in the range		
£60,000 to £70,000	2	4
£70,001 to £80,000	3	2
£80,001 to £90,000	4	2
£90,001 to £100,000	-	2
£100,001 to £110,000	-	1
£120,001 to £130,000	2	1

The Board considers its key management personnel are comprised of the Trustees, the Chief Executive, the Director of Care, the Medical Director, People Director, the Director of Sustainable Trading, the Director of Wellbeing and Family Support, Director of Fundraising and the Director of Finance and Performance. The total remuneration of the key management personnel was £949,000 (2024: £724,000).

6. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2025 (2024: £nil). The Hospice did not pay any expenses for Trustees in either period. Total donations by Trustees and close family in the year were £13,000 (2024: £2,000).

7. NET MOVEMENT IN FUNDS

	2025 £'000	2024 £'000
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	351	358
Auditors remuneration	25	23
Operating lease rental: land and buildings	307	286
Operating lease rental: equipment	16	11

8. TANGIBLE FIXED ASSETS

	Freehold land and buildings	Furniture and equipment	Shops' fixtures and fittings	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000
Group and Charity					
Cost					
At 1 April 2024	7,169	1,946	370	102	9,588
Additions	25	106	50	-	181
Transfer	-	102	-	(102)	-
At 31 March 2025	**7,194**	**2,154**	**420**	**-**	**9,769**
Depreciation					
At 1 April 2024	2,623	1,678	225	-	4,526
Charge for the year	169	136	46	-	351
At 31 March 2025	**2,792**	**1,814**	**271**	**-**	**4,877**
Net book value					
At 31 March 2024	**4,546**	**269**	**145**	**102**	**5,062**
At 31 March 2025	**4,402**	**340**	**149**	**-**	**4,892**

Included in freehold land and buildings is land valued at £601,000 (2024: £601,000), which is not depreciated.

9. FIXED ASSET INVESTMENTS

	2025 £'000	2024 £'000
Group		
Unlisted investments		
Investment property	275	275
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	**360**	**360**
Listed investments		
Barclays Charity Fund	3,015	3,291
Total listed investments at market value	**3,015**	**3,291**
Total investments	**3,375**	**3,651**
Listed investments at historic cost	**2,952**	**2,952**
Charity		
Total above investments	3,375	3,651
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	**3,415**	**3,691**

During the year, gains on investments totalling £276,000 (2024- £300,000) have been recognised in the statement of financial activity

Included within fixed asset investments are:

- 40,000 shares (100%) (2024 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd.
- 14 shares (16.67%) (2024 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2025 show income for the year of £2,572,000 charitable donations of £1,415,000 and retained profits of £582,000.

10. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS

	2025 £'000	2024 £'000
Group		
Carrying value of investments brought forward	3,651	3,351
Disposals of investments at carrying value	-	(10)
Net gains/(losses) on revaluation	(276)	310
Carrying value carried forward	**3,375**	**3,651**
Charity		
Carrying value of investments brought forward	3,691	3,391
Disposals of investments at carrying value	-	(10)
Net gain/(loss) on revaluation	(276)	310
Carrying value carried forward	**3,415**	**3,691**

11. DEBTORS

	2025 £'000	2024 £'000
Group		
Taxation recoverable	256	190
Other debtors	276	58
Prepayments	202	250
Accrued income	1,397	975
Total	**2,131**	**1,473**
Charity		
Taxation recoverable	256	190
Amounts owed by group companies	100	214
Other debtors	276	58
Prepayments	194	239
Accrued income	1,397	975
Total	**2,223**	**1,676**

Taxation recoverable comprises of Gift Aid and recoverable VAT.

12. CREDITORS: amounts falling due within one year	2025 £'000	2024 £'000
Group		
Taxation and social security	97	102
Trade creditors	240	166
Other creditors	110	69
Deferred income	37	85
Accruals	84	158
Total	**568**	**580**
Charity		
Taxation and social security	97	102
Trade creditors	222	159
Other creditors	110	69
Deferred income	37	85
Accruals	77	150
Total	**543**	**565**

Included within other creditors is an amount outstanding at the year-end of £20,000 (2024: £21,000) relating to the defined contribution pension schemes and £39,000 (2024: £30,000) relating to the defined benefit pension scheme.

Income is deferred when it is received in advance of the income recognition criteria set out in Note 1(F) having been met. All income deferred at 31 March 2024 was released in the year ended 31 March 2025. Deferred income noted above is in respect of Fundraising Events, an Education course and Rapid Personalised Care Services.

13a. UNRESTRICTED FUNDS (2025)

GROUP	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2024	5,360	5,336	10,696
Income	7,123	-	7,123
Expenditure	(7,120)	(170)	(7,290)
Gain on investment assets	89	-	89
Transfers	122		122
At 31 March 2025	**5,574**	**5,166**	**10,740**

CHARITY	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2024	5,325	5,336	10,696
Income	7,123	-	7,123
Expenditure	(7,120)	(170)	(7,290)
Gain on investment assets	89	-	89
Transfers	122	-	122
At 31 March 2025	**5,540**	**5,166**	**10,706**

Designated fund

The designated fund comprises the net book value of the building (£4,670,000) from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building plus any planned capital projects: thus over the life of the building, the value of this fund will be reduced to zero.

13b. UNRESTRICTED FUNDS (2024)

Group	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2023	5,671	5,508	11,179
Income	6,111	-	6,111
Expenditure	(6,722)	(172)	(6,894)
Gain on investment assets	300	-	300
Transfers	-	-	-
At 31 March 2024	**5,360**	**5,336**	**10,696**

13b. cont UNRESTRICTED FUNDS (2024)

Charity	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2023	5,636	5,508	11,144
Income	6,111	-	6,111
Expenditure	(6,722)	(172)	(6,894)
Gain on investment assets	300	-	300
Transfers	-	-	-
At 31 March 2024	**5,325**	**5,336**	**10,661**

13c. RESTRICTED FUNDS

RESTRICTED FUNDS (2025)	*01 Apr-2024*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2025*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	74	(74)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	281	(281)	-	-
Bucks Continuing Care Contracts	-	74	(74)	-	-
Central London Community Health Care NHS Trust	-	974	(974)	-	-
Children's Support	-	18	(18)		-
Clinical Equipment	-	1	-	2	3
Education	-	26	(26)	-	-
Family Support	-	40	(33)	-	7
Gardens	-	2	(1)	6	7
Wellbeing	-	1	(2)	5	4
Department of Health and Social Care	-	122		(122)	-
The Childwick Trust	10	-	-	-	10
Rank Foundation	3	-	(3)	-	-
Sherling Charitable Trust	10	-	(10)	-	-
Other restricted donations	55	-	(42)	(13)	-
Total restricted funds	**78**	**1,613**	**(1,538)**	**(122)**	**31**

13d. RESTRICTED FUNDS (continued)

RESTRICTED FUNDS (2024)	*01 Apr-2023*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2024*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	72	(72)	-	-
Hertfordshire Community NHS Trust	-	320	(320)	-	-
Bucks Continuing Care Contracts	-	62	(62)	-	-
Central London Community Health Care NHS Trust	-	1,001	(1,001)	-	-
Luton Cont Care	-	5	(5)	-	-
BBC Children In Need	1	-	(1)	-	-
The Childwick Trust	-	10	-	-	10
Rank Foundation	3	-	-	-	3
Sherling Charitable Trust	10	-	-	-	10
Holly Bathroom Project	-	15	(15)	-	-
Other restricted donations	44	181	(170)	-	55
Total restricted funds	**58**	**1,666**	**(1,646)**	**-**	**78**

Restricted funds

The restricted funds at 31 March 2025 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose. These funds are held separately and matched against relevant expenditure as it is incurred.

Transfers between restricted funds, as noted above, do not reflect a reallocation of resources to different charitable purposes. Instead, they represent a presentational adjustment made for clarity in financial reporting. In particular, these transfers relate to instances where restricted funds had previously been aggregated under broader categories of restricted donations. The reclassification does not alter the original intent or designated use of the funds.

The Herts Valleys CCG and Central London Healthcare Community NHS Trust grants comprise an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Hillingdon CCG payment was towards the care of specific patients.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

Hospice UK support: A funding announcement was made by Hospice UK confirming the availability of capital grants to support infrastructure and equipment investment across the sector.

14. FUNDS

14a. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2025)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	4,892	-	4,892
Investments	3,375	-	-	3,375
Current assets	2,767	274	31	3,072
Creditors: falling due within one year	(568)	-	-	(568)
Total	**5,574**	**5,166**	**31**	**10,771**

14b. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2025)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	4,892	-	4,892
Investments	3,415	-	-	3,415
Current assets	2,668	274	31	2,973
Creditors: falling due within one year	(543)	-	-	(543)
Total	**5,540**	**5,166**	**31**	**10,737**

14c. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2024)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,065	-	5,065
Investments	3,652	-	-	3,652
Current assets	2,288	271	78	2,637
Creditors: falling due within one year	(580)	-	-	(580)
Total	**5,360**	**5,336**	**78**	**10,774**

14d. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2024)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,065	-	5,065
Investments	3,391	-	-	3,391
Current assets	2,499	271	78	2,848
Creditors: falling due within one year	(565)	-	-	(565)
Total	**5,325**	**5,336**	**78**	**10,739**

15. RELATED PARTIES

During the year, Hospice of St Francis Trading Limited donated £45,000 to the Charity under the Gift Aid scheme (2024: £86,000). No payments were made to Trustees, and any donations from Trustees are detailed in Note 6.

16. FINANCIAL COMMITMENTS

16a. OPERATING LEASE COMMITMENTS	2025	2024
At 31 March the total commitments under operating leases were as follows:	£'000	£'000
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	322	260
- from two to five years	770	512
- over five years	222	-
Total land and buildings	**1,314**	**772**
Equipment hire agreement		
Operating leases which expire:		
- within one year	24	11
- from two to five years	23	15
Total equipment	47	26
Total	**1,361**	**798**

16a. OPERATING LEASE COMMITMENTS (continued)

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £352,000 were expensed in the year ended 31 March 2025 (2024: £297,000).

16b. Capital commitments

The Hospice had committed £85,000 to a Digital Transformation as at the yearend 2024. This investment continues into 2025 with a reduced capital commitment of £29,000 as at 31 March 2025. The programme includes upgrading the network infrastructure, migrating to cloud-based storage solutions, and enhancing IT security across the organisation.

17. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES

	2025	2024
	£'000	£'000
Net movement in funds	19	(463)
Unrealised profits/(losses) on investments	276	(300)
Depreciation	351	358
Increase in stocks	(5)	(33)
Decrease / (Increase) in debtors	(646)	(24)
Increase / (Decrease) in creditors	(12)	(90)
Net cash provided by operating activities	(17)	(552)

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

18. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 2E.

	2025 £'000	2024 £'000
Stocks	99	93
Debtors	8	12
Cash at bank and in hand	93	200
Creditors falling due within one year	(125)	(230)
Net Assets	75	75
Shareholders' equity	40	40
Profit and loss account	35	35
Total Shareholders' funds	75	75

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2024)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2024
	£'000	£'000	£'000	£'000
INCOME FROM				
Donations and legacies				
Donations	2,881	-	187	3,068
Legacies	949	-	-	949
Charitable activities				
NHS Grants for Hospice care	-	-	1,388	1,388
Other income from charitable activities	209	-	91	300
Other trading activities				
Trading and fundraising	469	-	-	469
Retail income	1,551	-	-	1,551
Other income				
NHSE Income	-	-	-	-
Other Income	52	-	-	52
Total income	**6,111**	**-**	**1,666**	**7,777**
EXPENDITURE ON:				
Raising funds				
Voluntary income	556	12	-	577
Trading activities	344	5	-	349
Retail activities	2,312	-	-	2,318
	3,221	**17**	**-**	**3,244**
Net income available for charitable activities	**2,890**	**(17)**	**1,660**	**4,533**
Charitable activities				
Inpatient unit	1,422	86	1,500	3,008
Community	1,160	9	3	1,172
Outpatients (Spring Centre)	555	34	24	613
Bereavement (Spring Centre)	123	9	75	207
Education	241	17	38	296
Total expenditure	**3,501**	**155**	**1,640**	**5,296**
Carried forward	**6,722**	**172**	**1,646**	**8,540**

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2024) (continued)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2024
	£000	£000	£000	£000
Total Expenditure brought forward	**6,722**	**172**	**1,646**	**8,540**
Net income/(expenditure)	(611)	(172)	20	(763)
Net gains on investments	300	-	-	300
Net income/(expenditure)	**(311)**	**(172)**	**20**	**(463)**
Transfers between funds	-	-	-	-
Net movement in funds	(311)	(172)	20	(463)
Total funds brought forward	5,671	5,508	58	11,237
Total funds carried forward	**5,360**	**5,336**	**78**	**10,774**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales - Charity number 280825

Accounts

A HOSPICE IS A GIFT THE COMMUNITY GIVES TO ITSELF

ANNUAL REPORT & ACCOUNTS

Hospice of St Francis (Berkhamsted) Limited

For the year ended 31 March 2024

Company Number: 1507474

Registered Office:
Hospice of St Francis
(Berkhamsted) Limited
Spring Garden Lane,
Berkhamsted, Herts, HP4 3GW

The Hospice of st francis

stfrancis.org.uk

Reg Charity No. 280825

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

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Tim Curry, Chair of the Board of Trustees.

2024 is our 45th year serving a population of 506,710 in South West Hertfordshire and South Buckinghamshire. Over those 45 years, the Hospice of St Francis has now supported 33,000 people.

In our fundraising, trading and in recruiting staff and volunteers, a shared interest is the start of our relationship. This approach is at the heart of alliances and partnerships with other organisations. By delivering on shared interests we deliver better impacts in our community. Dacorum Council has, for example, renewed the discretionary business rate we pay, helping us to bring more great shopping experiences to the high street. Hertfordshire County Council gives the grant that funds our nature walks; mental and physical health throughout our lives is a shared priority. Working together with Rennie Grove Peace Hospice Care, the Central London Community Healthcare NHS Trust, local Acute Trusts and GPs means we can make it easier for people to get the palliative and end of life care they need. Working with other Hospices across Hertfordshire and West Essex means we speak with one voice about the impact of Hospice care.

In 2023/24, collaboration with the NHS and other Hospices has never been stronger. Every organisation, every one of us, is grappling with financial choices. This year, we were delighted to take part in Financial Benchmarking run by Hospice UK. It's an opportunity to share, learn and contribute to a national data set about the way hospices are funded and how they use that funding.

Post pandemic, the economic climate is tough. 2023/24 was the second year of our post pandemic financial recovery plan. This plan runs until 2026/27, when we are aiming to stop drawing on our reserves. If we do not maintain our trajectory to return to financial balance, like many hospices up and down the country, service closures will become part of our plan, too. This year our plan is continuing to work, and I thank my fellow Trustees for their confidence in committing the use of some reserves every year until 2026 to bridge the gap between the income we can raise and the cost of funding the growing need for Hospice care.

I would like to thank Juliette Mountford, Trustee, who completed her term of office, and extend a warm welcome to Sandra Turner, who joined the Board in 2023. I would also like to thank Sharon White, our out-going Director of Finance and Performance, for her service, and welcome Karen Hart, who came into post in time for the site visit by our auditors, overseeing the completion of the work of our finance team in providing information.

I pay tribute to our staff and volunteers for digging deep, responding to 1,129 new referrals this year. This means, together with people already in our care when the 2023/24 financial year opened, our clinical teams cared for 1,793 people in 2023/24. The complexity of need and the different illnesses people have when they come to us, meaning most people being more poorly when they are referred, is a continuing trend. Patients spent on average 50 fewer days in our care than in 2022/23. Another trend, that is just as important in delivering our strategic objective to double our reach, is the essential role of hospices in care for people after successful invasive treatments who need specialist rehabilitation. 10% of people we cared for this year came to us for these reasons.

In making changes to meet patients' choice for more Hospice care at home, the executive team, staff and volunteers caring for patients made changes to increase our virtual beds from 5-10. These changes came at the cost of reducing the number of in-patient beds we can fund. Occupancy in our in-patient beds averaged 87% when we had 10 beds open from April-October and increased to 93% when we closed two in-patient beds. The Board is rightly proud of this kind of innovation and improvement in delivering on our mission and vision, and I would encourage you read this year's quality account to find out more.

I would also thank our executive team for working hard in implementing decisions to make savings that are closing the gap we need to bridge with reserves. Our commitment to optimise the benefits of information

technology, by, for example, reducing the volume of manual uploads and the number of software systems we use, has meant asking staff to learn different ways of working that in the medium term will realise financial savings. Our partnership with Xperience has been at the heart of changes like these. Many other initiatives to improve efficiency have come from our staff. But, at a time when external costs are continuing to rise, this is the second year that some of our staff left the hospice through voluntary redundancy. My thanks to them for their service and to our People Services Team for their compassion in supporting people through this process.

The crucial importance of how we fund Hospice care was underlined by two reports in 2023: the population projections report by the Office of National Statistics (ONS) and Marie Curie's report on the need for palliative care. The ONS report said that from this point forward the number of people dying is projected to be an exponential rise. Marie Curie looked at the illnesses people have, including those recorded as an underlying or contributory cause of death. As our population ages, most people have more than one illness when they die. They concluded that we need to think differently when planning palliative and end of life care. Thinking differently means planning for the needs of 90.4% of people who die each year.

100% of us need to know that Hospice care will be there for us, for our families, friends and neighbours. Post election, Hospice UK have been taking this conversation into the public domain. At the Hospice of St Francis, 81% of the money comes to us as a gift from the community. Our local NHS invests another 18%.

In the next phase of our financial plan, given further increases in the cost of living from mortgages to household bills are expected, we hope fundraising donations and gifts in wills can stay at or just above the same level until 2026. This is a big ask of our donors. We have launched new ways to give, like our regular appeal; a regular gift means we can plan together with our donors and give greater certainty in funding the hospice. Together with over 100 other hospices, we are working with Hospice UK on a national legacy giving campaign. Our Fundraising Team won the national Smee and Ford Legacy Fundraising Award for their legacy giving campaign **#Iwill,** which included a film showcased in The Odyssey and The Rex Cinemas.

Our approach also includes plans for new sources of income, building on what works economically. We welcomed 39% more customers to our shops in 2023/24 compared to the previous year. In 2024 and going forward we are planning to open more local shops. Online and on the high street our shops are our front door, often the first place people come across the work of the Hospice of St Francis. Our shops won the inaugural Charity Retail Social Impact Award. This new and important award recognises the added value charity shops contribute to the sustainability and well-being in their local communities. Compared to the average value of social impact (£7 return for every £1 invested), our shops deliver £13.

Like many charities, we are looking to new commercial opportunities where, like our shops, the profits would fund our care. We are looking to investors who could kick start our entry into the market, helping to reduce the time from start up to profitability. We think this kind of income has a part to play to protect Hospice care and 'completely 'close the gap' between income and expenditure.

Our 2023 fundraising survey told us the top two reasons people want to give the gift of hospice care: someone they love has had care from the Hospice of St Francis, or because they want to give to a local charity they can see doing good. Hearing the stories about how the Hospice of St Francis does good, inspires. We include some of these stories in our annual accounts. The generosity of those able to share their story on Facebook, or Insta reel, motivates other people to get involved: helping a neighbour, by taking a donation to our community owned shops, bringing us furniture to up-cycle, applying to join the Hospice team, making a donation, taking part in our events or running one, becoming a volunteer, corporate partner or getting in touch to get Hospice care. If you are reading about the Hospice of St Francis for the first time, are you already part of our Hospice? The future of Hospice care needs all of us.

Tim Curry

THE GIFT OF SIGHT

43% of the UK population (28 million people) have registered to be organ donors. Health and care treatment for a potentially terminal illness can affect our organs and prevent us from being able to make that choice. What most organ donors don't know is that, even after this kind of treatment, you can continue to give the gift of sight by registering to donate your corneas. We support people who want to make this choice. It's life changing for the patient and their family and the people who receive the gift of sight. Working with the National Tissue Donation Team after the pandemic we re-launched 'The Gift of Sight'. In 2023/24 forty-one patients decided to register, so far eighty-six Hospice of St Francis patients have registered to give the gift of sight after they die.

LIZ'S STORY: "They put me back together and made it ok again."

Liz, 78 from St Albans, describes how she "couldn't have been any lower" when she was first referred to the Hospice.

She has been living with liver cancer for 8 months, for which she chose not to have treatment. Her condition deteriorated and Liz was taken to A&E, with a collapsed lung and later a chest infection.

Reflecting on her time at the Hospice of St Francis Liz said, "I've been transformed. At hospital I just didn't want to go on any longer. I said to my husband that I just wanted them to let me go."

Liz's husband, Mick, has been able to visit regularly, something which wasn't permitted whilst in hospital. Liz explains how she found it really difficult: "Alongside the nursing team, I really needed my husband to help me through it."

The Hospice ethos is to help people to live their precious lives well through improving symptoms, achieving personal goals and helping them to feel safe, and Liz reflects, "It's not just your health that they treat, it's your whole wellbeing. Alongside the extra oxygen brought in specifically to help my breathing, I've had physiotherapy and exercise sessions with Louise (Hospice Rehab team). It's all part of the jigsaw and it all fits. They've given me things to help and support me at home."

Liz, who worked at Hemel Hospital for 26 years, was preparing to return home when she kindly shared her story: "I just can't wait to get home, and get home feeling well. It's not just about getting better, it's how they do it. I'll be able to see my great-grand daughter next week."

During her stay, Liz discussed the possibility of corneal donation, something offered through the Hospice: "They can't use a lot of me, but I've spoken to the doctor about corneal donation." She concludes, "I wish more people could experience the care I have – it has made a huge difference."

HOSPICE CARE THROUGH THE GENERATIONS – ELISE'S STORY

"Mum was a GP who covered the Hospice on certain days of the week. I remember going to the Christmas Day service when I was 12 or 13 at the old hospice on Shrublands Road. I was quite struck that it didn't feel like a hospital. They pushed in a couple of the patients' beds and sang carols."

"I think Mum guided me into this to some extent. As I got a bit older, Mum would tell me stories of the people that she'd seen. I remember asking her at the time how she dealt with it. She said that emotionally it can be very difficult when patients have a similar life story to you. Or if they're in a similar phase in their life. When I was 19, I worked as a healthcare assistant in a care home. I realised it's so rewarding to look after people who can't care for themselves anymore. I also learned that a huge part of the role is about supporting relatives."

"I understood quite early on that doing a medical degree wouldn't necessarily mean I was going to cure people. But you can be a real pillar to support people at a time in their lives."

"As part of my GP training, I worked in a hospice for six months and I loved it so much. When this job [at the Hospice of St Francis] came up, it was almost fate that I had to apply. I genuinely feel that this is one of the only places I've worked where everybody is still very passionate about what they do. I love that we have a close-knit team. I often leave work and think about how lucky I am in my own life and how important every day is."

"I think working in a hospice is a really humbling experience. Mum is retired now, but we often talk about my work. She has a special understanding of what I do."

HOSPICE CARE THROUGH THE GENERATIONS – THE CUNDALES

"Neil and I had fallen in love at work, where we were both accountants. I loved his intelligence, sociability and natural kindness.

Whether Neil was reading a bedtime story or splashing with our two daughters in a pool, he was a loving, present father. As devoted to our girls as they were to him. A hands-on dad, taking the girls to baby groups and making up silly songs. He taught Lucy to kick a ball and Bethany to ride a bike. Every Saturday morning, Neil and the girls would bake desserts to tempt me when I came home from my run. Neil loved taking care of people, which meant feeding us well. We were getting ready to celebrate Neil's 40th birthday with a family holiday abroad, but he'd been feeling unwell for a few months. We cancelled the trip because Neil needed a colonoscopy.

On the day we finally met the surgeon, I'd convinced myself that it couldn't be cancer. But in one short moment, our lives shifted. Neil had a stage four tumour. It was too big to operate on. This floored me. I started crying uncontrollably. I suddenly saw how this would go. How I was going to lose Neil and the girls would lose their father. Neil was in shock. When we got home, he fell to the ground and sobbed. Lucy was eight years old. Bethany was six.

Neil couldn't stand the thought of leaving his daughters without a father. He underwent relentless courses of treatment to try to prolong his life. He wanted to endure as much as he could, he was also having to deal with infections, blood clots, rashes and painful swelling. He was so, so tired, but he continued working and taking care of the girls. He and Bethany walked to school each morning. We cuddled each other and talked, holding hands in bed. The oncologist said Neil should never be in pain, but he was suffering overwhelming pain. We didn't know where to turn and felt very alone.

One year and two months after Neil's diagnosis, we arrived at the Hospice of St Francis. It felt like such a relief. Being listened to with empathy and patience, Neil felt so comfortable in the Hospice. Dr Katy added extra time to Neil's life by spotting an infection and acting swiftly.

I had been living two lives, rushing around like a madwoman. When I got to the Hospice, it was like an oasis. Neil moved into one of the studio apartments. We could be there as a family. I could have every dinner there with Neil, walk with him through the garden. We had time to have all the conversations we needed to have. Time to cry. Time to eat lots of puddings together. Time to just chill out in the Cuddle Bed together – to lay together, watching TV.

The girls sometimes stayed overnight in the family room and we'd have a pizza night or play Nintendo. Lucy kept saying how lucky Daddy was to be in such a beautiful place. Bethany loved exploring the gardens, and Neil would walk with her to the pond when he could. He asked the nurses to help him so he could make little crispy cakes with the girls in his room. Those days and nights meant so much to us, all together, without all the hustle and bustle of everyday life.

Neil died lying next to me, holding my hand. His breathing grew slower, he was peaceful, and I was talking to him the whole time. I was telling him how much he was loved, how proud we were of him. I repeated the children's last words to him. Lucy had said, "You will always be in my heart." Bethany had said, "Nibbles loves Dibbles" – their pet names.

I reminded Neil that the children would be his legacy, and I would look after them and be the best mum I could be. I kissed him. Some of his last words to me were "I know you will" and "I love you."

The Hospice means so much to us – it touches so many people in the community. The girls recently held a cake sale to raise money, and I'm bringing friends and family together to fundraise, too. That extra time we spent with Neil was so incredibly precious. I want other families to be able to have that too. I have set myself a target to raise £100,000."

https://www.stfrancis.org.uk/hospice-appeal

PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

Robert Voss CBE, The Lord Lieutenant of Hertfordshire
Jo Connell OBE DL
Dr Vivienne Cox CBE
Dr Ros Taylor MBE
Dr Rama Vancheeswaran
The Rt Hon Sarah Green MP for Amersham and Chesham
The Rt Hon Gagan Mohendra, MP for South West Hertfordshire
Dr Peter Carter OBE
Hilary McNair
Charles Toner
Alison Woodhams

HONORARY PATRONS

Joan Gentry
Sir Mike Penning, MP for Hemel Hempstead

BOARD OF TRUSTEES:	Membership of committees and directorships of subsidiary company
Tim Curry (Chair)	
Richard Houghton	IGC, Subsidiary Company
Jennifer Jenkins	PGC
Parul Kanabar	FARR, PGC
Kathryn Magson	CGC, IGC
Juliet Mountford (Resigned 21 December 2023)	FARR, PGC
Natalie Pankova	IGC, CGC
Massimo Petronio (Deputy Chair)	FARR, PGC
Eddie Powell	IGC, PGC, Subsidiary Company
Shailen Rao*	CGC, Subsidiary Company
Margaret Salmon	CGC, FARR, PGC
Phillip Sewell	IGC, FARR
Tim Symington (Treasurer)	CGC, FARR
Sandra Turner (Appointed 4 October 2023)	CGC

Key to committee membership:
Board Committees
Income Generation (IGC)
People and Governance (PGC)
Clinical Governance (CGC)
Finance Audit, Risk and Resources (FARR)

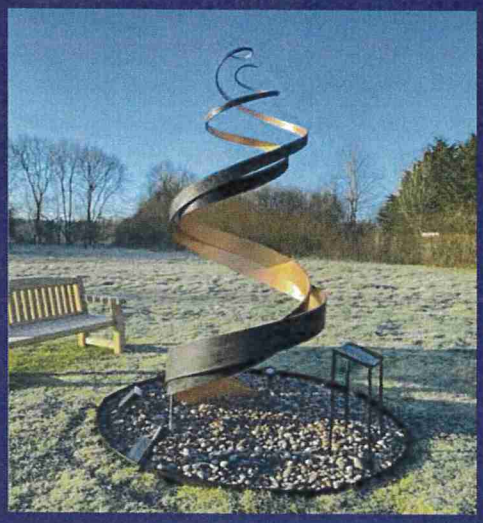
Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE OFFICER:	Kate Phipps-Wiltshire
EXECUTIVE TEAM:	Dr Sharon Chadwick (Medical Director &Deputy CEO) Joe Burrows (Director of Digital Media and Comms) Sarah Coles (Director of Sustainable Trading) Kate Grigg (Director of Fundraising) Fay Richardson (Director of Care) Polly Traxler (Director Integrated Governance/Family Support) Sharon White (Director of Finance & Performance - until 31 March 2024) Karen Hart (Director of Finance & Performance - from 24 June 2024)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER	01507474 Registered in England and Wales
CHARITY REGISTRATION NUMBER	280825 Registered in England and Wales
Telephone:	01442 869550
Website:	www.stfrancis.org.uk
Email:	info@stfrancis.org.uk
Facebook:	facebook.com/thehospiceofstfrancis
Twitter:	@hospicstfrancis
Instagram:	@hospicestfrancis
AUDITORS:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
BANKERS:	Lloyds Bank PLC 198-200 The Marlowes Hemel Hempstead Hertfordshire HP1 1BH
SOLICITORS:	SA Law 36-38 Upper Marlborough Road St Albans Hertfordshire AL1 3UU
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

OUR MISSION & VALUES

A Hospice is a gift a community gives to itself



Our founder Pam Macpherson said:

"The Hospice of St Francis is for absolutely everyone, terminal illness is no respecter of age, race or sex." She said, "Everyone has a talent and the Hospice needs all the talents"

As part of our celebration of Hospice culture, diversity and our history a gift from a generous donor enabled us to commission a sculpture that represents Pam's contribution to the Hospice and the influence she continues to have. Our original volunteers included Alumni from Berkhamsted School, this year Berkhamsted honoured that shared history by donating two benches made from sustainable wood where you can sit and enjoy the sculpture and the gardens.

From our founding articles of association

OUR VISION

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

OUR MISSION

To achieve our vision by providing outstanding care and support to patients and those close to them.

To share expertise through collaboration, innovation and education.

To sufficiently engage the support of our community to enable us to deliver our vision and mission.

OUR AIMS

To transform the quality of life for people living with life limiting illnesses and provide support for those close to them

To ensure high quality provision of care through education and research

To sustain and expand our services through excellent finance

How we express this commitment now

To live and die well

The need for our care is changing and so are we

What we do is lead by you

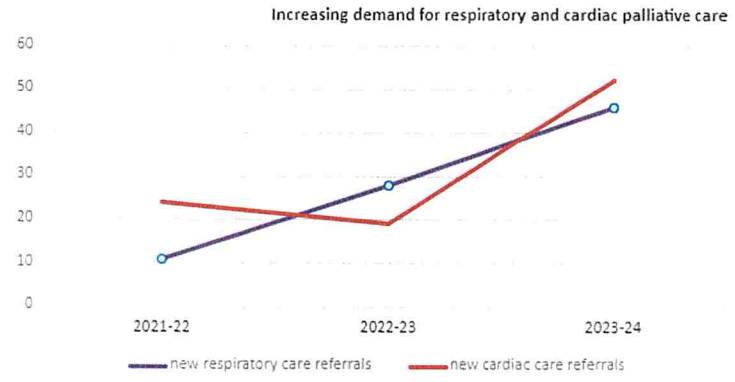
Always learning

Double the reach of our care

Fund the Hospice now & for future generations

Achievements and performance in 2023/24

STRATEGIC AIM: DOUBLE THE REACH OF OUR CARE BY 2029		
PRIORITIES 2023/24	**TACTICS**	**OUTCOME**
Choice about how, when and where care takes place	The option of: a virtual bed and an inpatient bed when you need it	The Hospice moved from 10 beds on the in-patient unit and 5 virtual beds to 8 beds on the in-patient unit and 10 virtual beds. In 2023/24 91 patients had 109 'stays' on our virtual ward compared to 103 stays in 22/23 by 88 patients. The average length of stay in our acute virtual beds is 7.5 days and in our complex care virtual beds 13 days. The average occupancy on our in-patient unit April - October (10 beds) was 87%. The average occupancy November-March (8 beds) was 93%. The average length of stay on our in-patient unit was 12.5 days. Our inpatient unit admits people at the time of day that's right for them. In 23/24 on average 13% of admissions happened in the evenings or over a weekend. In five months of the year 19 %-36% of all admissions happened at these times because that was what patients needed. The team runs the out of hours helpline for SW Hertfordshire taking calls from professionals, patients and family members in the evenings, weekends on bank holidays. They responded to 742 calls in 23/24 bank holidays. They responded to 742 calls in 23/24.
Responding quickly To the needs of supporters and donors as well as people needing our care	Create capacity to ensure that we can respond to the increasing number of referrals,	The Hospice has seen an increase of 30% in all referrals (2020/21- 2023/24). The changes to the balance of beds released the equivalent of a programmed activity (Medical contract) Monday-Friday for a doctor to work in the community team, increasing capacity and responsiveness. To make it easier to share information, SharePoint replaced the previous electronic document storage and Teams phones were fully implemented. The Hospice uses response standards jointly agreed by the two Hospices and the NHS in SW Hertfordshire: **P1 Emergency** Face to face within four hrs. **P2 Urgent** Contact or visit within 24 hrs P**3 Responsive** Phone call/visit within 72hrs. Our teams met the P response standards for 1,107 (or 98%) of the 1,129 people referred in 23/24. **P1** was met 100% of the time. There were 15 times when we could not meet the P2 standard. The virtual ward wasn't what the patient needed on referral and we didn't have an IPU bed available. This happened 7 times when we had 10 IPU beds and 8 times when we had 8 IPU beds, even though for patients who could not stay where they were when referred, we flexed up to 11 or 9 beds to admit them. In June and February, a patient did not receive a phone call from us within 72 hours of referral (P3 standard). In June and January, our first contact with a patient happened after one week from the date of referral (P4) We responded within 24-48 hours after the response time.

Working differently As one BIG team, staff, volunteers, partners and local people	Build on work to date to develop new clinical roles or new ways of working	2023/24 has been tireless year for cardiac and respiratory care. In addition to our Medical Director Dr Chadwick, another member of our medical team now does a weekly out-patient clinic. Our lecturer practitioners do clinical work as well as teaching.  Three members of the Education Team see patients and help to support therapeutic patient groups. Our carers and family support service used their funding differently to create a support worker post, increasing capacity for family support. Our Medical Director, working with the NHS and specialist supplier, introduced MyAirVo, a piece of equipment that makes it easier for patients to get highly concentrated humidified oxygen into the lungs, making breathing more comfortable. 43% of the UK population (28 million people) have registered to be organ donors. Health and care treatment for a potentially terminal illness can affect our organs and prevent us from being able to make the original gift of organ donation we intended to give. What most organ donors don't know is that, even after this kind of treatment, we can continue to give the gift of sight by registering to donate our corneas. With the National Tissue Donation Team after the pandemic we re-launched 'The Gift of Sight'. In 2023/24 forty-one patients decided to register, so far eighty-six Hospice of St Francis patients have registered to give the gift of sight after they die.

STRATEGIC AIM: FUND THE HOSPICE NOW AND FOR THE FUTURE		
PRIORITIES 2023/24	**TACTICS**	**OUTCOME**
Choice about how, when and where care takes place	Work with our partners to claim continuing health care income	People coming into IPU have more complex needs, more people are likely to meet the CHC threshold for NHS funding. Working with the NHS continuing healthcare income team, who review patient needs and authorise funding for care where patients are eligible. Despite this increase in demand, CHC income for the Hospice fell from £1,491k in 2022/23 to £1,388 in 2023/24.
Working differently As one BIG team, staff, volunteers, partners and local people	Update our website to make it easier to refer yourself for care, buy on-line, book on-line to take part in events and donate online	8% of patients referred themselves. Sales of £178,666 thanks to our customers online. £157,478 given in donations online.
	Targeted campaigns for regular givers and #Iwill for legacies, working with other Hospices when this is more powerful	Our campaign #Iwill 1% to inspire more people to leave a gift in their will, won the national Smee and Ford Award for 'Legacy Campaign on a shoestring'. Working with partners in our community the campaign included a cinema advert shown at The Odyssey in St Albans and The Rex in Berkhamsted. We are one of 160 Hospices working with Hospice UK on a national campaign about legacy funding, to encourage more people who can, to include their local Hospice in their will. This campaign is scheduled to go live in 2025.
	Applying the learning we collect electronically at point of sale to increase customer numbers and sales	39% increase in customers numbers in 2023/24. Winner of Charity Retail Association Social Impact Award. The average charity shop delivers £7 in social impact for every £1 invested. The Hospice of St Francis Shops deliver £13 in social impact for every £1 invested.
	Implement new ways of working to bring more routine maintenance in house	Maintenance tasks on the PPM, allocated based on individual skill, has improved planning and prioritising their workload; this has had a tremendous, positive impact on the service levels now offered to all departments, which is a real achievement. We continue to take instructions via the online maintenance log; this is diminishing in favour of the "department specific" WhatsApp groups we introduced, which now account for 75% of our communications regarding urgent requests. The only downside to WhatsApp is that it doesn't offer a reporting function, but this will be overcome when we move to the PPM module in Vantage.

	Incremental replacement of more energy efficient equipment and continuous improvement for infection prevention	Estates team contribution to 6% reduction in running costs in 2023/24: • Installed 4 x energy efficient gas boilers • Replaced main water circulation valves in Plant Room • Road repairs/levelling to reception car park • Removed all soft floor coverings to improve infection control • Implemented online monitoring/reporting of Legionella testing at SGL • Installed new energy efficient laundry equipment that uses low temp detergents • Upgraded swan neck taps to meet higher infection prevention standards • Installed new walk-in fridge & freezer • Installed LED ceiling lights throughout SGL • Culled approx. 45 deceased trees in woodland walk • Installed 4 x beehives in meadow, honey to be sold in shops • Upgraded intruder alarm monitoring system from analogue to digital

Principal risks and uncertainties

The Board of Trustees ensures effective risk management controls are in place to manage the strategic risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures.

Core Domain	Proposed explanation of risk appetite for the Hospice of St Francis
Compliance	The charity regards any project or activity that would threaten its compliance with statutory, regulatory, professional or ethical requirements and standards for patient, family, staff and volunteer safety and/or the safety of the public in income generation activities as unacceptable.
Reputation	The charity regards any project or activity (including activities of organisations in the supply chain) that because of the risk of adverse publicity could not be mitigated and could seriously threaten its reputation (as an outstanding Hospice, trusted by the local community) as unacceptable.
People	The charity regards the recruitment and retention of staff and volunteers to operate core services as fundamental to maintaining reputation and compliance, and is committed to maintaining compliance and value, supporting and developing its people (employees and volunteers) and to maintaining the reputation of the charity as a good place to work. The charity encourages thinking and action on innovative ways of working and new approaches to work and volunteering in order to support the furtherance of strategic objectives.
Financial	The charity will work to maintain the long-term financial viability of the charity, as demanded by statute and/or regulation and/or governance, and within generally accepted boundaries of financial prudence. The charity will invest to develop new business and services in the context of this overall approach to financial prudence.

Estates, Environment, IT and Infrastructure	All charities must undertake estates, IT and infrastructure projects, and at times such projects may be major and potentially high-risk, with the aim or potential to affect substantial parts of the activities of the charity. The charity will always ensure that the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining, financial sustainability is paramount in such major projects. The charity will maintain these assets and make risk-based judgements in prioritising a maintenance programme, allowing sufficient provision for the remediation of unplanned failures in critical infrastructure. The charity has environmental sustainability commitments (in the generation of power and the provision of water) which make a contribution to the reduction of the overall carbon footprint of the charity. There is a low risk appetite for increasing the overall carbon footprint of the charity.
Major Change Projects	The charity delivers major change in the furtherance of strategic objectives, and at times such changes may be major and potentially high-risk with the potential to affect substantial parts of activities of the charity. The charity will ensure benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining reputation, financial sustainability and compliance are paramount in such major change projects.
Government Policy	The charity works closely with statutory organisations (predominantly the NHS and local government) governed by Government Policy and holds contracts with NHS organisations. Government Policy/legislation can change the remit of the NHS and local government, change comparative pay for clinical and care staff &/or change NHS standard contracts. This could impact on the NHS income received by the charity and/or the cost of providing care &/or ability to recruit and retain clinical staff &/or the number of people who rely upon the charity for care. Any or all of these changes could present a major risk to the operation of the charity.

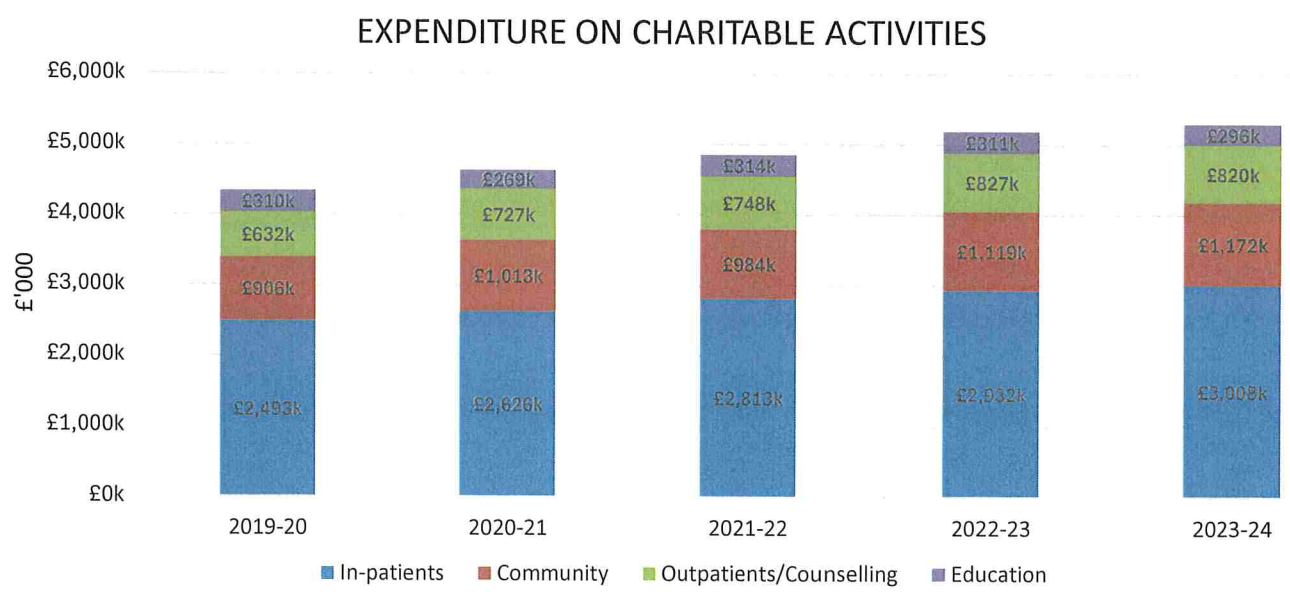
FINANCIAL REVIEW

The 23/24 budget is the 2nd year of our post pandemic financial plan. Our forecast works on a rolling five and ten year basis. We reviewed this forecast in Qtr 1 and revised the voluntary fundraising and legacy income target with mitigation against other income lines. We set stretch targets for trading and in year funding from the NHS based on patient need and continued to implement rigorous cost controls. The Executive Team delivered a second round of challenging savings targets as in the previous financial year; this included some redundancies. Overall, income increased slightly and, despite tight implementation of cost control, expenditure increased by 3.6% to £8.54m in 2023/24 due to inflationary pressures.

The treasurer has led a financial review with a focus on returning to a balanced budget a high priority. This is against a background of increasing costs, especially staff costs where we are competing with salary increases across the board and where we are in direct competition with the NHS to recruit specialist clinicians to continue the expert care that we provide. In 2023/24 Hospice UK ran a benchmarking process. We were one of more than 100 hospices that took part. The benchmarking data shows per 1,000 head of population, that our legacy, lottery and fundraising profits are 15% higher and our trading profits 83% higher than the average adult hospice. When it comes to using funding as efficiently as we can, we reduced costs by 6%. The average reduction made was 2%.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Total income	9,002	7,891	6,801	7,759	7,777
Costs of income generation	2,410	2,174	2,527	3,056	3,244
Spending on charitable activities	4,341	4,635	4,859	5,189	5,296
Total reserves	10,626	12,210	11,848	11,237	10,774

We spent £5.3m on our charitable activities in the year. We responded to 1,129 new referrals this year; this is a 28% increase in all referrals and a 39% increase in patient referrals. This means that, together with people already in our care when the 2023/24 financial year opened, our clinical teams cared for 1,793 people in 2023/24. The complexity of need and the number of different illnesses people have, means most people are more poorly when they are referred, which is also a continuing trend. Patients spent on average 50 fewer days in our care than in 2022/23.



FINANCIAL REVIEW – continued

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling business plan and annual budgets. The Trustees plan to utilise reserves during the recovery phase of the business plan to offset the loss of income that cannot be ameliorated by cost savings. This recovery is a primary focus of the Trustees. We forecast that the Hospice will continue to draw on its reserves, with the aim of returning to financial balance.

Reserves

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Restricted reserves	263	221	290	59	78
Designated reserves	5,499	5,335	5,678	5,508	5,336
Unrestricted reserves	4,864	6,654	5,880	5,670	5,360
Total reserves	**10,626**	**12,210**	**11,848**	**11,237**	**10,774**

The Hospice of St Francis provides essential services to its local community. The importance of Hospice care to the local community continues to be reflected in the support of loyal donors, fundraisers and customers; however, these income streams fluctuate. Continued prudent financial management has enabled Trustees to continue to minimise draw down on those surpluses invested in reserves. The Trustees' approach to investment and positive fluctuations in the market have further protected these funds. Trustees continue to support the view that these reserves mean that the Hospice can continue to protect clinical capacity and invest in our people whilst at the same time investing in a recovery plan to protect and grow income.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building as well as funds set aside by the Trustees for capital expenditure and in the event of a disruption to our normal fundraising activities. The total amount designated for these purposes, £5.3m, is expected to be spent over the next two years. The Hospice building reserves are not available for investment, or spending, unless the buildings are sold.

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly to ensure that the Hospice's operations are sustainable. The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories
- The level of funds required to cover unexpected expenditure or future growth
- Working capital requirements
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed

The resulting calculation provides a minimum level of reserves required. At 31 March 2024, the Hospice's unrestricted reserves were £5.3m, representing approximately 7.5 months of charitable spending (compared to 8.2 months as at 31 March 2023).

Investment policy

Our Treasurer led a review of our reserves policy, including a review of Trustees' risk appetite. The annual review resulted in a decision to slightly reduce risk, in light of the economic uncertainty, by maintaining a greater proportion of reserves in cash. Across investment funds in the year, performance improved, and the Trustees took the decision to draw down unrealised gains to protect our cash position. Cash continues to be placed on deposit weekly, where interest rates are rising, to maximise potential gain from the market.

Investment portfolio objectives

- **Total target return**: Over the longer term, the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.

- **Risk Parameters**: The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.

- **Asset Allocation**: In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.

- **Social, environmental and ethical considerations**: The Hospice will not invest directly in tobacco-related companies and pursues ethical investing.

The Hospice adheres to the Fundraising Regulator's code of practice in its fundraising activities. The Supporter Relationships Policy outlines the approach taken by the Hospice when carrying out fundraising activities. All Fundraisers, whether employed by the charity or those acting on its behalf, must comply with a set of standards that commits them to being honest and open, clear in communications with supporters, respectful, fair and reasonable and accountable. The policy sets out the behaviours expected of its fundraisers and is reviewed every two years.

The Charity follows the guidance set out in the Fundraising Regulator's Code of Practice and pays the annual voluntary levy to the Fundraising Regulator. In the financial year, there were no identified instances when the charity or anyone working on its behalf failed to comply with the fundraising standards set out in the Code of Practice.

The Charity is a shareholder in the Hospice Lottery Partnership, a private company incorporated to administer a lottery in order to raise funds for the benefits of the Shareholders. The Charity has a place on the board of the company, which meets six times per year to review and monitor activities. Complaints are a standing item on the agenda. The Charity maintains a continuous dialogue with the company and discusses any complaints that are raised with regards to behaviour that is unreasonable or places undue pressure on a person to give money. The Charity seeks proof of follow up activity by the company to address this behaviour and monitors this in Board meetings.

The Charity maintains a complaints log in which it records every complaint received about fundraising activity by itself or by anyone working on its behalf. There were no complaints received from April 2023 – March 2024.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Fay Richardson, Director of Care.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

Corporate Governance

The governing body of the Charity is the Board of Trustees. At 31 March 2024, there were thirteen Trustees. Membership of the Board is set out on page 9 of this report.

At 31 March 2024, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are each chaired by a Trustee and which report to the Board, are:

- the Clinical Governance Committee
- the People and Governance Committee
- the Finance, Audit, Risk and Resources Committee
- the Income Generation Committee

Management

The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees

The Board appoints new Trustees, based on selection criteria that ensure that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

Induction and Training

An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular performance review meetings are carried out by the Chair and Deputy Chair at which further training and development needs are identified.

EMPLOYEES AND VOLUNTEERS

Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities is communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with, the Hospice values, and these are displayed throughout Hospice premises. Our values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2024, 1,190 active volunteers are supporting the Hospice in over 80 different roles, including in the Hospice itself, in our shops, and in the offices, in addition to hybrid roles from home and in the community. We recruited 224 new volunteers during 2023/24 compared to 232 in 2022/23, and 153 volunteers left during 2023/24 for personal reasons.

REMUNERATION OF TRUSTEES AND STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care, the Medical Director, Director of Psychological Services, the Director of Finance and Performance comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

All Trustees give their time freely, and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in Note 6 to the Accounts.

The pay of the workforce as a whole and of the Executive Team is reviewed annually. The Board benchmarks against pay levels in other charities and the NHS and for shortage specialty posts by benchmarking against the sector in the market as a whole.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these Accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Accounts;
- Prepare the Accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

Appointment of Auditors
A proposal to re-appoint Saffery LLP as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors. The report was approved by order of the Board of Trustees on 30th September 2024

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Tim Curry
Chair

MEET
OUR
#TEAM
ospice is a gift a community gives
THE HOSPICE OF ST FRANC

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Opinion

We have audited the financial statements of Hospice of St Francis (Berkhamsted) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, consolidated balance sheet, charity balance sheet, consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 22, the trustees (who are also the directors of the parent 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 the financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Further the parent charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, through significant fines, litigation or restrictions on the group's operations. We identified the most significant laws and regulations to be those issued by the Care Quality Commission covering health care services.

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available 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 parent 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 parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

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Gareth Norris FCA (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date: 15 October 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2024

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
	Note 1E	Note 1E	Note 1E	2024	2023
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	2,881	-	187	3,068	2,848
Legacies	949	-	-	949	1,195
Charitable activities					
NHS Grants for Hospice care	-	-	1,388	1,388	1,491
Other income from charitable activities	209	-	91	300	270
Other trading activities					
Trading and fundraising	469	-	-	469	457
Retail income	1,551	-	-	1,551	1,437
Other income					
Other Income	52	-	-	52	62
Total income	**6,111**	**-**	**1,666**	**7,777**	**7,759**
EXPENDITURE ON: (Note 3)					
Raising funds					
Voluntary income	565	12	-	577	568
Trading activities	344	5	-	349	328
Retail activities	2,312	-	6	2,318	2,160
Total cost of raising funds	**3,221**	**17**	**6**	**3,244**	**3,056**
Net income less expenditure on raising funds	**2,890**	**(17)**	**1,660**	**4,533**	**4,703**
Charitable activities					
Inpatient unit	1,422	86	1,500	3,008	2,932
Community	1,160	9	3	1,172	1,119
Outpatients (Spring Centre)	555	34	24	613	604
Bereavement (Spring Centre)	123	9	75	207	222
Education	241	17	38	296	311
Total expenditure	**3,501**	**155**	**1,640**	**5,296**	**5,189**
Total expenditure carried forward	**6,722**	**172**	**1,646**	**8,540**	**8,245**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2024

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2024	2023
	£'000	£'000	£'000	£'000	£'000
Total expenditure carried forward	**6,722**	**172**	**1,646**	**8,540**	**8,245**
Net income/(expenditure)	(611)	(172)	20	(763)	(487)
Net gains on investments (Note 10)	300	-	-	300	(124)
Net income/(expenditure)	**(311)**	**(172)**	**20**	**(463)**	**(611)**
Transfers between funds	-	-	-	-	-
Net movement in funds	(311)	(172)	20	(463)	(611)
Total funds brought forward	5,671	5,508	58	11,237	11,848
Total funds carried forward	**5,360**	**5,336**	**78**	**10,774**	**11,237**

The accounting policies and notes on pages 32 to 54 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above.

A full comparative Statement of Financial Activities for the year ended 31 March 2023 is included within note 19.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY ONLY BALANCE SHEETS AS AT 31 MARCH 2024

	Note	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
FIXED ASSETS					
Tangible fixed assets	8	5,062	5,254	5,062	5,254
Investments	9	3,651	3,351	3,691	3,391
TOTAL FIXED ASSETS		8,713	8,605	8,753	8,645
CURRENT ASSETS					
Stocks for goods for resale		93	60	-	-
Debtors	11	1,473	1,449	1,676	1,478
Cash at bank and in hand		1,075	1,793	875	1,736
TOTAL CURRENT ASSETS		2,641	3,302	2,551	3,214
CREDITORS: amounts falling due within one year	12	(580)	(670)	(565)	(656)
NET CURRENT ASSETS		2,061	2,632	1,986	2,557
NET ASSETS		10,774	11,237	10,739	11,203
FUNDS	13/14				
Unrestricted funds		5,360	5,671	5,325	5,636
Designated funds		5,336	5,508	5,336	5,508
Restricted funds		78	58	78	59
TOTAL FUNDS		10,774	11,237	10,739	11,203

The net expenditure of the charity as an individual entity for the year was £463k (2023: £611k). A statement of financial activities for the charity as an individual entity is not included using the exemption given in section 408 of the Companies Act 2006.
Company Number: 01507474

The Accounts were approved and authorised for issue by the Board on 30th September 2024 and were signed below on its behalf by

.....
Tim Curry
Chair

.....
Tim Symington
Treasurer

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2024

	2024 £'000	2023 £'000
Cash flows from operating activities (Note 17)	(552)	683
Cash flows from investing activities		
Purchase of fixed assets	(166)	(416)
Proceeds from the sale of investments	-	8
Net cash invested	-	38
	(166)	(370)
Increase in cash and cash equivalents in the year	(718)	313
Cash and cash equivalents at the beginning of the year	1,793	1,480
Cash and cash equivalents at the end of the year	1,075	1,793

Analysis of cash and cash equivalents	2024 £'000	2023 £'000
Cash at bank and in hand	1,075	1,793
Total cash and cash equivalents	1,075	1,793

The group and charity do not hold any debt, therefore all movements shown above relate to cash and cash equivalents.

The accounting policies and notes on pages 32 to 54 form part of the Accounts.

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A. Basis of Accounting

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 (FRS 102) (Charities SORP 2019 (Second Edition, effective 1 January 2019)), and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

B. Corporate Status

The Charity is a company limited by guarantee registered in England and Wales and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

C. Basis of consolidation

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis. See note 18 for further details.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

The accounts are prepared in pounds sterling rounded to the nearest thousand.

D. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. We have undertaken an in-depth review of our financial position, reserves levels and future plans which has given the Trustees confidence that the Charity remains a going concern for the foreseeable future.
Despite the deficits made in the current and prior year, the Trustees believe that the Charity has sufficient reserves to operate efficiently for the next 12 months and continue providing services.

E. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2024, they comprised the total cost of the building, net of depreciation, the legacy equalisation and designated capital funds.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by the Hospice of St Francis other than that specified by the donor.

ACCOUNTING POLICIES (continued)

F. Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

G. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the Statement of Financial Activities as income when received. Gifts in kind for sale are included in the accounts only when sold. Gifts in kind in 2024: £20,082 (2023: £21,445).

H. Donated services and facilities

These are included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

I. Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis.

J. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

K. 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 accruals basis and in line with FRS 102.

L. Pension scheme

For qualifying staff at the Hospice, participation in the NHS scheme provides benefits based upon final pensionable pay. The contributions paid by the Charity in respect of the NHS Superannuation scheme are accounted for as if the scheme were a defined contribution scheme as the Charity is unable to identify its share of the underlying assets and liabilities in the scheme.

Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds.

The Charity's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

ACCOUNTING POLICIES (continued)

M. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Freehold land and assets in the course of construction are not depreciated. The cost of tangible fixed assets is written off over their expected useful lives as follows:

Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

N. Investments

Investments are included at bid price, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

Investment properties are held at fair value, being an assessment of market value. Investment properties are revalued every two years by independent professionals who hold recognised and relevant professional qualifications and have recent experience in the location and class of the investment property being valued, or more frequently if the Trustees identify indications of a material movement in the valuation.

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

O. Financial Instruments

The Charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors, are initially recognised at transaction value and are subsequently recognised at their settlement value.

P. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

Q. Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

R. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

ACCOUNTING POLICIES (continued)

S. 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

T. Leases

All operating leases and rental expenses are charged to the SOFA as incurred.

U. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2024 amounted to £1,306 (2023 - £3,856) and was written off during the year.

V. Taxation

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2024 or in the prior year.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2024.

W. Estimates and Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider depreciation, legacy income accrual and holiday pay accrual to be subject to estimation and judgement and are discussed above.

2. ANALYSIS OF INCOME	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2023 £'000
a) Donations and legacies						
Memorials register	374	-	374	308	-	308
Donations from individuals and companies	854	187	1,041	1,004	148	1,152
Donations received through the retail gift aid scheme	1,443	-	1,443	1,174	-	1,174
Collecting boxes	10	-	10	13	-	13
Lottery	200	-	200	200	-	200
Legacies	949	-	949	1,195	-	1,195
Total donations & legacies	**3,830**	**187**	**4,017**	**3,894**	**148**	**4,042**
b) Income from other trading activities: trading and Fundraising						
Fundraising events	423	-	423	417	-	417
Providing goods and services, other than for the benefit of the charity's beneficiaries	35	-	35	28	-	28
Letting property held primarily for the functional use of the charity	11	-	11	11	-	11
Trading and fundraising	**469**	**-**	**469**	**456**	**-**	**456**
c) Income from other trading activities: retail shop sales	1,551	-	1,551	1,437	-	1,437
Total retail income	**1,551**	**-**	**1,551**	**1,437**	**-**	**1,437**

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops, online and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of the Hospice of St Francis Trading Limited is shown in note 2d-2e.

2. ANALYSIS OF INCOME (continued)

d) The contribution to funds provided by the Hospice of St Francis's trading activity is analysed as follows:

	2024 £'000	2023 £'000
Retail income	1,551	1,437
Gift aided donations through the shops (including gift aid)	1,154	939
Total income	2,705	2,376
Retail costs	1,918	1,797
Contributions made by retail operations	787	579

e) Income reported by subsidiary company

The results reported in the Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2024 £'000	2023 £'000
Turnover	396	366
Cost of sales	(189)	(181)
Operating costs	(121)	(112)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(85)	(73)
Retained in the Hospice of St Francis Trading Ltd	-	-

The cost of sales and the operating costs are also consolidated and included in the retail costs line in the SOFA.

Profits of the Hospice of St Francis (Trading) Ltd are donated to the parent charity under the gift aid scheme. A deed of covenant is in place between the two entities.

f) Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2023 £'000
Investment income						
Total investment income	-	-	-	-	-	-
Income from charitable activities						
NHS income for service provision						
Hertfordshire	-	320	320	-	306	306
Central London Community Healthcare NHS Trust	-	1,001	1,001	-	1,093	1,093
Luton & Milton Keynes	-	5	5	-	-	-
Buckinghamshire	-	62	62	-	92	92
Total NHS Income for service provision	-	**1,388**	**1,388**	-	**1,491**	**1,491**
NHS income for specific projects						
Watford General Hospital	-	73	73	-	43	43
Total NHS income for specific projects	-	**73**	**73**	-	**43**	**43**
Charitable income from other sources						
Grants from BBC Children in Need	-	4	4	-	-	-
Other income	209	14	223	173	54	227
Total income from specific projects	**209**	**18**	**227**	**173**	**54**	**227**

Further details relating to restricted income are included in notes 13 and 14.

3. ANALYSIS OF EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs (Note 4)	Total 2024	Direct Costs - Staff	Direct Costs - Other	Support Costs	Total 2023
Raising funds:	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Costs of generating voluntary income	394	145	38	577	362	167	39	568
Costs of trading and fundraising	202	124	23	349	197	103	29	329
Cost of retail activities	1,242	947	129	2,318	1,106	931	122	2,159
	1,838	**1,216**	**190**	**3,244**	**1,666**	**1,201**	**190**	**3,056**
Charitable activities:								
Inpatient unit	2,113	707	188	3,008	2,041	715	177	2,933
Community	960	142	70	1,172	919	135	66	1,120
Outpatients (Spring Centre)	386	178	49	613	418	137	49	604
Bereavement (Spring Centre)	147	47	13	207	172	40	11	223
Education	175	107	14	296	209	91	10	310
	3,781	**1,181**	**334**	**5,296**	**3,759**	**1,118**	**313**	**5,190**
Total	**5,619**	**2,398**	**524**	**8,541**	**5,425**	**2,318**	**503**	**8,246**

Shared clinical costs have been allocated to reflect the Hospice's best assessment of activity levels for the different services offered. Costs of retail activities include £189k of stock recognised as an expense in the year ended 31 March 2024 (2023: £181k).

4. SUPPORT COSTS

	Administration and HR Costs	Professional Fees	Governance	2024	Administration and HR Costs	Professional Fees	Governance	2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating voluntary income	25	1	12	**38**	25	1	12	**38**
Cost of trading and fundraising	15	1	7	**23**	19	1	9	**29**
Cost of retail activities	84	3	42	**129**	80	3	39	**122**
	124	5	61	**190**	124	5	60	**189**
Charitable activities								
Inpatient unit	123	4	61	**188**	116	5	56	**177**
Community	45	2	23	**70**	43	2	21	**66**
Outpatients (Spring Centre)	32	1	16	**49**	32	1	16	**49**
Bereavement (Spring Centre)	9	0	4	**13**	7	-	4	**11**
Education	10	0	4	**14**	7	-	3	**10**
	219	7	108	**334**	205	8	100	**313**
Total	343	12	169	**524**	329	13	160	**502**

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

Governance costs comprise the following:

Governance costs	**2024 £'000**	**2023 £'000**
Auditor's remuneration - external audit	23	22
Auditor's remuneration - other advice	6	6
Salaries	157	149
Other costs	14	11
Total	200	188

5. STAFF NUMBERS AND EMOLUMENTS

	2024 £'000	2023 £'000
Gross wages and salaries	5,010	4,783
Employer's national insurance costs	434	423
Employer's pension costs	549	502
Redundancy/Ex gratia payments	-	25
Total Payroll costs	5,993	5,733

The were no additional costs incurred in respect of ex gratia payments, in the prior year £25k was incurred in respect of staff restructuring.

Average full time equivalent number of persons employed by the group (including bank staff) during the period was as follows:-	Number	Number
Charitable activities	94	96
Fundraising and retail	59	54
Support services	28	28
	181	178

Average full time equivalent number of persons employed by the group during the period was as follows:-	Number	Number
Charitable activities	64.9	67.1
Fundraising and retail	41.9	40.5
Support services	23.8	23.3
Average number of staff	130.6	130.9

Highest paid employees	2024	2023
Gross salary (including employer pension and national insurance contributions) in the range		
£60,000 to £70,000	4	2
£70,001 to £80,000	2	4
£80,001 to £90,000	2	-
£90,001 to £100,000	2	-
£100,001 to £110,000	1	1
£120,001 to £130,000	1	-

The Board considers its key management personnel are comprised of the Trustees, the Chief Executive, the Director of Care, the Medical Director, People Director, the Director of Sustainable Trading, the Director of Wellbeing and Family Support, Joint Fundraising Directors and the Director of Finance and Performance. The total remuneration of the key management personnel was £724k (2023: £653k).

6. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2024 (2023: £nil). The Hospice did not pay any expenses for Trustees in either period. Total donations by Trustees in the year were £1,727 (2023: £7,495).

7. NET MOVEMENT IN FUNDS

	2024 £'000	2023 £'000
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	358	342
Auditors remuneration	23	20
Operating lease rental: land and buildings	286	273
Operating lease rental: equipment	11	12

8. TANGIBLE FIXED ASSETS

	Freehold land and buildings	Furniture and equipment	Shops' fixtures and fittings	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000
Group and Charity					
Cost					
At 1 April 2023	7,140	1,874	321	86	9,422
Additions	29	53	41	43	166
Transfer	-	19	8	(27)	-
At 31 March 2024	**7,169**	**1,946**	**370**	**102**	**9,588**
Depreciation					
At 1 April 2023	2,451	1,530	187	-	4,168
Charge for the year	172	148	38	-	358
At 31 March 2024	**2,623**	**1,678**	**225**	**-**	**4,526**
Net book value					
At 31 March 2023	**4,689**	**345**	**134**	**86**	**5,254**
At 31 March 2024	**4,546**	**269**	**145**	**102**	**5,062**

Included in freehold land and buildings is land valued at £601k (2023: £601k), which is not depreciated.

9. FIXED ASSET INVESTMENTS

	2024 £'000	2023 £'000
Group		
Unlisted investments		
Investment property	275	275
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	**360**	**360**
Listed investments		
Barclays Charity Fund	3,291	2,991
Total listed investments at market value	**3,291**	**2,991**
Total investments	**3,651**	**3,351**
Listed investments at historic cost	**2,952**	**2,911**
Charity		
Total above investments	3,651	3,351
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	**3,691**	**3,391**

During the year, gains on investments totalling £300 (2023- £124k loss) have been recognised in the statement of financial activity

Included within fixed asset investments are:

- 40,000 shares (100%) (2023 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd.
- 14 shares (16.67%) (2023 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2024 show income for the year of £2,296,095, charitable donations of £1,287,358 and retained profits of £539,944.

10. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS

	2024 £'000	2023 £'000
Group		
Carrying value of investments brought forward	3,351	3,484
Disposals of investments at carrying value	(10)	(8)
Net gains/(losses) on revaluation	310	(125)
Carrying value carried forward	**3,651**	**3,351**
Charity		
Carrying value of investments brought forward	3,391	3,524
Disposals of investments at carrying value	(10)	(8)
Net gain/(loss) on revaluation	310	(125)
Carrying value carried forward	**3,691**	**3,391**

11. DEBTORS

	2024 £'000	2023 £'000
Group		
Taxation recoverable	190	155
Other debtors	58	51
Prepayments	250	219
Accrued income	975	1,024
Total	**1,473**	**1,449**
Charity		
Taxation recoverable	190	155
Amounts owed by group companies	214	40
Other debtors	58	51
Prepayments	239	208
Accrued income	975	1,024
Total	**1,676**	**1,478**

Taxation recoverable comprises of Gift Aid and recoverable VAT.

12. CREDITORS: amounts falling due within one year

	2024 £'000	2023 £'000
Group		
Taxation and social security	102	100
Trade creditors	166	183
Other creditors	69	61
Deferred income	85	120
Accruals	158	206
Total	**580**	**670**
Charity		
Taxation and social security	102	100
Trade creditors	159	177
Other creditors	69	61
Deferred income	85	120
Accruals	150	198
Total	**565**	**656**

Included within other creditors is an amount outstanding at the year-end of £21k (2023: £20k) relating to the defined contribution pension schemes and £30k (2023: £33k) relating to the defined benefit pension scheme.

The bank overdraft refers to a credit facility that was put in place by the Trustees to cover short term funding gaps.

It is secured against the investments held in the Barclays Bank Charity Fund. This was repaid in full during the year.

Income is deferred when it is received in advance of the income recognition criteria set out in Note 1(F) having been met. All income deferred at 31 March 2024 was released in the year ended 31 March 2025. Deferred income related to Fundraising Events, an Education course and Rapid Personalised Care Services totalling £85k (2023: £120k).

13a. UNRESTRICTED FUNDS (2024)

GROUP	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2023	5,671	5,508	11,179
Income	6,111	-	6,111
Expenditure	(6,722)	(172)	(6,894)
Gain on investment assets	300	-	300
At 31 March 2024	**5,360**	**5,336**	**10,696**

13a. UNRESTRICTED FUNDS (2024)

CHARITY	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2023	5,636	5,508	11,144
Income	6,111	-	6,111
Expenditure	(6,722)	(172)	(6,894)
Gain on investment assets	300	-	300
At 31 March 2024	**5,325**	**5,336**	**10,661**

Designated fund
The designated fund comprises the net book value of the building (£4,670k) from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building plus any planned capital projects: thus over the life of the building, the value of this fund will be reduced to zero.

13b. UNRESTRICTED FUNDS (2023)

Group	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2022	5,880	5,678	11,558
Income	6,023	-	6,023
Expenditure	(6,119)	(170)	(6,289)
Gain on investment assets	(124)	-	(124)
Transfers	11	-	11
At 31 March 2023	**5,671**	**5,508**	**11,179**

13c. UNRESTRICTED FUNDS (2023)

Charity	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2022	5,845	5,678	11,523
Income	6,023	-	6,023
Expenditure	(6,119)	(170)	(6,289)
Gain on investment assets	(124)	-	(124)
Transfers	11	-	11
At 31 March 2023	**5,636**	**5,508**	**11,144**

13d. RESTRICTED FUNDS

RESTRICTED FUNDS (2024)	*01 Apr-2023*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2024*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	72	(72)	-	-
Hertfordshire Community NHS Trust	-	320	(320)	-	-
Bucks Continuing Care Contracts	-	62	(62)	-	-
Central London Community Health Care NHS Trust	-	1,001	(1,001)	-	-
Luton Cont Care	-	5	(5)	-	-
BBC Children In Need	1	-	(1)	-	-
The Childwick Trust	-	10	-	-	10
Rank Foundation	3	-	-	-	3
Sherling Charitable Trust	10	-	-	-	10
Holly Bathroom Project	-	15	(15)	-	-
Other restricted donations	44	181	(170)	-	55
Total restricted funds	**58**	**1,666**	**(1,646)**	**-**	**78**

13e. RESTRICTED FUNDS (continued)

RESTRICTED FUNDS (2023)	*01 Apr-2022*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2023*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	43	(43)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	306	(306)	-	-
Chiltern Continuing Care Contracts	-	92	(92)	-	-
Central London Community Health Care NHS Trust	-	1,093	(1,093)	-	-
BBC Children In Need	1	-	-	-	1
Berkhamsted School – Maple Funding	16	6	(22)	-	
The Childwick Trust	10	-	(10)	-	
The Batchworth Trust	5	-	(5)	-	
Rank Foundation	3	11	(11)	-	3
Sherling Charitable Trust	15	10	(15)		10
W G Edwards Charitable Foundation	-	10	(10)		
Other restricted donations	240	165	(350)	(11)	44
Total restricted funds	**290**	**1,736**	**(1,957)**	**(11)**	**58**

Restricted funds
The restricted funds at 31 March 2024 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose.

Restricted donations comprised voluntary income given to the Hospice to be used for a specific purpose. The Hospice segregates these funds and matches them with expenditure when it is incurred. Transfers from restricted funds represent capital grants relating to items purchased where there is no continuing restriction as to use, and are, for this reason, transferred to unrestricted funds.

The Herts Valleys CCG and Central London Healthcare Community NHS Trust grants comprise an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Hillingdon CCG payment was towards the care of specific patients.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

The BBC Children in Need grant contributed towards the costs of the children's bereavement service support workers.

14. FUNDS

14a. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2024)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	5,065	-	5,065
Investments	3,652	-	-	3,652
Current assets	2,288	271	78	2,637
Creditors: falling due within one year	(580)	-	-	(580)
Total	**5,360**	**5,336**	**78**	**10,774**

14b. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2024)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2024 £'000
Tangible fixed assets	-	5,065	-	5,065
Investments	3,391	-	-	3,391
Current assets	2,499	271	78	2,848
Creditors: falling due within one year	(565)	-	-	(565)
Total	**5,325**	**5,336**	**78**	**10,739**

14c. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2023)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,254	-	5,254
Investments	3,351	-	-	3,351
Current assets	2,989	254	59	3,302
Creditors: falling due within one year	(670)	-	-	(670)
Total	**5,670**	**5,508**	**59**	**11,237**

14d. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2023)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,254	-	5,254
Investments	3,391	-	-	3,391
Current assets	2,901	254	59	3,214
Creditors: falling due within one year	(656)	-	-	(656)
Total	**5,636**	**5,508**	**59**	**11,203**

15. RELATED PARTIES

Transactions between the Charity and Hospice of St Francis Trading Limited were as follows: £86k (2023: £73k), being the profits donated to the Charity under the Gift Aid scheme. Expenses paid to Trustees and donations from Trustees are shown in Note 6.

16. FINANCIAL COMMITMENTS

16a. OPERATING LEASE COMMITMENTS	2024	2023
At 31 March the total commitments under operating leases were as follows:	£'000	£'000
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	260	182
- from two to five years	512	457
- over five years	-	214
Total land and buildings	**772**	**853**
Equipment hire agreement		
Operating leases which expire:		
- within one year	11	10
- from two to five years	15	26
Total equipment	26	36
Total	**798**	**889**

16a. OPERATING LEASE COMMITMENTS (continued)

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £297k were expensed in the year ended 31 March 2024 (2023: £285k).

16b. Capital commitments

The Hospice was committed to a Digital Transformation in 2023 for costs of £176k, and this continues into 2024 with a reduced commitment of 85k. This includes upgrading our network, migrating to Cloud storage and improving our IT Security.

Additionally, in the prior year the Charity had committed to £116k in respect of construction of the Maple project – Hospice building. No such commitment in the current year.

17. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES

	2024	2023
	£'000	£'000
Net movement in funds	(463)	(649)
Unrealised profits/(losses) on investments	(300)	124
Depreciation	358	342
Increase in stocks	(33)	(7)
Decrease / (Increase) in debtors	(24)	673
Increase / (Decrease) in creditors	(90)	200
Net cash provided by operating activities	(552)	683

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

18. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 2E.

	2024 £'000	2023 £'000
Stocks	93	60
Debtors	12	11
Cash at bank and in hand	200	57
Creditors falling due within one year	(230)	(53)
Net Assets	75	75
Shareholders' equity	40	40
Profit and loss account	35	35
Total Shareholders' funds	75	75

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2023)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2023
	£'000	£'000	£'000	£'000
INCOME FROM				
Donations and legacies				
Donations	2,699	-	148	2,848
Legacies	1,195	-	-	1,195
Charitable activities				
NHS Grants for Hospice care	-	-	1,491	1,491
Other income from charitable activities	173	-	97	270
Other trading activities				
Trading and fundraising	457	-	-	457
Retail income	1,437	-	-	1,437
Other income				
NHSE Income	-	-	-	-
Other Income	62	-	-	62
Total income	**6,023**	**-**	**1,736**	**7,759**
EXPENDITURE ON:				
Raising funds				
Voluntary income	556	12	-	568
Trading activities	323	5	-	328
Retail activities	2,160	-	-	2,160
	3,039	**17**	**-**	**3,056**
Net income available for charitable activities	**2,984**	**(17)**	**1,736**	**4,703**
Charitable activities				
Inpatient unit	1,117	85	1,730	2,932
Community	1,108	9	2	1,119
Outpatients (Spring Centre)	529	34	41	604
Bereavement (Spring Centre)	62	8	152	222
Education	263	17	32	311
Total expenditure	**3,080**	**153**	**1,956**	**5,189**
Carried forward	**6,119**	**170**	**1,956**	**8,245**

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2023) (continued)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2023
	£000	£000	£000	£000
Total Expenditure brought forward	**6,119**	**170**	**1,956**	**8,245**
Net income/(expenditure)	(96)	(170)	221	(487)
Net gains on investments	(124)	-	-	(124)
Net income/(expenditure)	**(220)**	**(170)**	**(221)**	**(611)**
Transfers between funds	11	-	(11)	-
Net movement in funds	(209)	(170)	(232)	(611)
Total funds brought forward	5,880	5,678	290	11,848
Total funds carried forward	**5,671**	**5,508**	**58**	**11,237**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales - Charity number 280825

Accounts

The Hospice of st francis

Reg Charity No. 280825

A Hospice is a gift a community gives to itself

ANNUAL REPORT & ACCOUNTS

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

FOR THE YEAR ENDED 31 MARCH 2023

Company Number: 1507474

Registered Office: Hospice of St Francis (Berkhamsted) Limited, Spring Garden Lane Berkhamsted, Herts, HP4 3GW

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

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Tim Curry, Chair of the Board of Trustees.

The power of a Hospice is in the power of the people who trust and support it and the loyalty of those who volunteer and work with us.

On behalf of the Board we record our respect and admiration for our staff and volunteers in everything they do. Whilst national restrictions for the public and in our shops because of CV-19 were lifted this year, in the hospice for everyone caring for patients and families, the incidence of the coronavirus meant that we continued to implement enhanced protection with compulsory mask wearing. The compassion and consummate skill of our teams in all that they do is a credit to them, the charity and the community.

Thanks to our customers, donors and staff in our shops on the high street and on-line. When we compare 2022/23 and 2021/22, we had 236,000 customers, up 13% on 21/22. The average sale price per customer is up by 27% at £15.32 and, measured in hours, the time given by our trading volunteers at 44,000 hours is up by 15%. Similarly the work of staff, supporters, volunteers and donors in fundraising has delivered an impressive return to raising income this way. Our supporter survey this year tells us that the two biggest reasons people fundraise for us is the experience of being cared for and that we are the local charity people want to support. This gives us more confidence to project income going forward.

This knowledge, together with the lasting impact of the pandemic, meant that in 2022/23 the Board prioritised a review of our strategy. I would like to thank Massimo Petronio Deputy Chair for leading the work and the Trustees and Executive Team members who supported him.

As a result in 2023, we committed to invest more in digital technology, to introduce new approaches to fundraising in the community and legacies, to make it easier for customers to buy on-line and in store and included upcycled furniture at our Highfield Owned shop. We responded to a significant increase in referrals for palliative and end of life care across all of our services. We started a new group for people with dementia and their carers and we further extended therapy and rehabilitative care. Together with other Hospices in Hertfordshire and West Essex we signed a collaborative agreement to enable us to speak 'with one' voice in our joint work with the NHS and consolidate our commitment to working together for the benefit of the community as a whole.

My experience of the Hospice of St Francis is that in challenging times we are at our most innovative. We never take the support and trust of local people for granted. That support and trust is returned by our commitment to be there for our staff and volunteers so that they can in turn be there for our patients, families, supporters and donors. This is what we mean when we say a hospice is a gift the community gives to itself.

Please keep giving, I can assure you we will too.

"Death doesn't scare me. Pain, discomfort and being out of control does."

"They said I was dying. I was not expecting to leave. They've turned me around and now I'm going home," shares Pete Gardiner, age 59. He was referred to the Hospice's Inpatient Unit in February following renal failure which left him in pain and unable to get out of bed.

After being taken to Watford Hospital by ambulance, Pete explains he has a very broken memory of the 10 days he spent there. He was in a lot of pain and trustees of his estate were told to say goodbye to Pete as treatment was withdrawn. Pete recalls conversations with the palliative care nurse who said there was a bed available at the Hospice and it was strongly recommended as an option. Pete says it was because of how ill he was, "I was told I was dying."

"When I was transferred to the Hospice, I was admitted by Dr Becky and Helen (Inpatient Unit nurse), who I knew previously. Helen greeted me at the door, "Do you remember me?" and instantly I was more relaxed."

"As I arrived I told the nurses, 'Let's get this over as quickly as possible'. Death doesn't scare me. But pain, discomfort and being out of control does. The nurses kept saying 'well you never know Pete'."

Pete explained that when he was first diagnosed with renal failure, he decided dialysis wasn't the option for him, because of the impact it has on day-to-day life. "So I'd had three years to get my head around the fact that there wasn't any treatment to help me get better."

"From day one, the Hospice's doctors were more than honest with me about my prognosis. We had many conversations about death. They are a stunning, caring team. Everyone has time – and it's that time and specialist treatment which has helped to turn me around. Everyone supports each other and they're always there to help. Sometimes the nurses will pop their heads in just to say hello. Some of the team have a real joke with you - I could tell you stories about all of them!"

"Some of the nurses, like Sophie and Cassie, always take time to give me a bit of banter and make things light hearted to 'gee me up'. There's always a bit of silliness which is so refreshing."

Pete has been paraplegic for 27 years since suffering spinal injuries. During the pandemic he also experienced a double leg amputation due to a diabetic foot ulcer, which became infected. He explains how the Hospice's rehab team worked alongside the nursing teams, "Louise and Marie-Jeanne have been very, very good – every day for two weeks they were supporting me and showing the nurses how to use the bed hoist."

"Since being at the Hospice, my kidneys have bounced back to levels which are better than before my hospital admission. The nursing team have been seriously on the ball with treating my sores. Dressing them used to take almost an hour, now it is down to 10 minutes. At one stage the dressings were being changed five times in one day. I'm still limited in the amount of time I can be out of bed because of the pressure it puts on the sores – they are letting me increase it by five minutes per week."

"Since I've improved, I've been home briefly, and also managed to go for dinner with three friends (a pub recommendation from the nurses)."

During the last weekend that Pete was at the Hospice, a group of friends held a fundraising poker game, with funds going to the Hospice, raising around £1,500. Pete was able to attend, but he couldn't stay too long because of the time-constraints caused by his sores.

Pete jokes that he has long-standing tickets to see Elton John at Watford FC's stadium, but "I'll have to negotiate with the nurses on whether they let me go to that one!"

Since speaking with Pete in June 2022, he has since returned home with a support plan in place.

Meet Mridula

We kickstarted this year's #StudentVolunteeringWeek with a catch up with Mridula, a volunteer from our IPU team, who we featured on our website and socials last year!

"I started medical school at the University of Buckingham in January 2023. This was after 4 years of hard work in my Biomedical Science degree after which I was awarded a 2.1 with honours. Working in a specialised healthcare environment like the hospice for 6 years was one of the best things I did to prepare for this next step in my life. While volunteering in the kitchen, I got to enhance my communication and team working skills. Talking to patients helped me to understand what empathy really means to me. I have loved every minute spent in the inpatient unit and with the team working there.

Modules focusing on the physiology of the body are exciting because I am able to see how I can use my knowledge from my previous degree and apply it in a clinical setting. Practicing how to talk to patients has made me realise how easily I can start a conversation with someone and direct them to answer specific questions. I can confidently initiate and carry on conversations and this is definitely due to the numerous patients and staff members I've had the chance to spend time talking to. I am so grateful for the time I've been able to spend volunteering at the hospice and I will continue to fill in a shift whenever I visit home during my holidays."

"They concentrate on life: Julie's story"

"I would have never dreamt that I'd be taken out to the zoo. It was so unexpected," Julie says, describing her recent visit to Whipsnade. Julie arrived at the Hospice in February with metastatic cancer, and was initially unable to leave her room. But as she grew stronger and attended coffee mornings, Julie's goal – to revisit the zoo she'd loved with her family – came to the fore.

"On the Friday, Ray [Head of Spiritual Care] said, 'I'm going to take you to the zoo on Monday' and I was like, how are you going to do that?" Julie says, recalling her disbelief. Behind the scenes, our Wellbeing Team was working to make it happen.

Julie and her husband joined Ray for a whirlwind tour of Whipsnade Zoo that Monday. "We saw the giraffes and the elephants. There were rhinos in the field and some emus," Julie recalls with enthusiasm. "It made such a difference getting out. It was absolutely fantastic."

Julie's husband Peter agrees. "It's a little bit of your life that is normal. A lot of people believe that a hospice concentrates on death. Which isn't right. They concentrate on life."

Julie and Peter were initially scared about what going to a hospice meant. "We didn't know exactly what happened in a hospice. The vision is you'll come in and lie in a bed and that's it," Peter said.

Julie describes her relief upon her arrival at the Hospice. "As I came in the sun was shining, and I felt a weight lift. I was out of hospital, and I was somewhere so beautiful."

As she praises the food, the activities and the staff at the Hospice, Julie brims with emotion. "It's very uplifting here. The nurses just come in and they're bubbly and bright. If you're laughing, they'll laugh with you. They'll share memories with you," she says. Among Julie's happiest memories are her visits to Whipsnade Zoo with her son when he was a child. "We used to love it when they had the sea lion shows," Julie says. "And the way the penguins dive in [to the water] is just fantastic."

Julie's husband Peter is now hoping to bring her home, something which seemed daunting before.

"Now I have to go to the shops and buy lime jelly," Peter tells Julie, noting her love of the Hospice's puddings. "For your first night at home."

"I feel like a person who just happens to be a patient."

Keith Stevenson talks about his newfound interest in birdwatching with a wry smile. "If you'd told me a year ago that I would be a twitcher, I would've laughed so hard."

Upon his arrival at The Hospice of St Francis in February, the sixty-two-year-old Watford man was given a bird identification chart and a pair of binoculars. He'd spent the past four months in hospitals, after an unexpected diagnosis of Interstitial Lung Disease hit him like "a whirlwind, a rollercoaster and a tsunami."

Keith began keeping a tally of birds outside his window at the Hospice. "It was like, wow! I'm learning. You lose yourself in it."

Prior to his diagnosis in September, Keith worked as a financial auditor, and was also a keen sportsman in his youth, specialising in martial arts. But in hospital, he needed to wear an uncomfortable oxygen mask at all times and his condition worsened. "For six to seven weeks, I couldn't move from one side of the bed to the other," he says.

His wife, Wendy, says she was called by Watford General Hospital in late December and thought it was her last day with Keith. The hospital planned to use mechanical ventilation which would require Keith to be sedated. Keith explains, "At hospital the wheels fell off and the engine blew up."

Dr Chadwick, the Hospice's Medical Director, saw Keith in the hospital and arranged for him to be transferred to the Hospice. She then arranged for a cutting-edge High Flow Nasal Oxygen (OptiFlow) machine to be brought to the Hospice. This technology can improve breathing and recovery by providing

warm, humidified high flow oxygen through a small nasal cannula. We're one of only two hospices in the UK to have ever used one of these machines.

Keith arrived at the Hospice with a thick beard because he hadn't been able to remove his oxygen mask to shave in hospital. But with the OptiFlow machine, Keith could have conversations with his three daughters and finally shave his beard. "I was so used to a mask it was as though my brain wanted to take a mask off before letting me drink," he recalls.

Wendy described their first day at the Hospice. "That welcome we got when we walked in was unbelievable. They were actually expecting us. It was like, thank God. Such a relief. I'll be able to sleep at night."

Keith says that all of the Hospice staff have gone above and beyond to help him feel like himself again. "Everyone is invested in you as an individual," he says. "I feel like a person who just happens to be a patient."

After ten days in the Hospice, Keith's appetite improved and he began feeling stronger. He went from being immobile in bed to getting up and sitting in a chair. Keith benefitted from rehabilitation support with the Wellbeing Team. "They gave me self-belief," he says. "The difference is like night and day. They've given me the tools and it's about finding the right tool."

Soon, Keith was reminiscing about friends who recently visited with a bottle of wine. "The day I stood unaided," he says. "I actually cried. It was so overwhelming."

Keith credits Dr Chadwick with his improved situation, calling her 'a force of nature'. "Dr Chadwick is always willing to answer my questions," Keith says. "She's someone who understands and wants to listen to me. She went through hoops to apply for the OptiFlow, and she's always been real with me."

Despite Keith's difficult journey, his spirit remains undimmed. He's excited about the birds he's yet to identify and his new talent for decoupage. He says that the Hospice team "enabled us to move forward. They've given us some semblance of our life. Before I was patient 26, on ward 7, floor 3 – now I'm Keith again."

His wife Wendy says, "We've been overwhelmed by kindness at the Hospice. The support for our family has been phenomenal. I couldn't believe it – that people can be so kind. It puts your faith back in humanity."

Our music therapist remembers her first patient: "He was happy, he was crying"

"My first patient was an accomplished musician who'd been playing since he was four. But due to the progression of his illness, he had lost the ability to speak or move his arms. I went in to meet him along with his brother and a carer, and he used a device to say: 'My hands don't work, but my feet do.'

I put on a song that we could play the chords to, and he played using his foot. He strummed whilst I held the chords. Because the client was non-verbal, he couldn't sing or hum along, so to be able to make music again really made a difference for him.

His brother was in tears of joy. The client was getting tearful. He was happy, he was crying. I was tearful. It was a moment that you could tell they really needed. He just needed to express himself musically once more."

Syirona is part of our Creative Therapies team that uses movement, dance and music to support people living with a long-term diagnosis. The team is currently launching a new group for people with dementia to explore their memories, experiences and feelings through music and movement.

Syirona: "I will develop creative therapy groups that are inclusive, involving people from all corners of our area."

Bill's Story

Bill, aged 88 from St Albans, recently spent 11 days on the Hospice's Inpatient Unit. Living with the lung condition COPD, he has been receiving intravenous antibiotics as well as constant oxygen support.

"The nurse from my GP Surgery was so excited when she told me there was a bed available at St Francis for me. I didn't know what the Hospice was or what they did. I had a feeling they cared for some people who were dying. I was exhausted. Now I know why she was so excited – it's made a huge difference."

"Come here. This is the place for you," shares Bill when asked how people should feel about the Hospice.

Bill, who had a previous admission to Watford General Hospital, explains that the Hospice team have also treated the water retention in his legs, a common symptom of COPD.

"It doesn't matter who you are. The doctors and nurses are incredible. They must have some sort of extra special training. I only had to look ill and they are there to help! They've added time to my life."

Dr Chadwick, Medical Director, shares "Bill was admitted to the Hospice Inpatient Unit to have a course of intravenous antibiotics to treat his lung condition. This prevented him from having to go back into hospital which he really did not want to do. At the same time he was able to benefit from the holistic approach that the Hospice team offers, working with our therapist to improve his breathing and his mobility. It has been a pleasure to look after him and see his condition improve so dramatically."

Bill has been discharged, returning home where he lives with his wife.

Meet Tracy

Tracy is a Hospice Clinical Administrator, supporting our Inpatient team! She shares a bit about what she does and explains why she enjoys working within our team…

"I've worked at the Hospice for 4 years as a part-time Clinical Administrator, I joined in November 2018.

I am responsible for administrative support for the clinical team on the Inpatient Unit (IPU). I also help to coordinate our team of fabulous IPU volunteers who we could not manage without! My role is varied and very busy. I work with a fun and supportive team who make me smile every day. They are a fabulous group of amazing, inspiring people, all dedicated to the ethos of the Hospice community.

If you were ever looking for a new role and wanted to give back to the local community, I would absolutely recommend applying to work here!

The Hospice is a wonderful place, with amazing people in beautiful surroundings of Hertfordshire. I feel incredibly lucky to be part of the team and love working here. It is a caring, friendly and loving environment to work within.

PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

Robert Voss CBE, The Lord Lieutenant of Hertfordshire
Lady Dione, The Countess of Verulam CG
Jo Connell OBE DL
Dr Vivienne Cox CBE
Dr Ros Taylor MBE
Dr Rama Vancheeswaran
The Rt. Hon Gagan Mohendra, MP for South West Hertfordshire
Dr Peter Carter OBE
Hilary McNair
Charles Toner
Alison Woodhams

HONORARY PATRONS

Joan Gentry
Sir Mike Penning, MP for Hemel Hempstead

BOARD OF TRUSTEES:	Membership of committees and directorships of subsidiary company
Tim Curry (Chair)	
Richard Houghton	IGC
Jennifer Jenkins	PGC
Parul Kanabar	FARR, PGC
Kathryn Magson	CGC, IGC
Juliet Mountford	PGC, FARR
Natalie Pankova	IGC, CGC
Massimo Petronio (Deputy Chair)	FARR, PGC
Eddie Powell	IGC, PGC
Shailen Rao*	CGC
Margaret Salmon	CGC, FARR, PGC
Phillip Sewell	IGC, FARR
Tim Symington (Treasurer)	CGC, FARR

Key to committee membership:
Board Committees

Income Generation (IGC)
People and Governance (PGC)
Clinical Governance (CGC)
Finance Audit, Risk and Resources (FARR)

Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE OFFICER:	Kate Phipps-Wiltshire
EXECUTIVE TEAM:	Dr Sharon Chadwick (Medical Director & Deputy CEO) Sarah Coles (Director of Sustainable Trading) Fay Richardson (Director of Care) Kimberley McLaughlin (Director of Psychological Services) Sophie Boden (Head of People) Karenann Spicer (Director of Education and Research) Fiona Watson, Lucy Hume, Kate Grigg (Joint Fundraising Directors) Sharon White (Director of Finance & Performance)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER **CHARITY REGISTRATION NUMBER**	01507474 Registered in England and Wales 280825
Telephone: Website: Email: Facebook: Twitter: Instagram:	01442 869550 www.stfrancis.org.uk info@stfrancis.org.uk facebook.com/thehospiceofstfrancis @hospicstfrancis @hospicestfrancis
AUDITORS:	Saffery Champness 71 Queen Victoria Street London EC4V 4BE
BANKERS:	Lloyds Bank PLC 205 High Street Berkhamsted Hertfordshire HP4 1AP
SOLICITORS:	SA Law 60 London Road St Albans Hertfordshire AL1 1NG
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

Hospice of St Francis objectives

The Hospice of St Francis vision is:

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

Our mission in our articles of association is:

- ***To achieve our vision by providing excellent care and support to patients and those close to them***
- ***To share expertise through collaboration, innovation and education***
- ***To sufficiently engage the support of our community to enable us to deliver our vision and mission.***

The stated aims of the charity being:

- To transform the quality of life for people living with life-limiting illnesses and provide support for those close to them;
- To ensure high quality provision of care through education and research;
- To sustain and expand our services through excellent financial management and governance;
- To continually improve efficiency and effectiveness.

Achievements and performance in 2022/23

The strategic aims of the Charity were to a) double the reach of our care b) agree and implement a post pandemic financial plan c) be an outstanding hospice. Executive Team Directors and Committee chairs agreed a number of strategic objectives to deliver these strategic aims. They are expressed in the table below in the context of each risk domain used by trustees in the strategic risk register.

	Strategic Objectives – 23/24	**Progress as at March 2023**	**Summary**
Financial	Maximise income	Achieved	Voluntary fundraising and trading income exceeded budgeted targets. Legacy income down by £0.6m on previous year.
	Control expenditure and contain business operating costs	Achieved	Costs under our control came in at or below budget. External pressures, fuel, cyber security, VAT, cost of living and pay pressures compromised our ability to deliver planned efficiencies in full. An additional target (service transformation) delivered in Q4 was agreed to achieve recurrent reduction in pay (c200k) for the start of 23/24 and new models of care/service delivery (optimise capacity in people services and education and training and psychological therapies)
	Increase NHS income by targeting additional funding where the Hospice can add value	Achieved	Successful winter pressures funding by working in collaboration with NHS New jointly funded post with NHS Trust and new pathway for cardiac palliative care Receipt of continuing healthcare income where in-patient care meets this criteria
	Fully open new shop	Achieved	Amersham Owned delivered to plan and income target

	Strategic Objectives – 23/24	Progress as at March 2023	Summary
Estates Environment and Infrastructure	Implement projects arising from trustee-led strategy review	Achieved	Place based fundraiser appointed, scoping new loyalty app for implementation in 23/24, development of branded services and products as part of the trading road map, capital works to create clinical space in Amersham Owned
	EV chargers installed	Achieved	New project to support to support green energy plans
	Bring despatch and delivery in house, including new vehicle purchase	Achieved	Infrastructure to support planned growth in trading to 25/26
	Implement new estates management structure	Achieved	Infrastructure to meet capacity gap identified post pandemic, and ensure senior leadership capability and in-house technical capability to meet statutory requirements and project management capability to implement capital plans
Compliance	Invest in integrated software to cost effectively support compliance with increasing and increasingly complex regulatory requirements	On track	Vantage commissioned, implementation plan on track.
	To be an outstanding Hospice	Achieved	We have continued to maintain our outstanding CQC rating
Reputation	Retail performance remains in the top 5%	Achieved	Charity Retail Association (CRA) benchmarking evidences we are in top 5%.
	Fundraising that compares favourably with sector	Achieved	Fundraising performance exceeded projected income targets
	Deliver clinical developments through transformation of existing resources	Achieved	Maple Wing fully opened Fully staffing new virtual ward, embedding specialist infusion clinics, senior nurse post to introduce nurse led admissions, new therapies and dementia care services initiated to evidence 'proof of concept'.
	Implement projects arising from trustee-led strategy review	Achieved	Place based fundraiser appointed, scoping new loyalty app for implementation in 23/24, development of branded services and products as part of the trading road map, capital works to create clinical space in Amersham Owned
People	Recruit and retain volunteers to support trading road map	Achieved	New volunteer team fully recruited to support Amersham Owned (new shop) Shop opening hours and shop income targets were delivered with optimum combination of new staff and volunteers
	Pay and benefits	Achieved	Harmonise full time working hours across the workforce by April 2023 Embed new medical contract to retain specialist and specialist doctors and fill specialist doctor part time posts Pilot career progression process for career development in role Survey staff on benefits of employment and include top five in employment handbook Deliver recruitment for nurses, trading staff and volunteers though open days and social media to fill posts

Principal risks and uncertainties

The Board of Trustees ensures effective risk management controls are in place to manage the strategic risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures.

Core Domain	Proposed explanation of risk appetite for The Hospice of St Francis
Compliance	The charity regards any project or activity that would threaten its compliance with statutory, regulatory, professional or ethical requirements and standards for patient, family, staff and volunteer safety and/or the safety of the public in income generation activities as unacceptable.
Reputation	The charity regards any project or activity (including activities of organisations in the supply chain) that because of the risk of adverse publicity could not be mitigated and could seriously threaten its reputation (as an outstanding Hospice, trusted by the local community), as unacceptable.
People	The charity regards the recruitment and retention of staff and volunteers to operate core services as fundamental to maintaining reputation and compliance and is committed to maintaining compliance and value, support and develop its people (employees and volunteers) and to maintain the reputation of the charity as a good place to work. The Charity encourages thinking and action on innovative ways of working and new approaches to work and volunteering in order to support the furtherance of strategic objectives.
Financial	The charity will work to maintain the long-term financial viability of the charity as demanded by statute and/or regulation and/or governance, and within generally accepted boundaries of financial prudence. The charity will invest to develop new business and services in the context of this overall approach to financial prudence.
Estates, Environment IT and Infrastructure	All charities must undertake estates, IT and infrastructure projects, and at times such projects may be major and potentially high-risk with the aim or potential to affect substantial parts of the activities of the charity. The Charity will always ensure that the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining, financial sustainability is paramount in such major projects. The charity will maintain these assets and make risk based judgements in prioritising a maintenance programme, allowing sufficient provision for the remediation of unplanned failures in critical infrastructure. The charity has environmental sustainability commitments (in the generation of power and the provision of water) which make a contribution to the reduction of the overall carbon footprint of the Charity. There is a low risk appetite for increasing the overall carbon footprint of the Charity.
Major Change Projects	The Charity delivers major change in the furtherance of strategic objectives and at times such changes may be major and potentially high-risk with the potential to affect substantial parts of activities of the Charity. The Charity will ensure benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining reputation, financial sustainability and compliance are paramount in such major change projects.
Government Policy	The Hospice works closely with statutory organisations (predominantly the NHS and local government) governed by Government Policy and holds contracts with NHS organisations. Government Policy/legislation can change the remit of the NHS and local government, change comparative pay for clinical and care staff &/or change NHS standard contracts. This could impact on the NHS income received by the charity and/or the cost of providing care &/or ability to recruit and retain clinical staff &/or the number of people who rely upon the charity for care. Any or all of these changes could present a major risk to the operation of the charity.

Principle risks

Risk	Management / mitigation
Financial • Liquidity and investment performance • Increase in operating costs	• Investment policy review and recommendations implemented • Cash flow management • Review of income streams and quarterly re-profiling • Pursue additional NHS income • Future work with legacy campaign
Estates, environment and infrastructure • Management and leadership capacity • Infection and public health (CV-19, flu and respiratory infection	• Consult on estates infrastructure and invest to increase capacity and capability in-house • Consult on governance and technical capability in finance and IT, recruit to new roles and mitigate risk of redundancy • Early access to vaccination through partnership with NHS • Maintain monthly review of infection prevention and control risk
Reputational Incidents, omissions or press coverage which damage the Hospice's reputation	• Increase in staff time dedicated to social media monitoring • Proactive social media messaging across a breadth of topics/activities
People Recruitment and retention of staff and volunteers.	• Weekly communication (link up), with a combination of CEO, Director and 'team led' delivery of updates • Participate in 'here for you' mental health support • Consult on optimal model for education and training and implement • Consult on an adopt staff' top five employment benefits • Pilot process for career development in role • Harmonise full time hours and embed specialist/specialty contract

FINANCIAL REVIEW

The 22/23 budget is the first year in a new five year forecast cycle for the Hospice. This forecast includes an anticipated deficit for the years to 24/25 with an aim to return to financial balance in 25/26. This year is the second year in a row that the Hospice has reported a deficit and this is likely to continue while our Trading and Fundraising leaders rebuild income and the Hospice looks to new ways of raising funds. This is against a background of increasing costs, especially for staff costs where we are competing with salary increases across the board and where we are in direct competition with the NHS to recruit specialist clinicians to ensure the expert care that we provide.

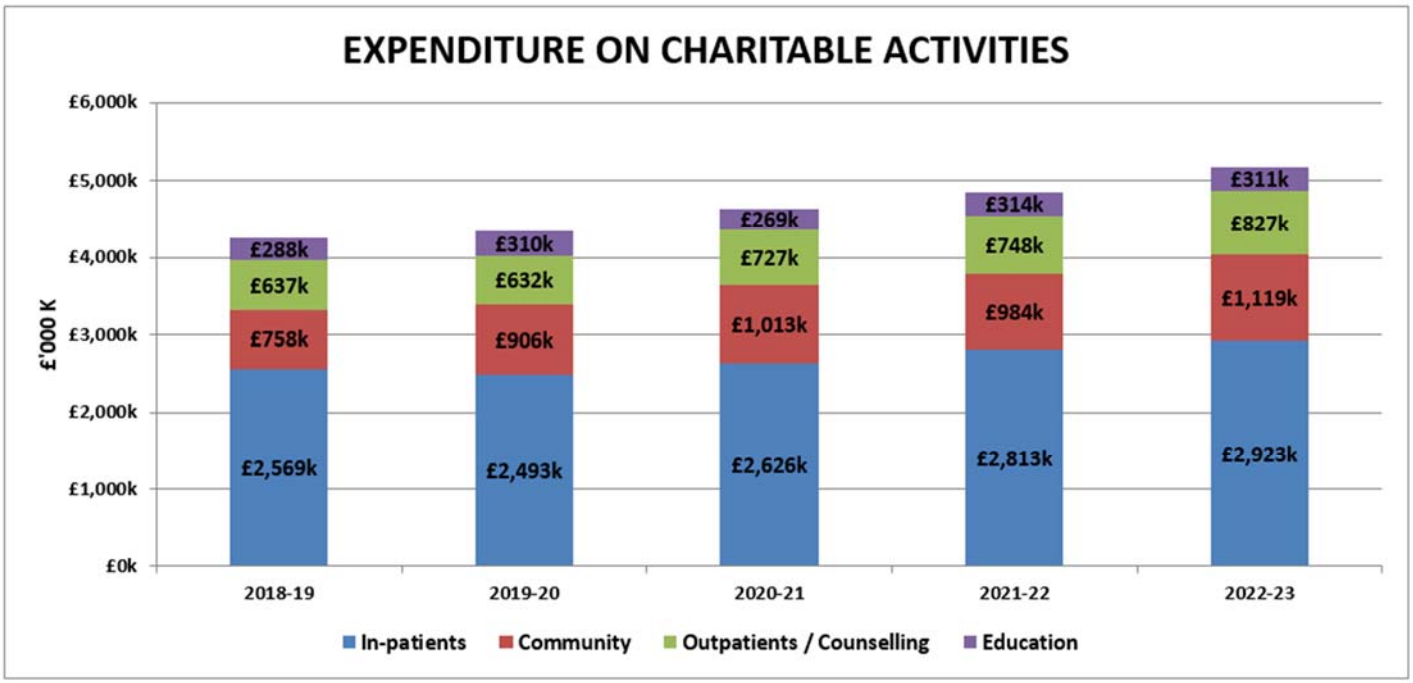
The Hospice's work is majority funded by donations, income from retail activities, legacies, earned income from grants, NHS contract income and interest on investments. Overall, income increased by 14% compared to 2021/22. This year we received no NHSE Capacity Grant income (£0.7m in 21/22) and no Retail Property Grants (£0.03m in 21/22). The relentless drive of our Trading and Fundraising teams nonetheless increased the income by 7% and 18% respectively. We were grateful to donors who provided legacy income of £1.2m, an increase of 153% from 21/22. The NHS Grants for Hospice Care contribute only 19% to our total income and we have seen an increase of 27% in this income as we opened up more beds to aid hospital discharges in the year to support the NHS.

FINANCIAL REVIEW – continued

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Total income	7,001	9,002	7,891	6,801	7,759
Costs of income generation	2,580	2,410	2,174	2,527	3,056
Spending on charitable activities	4,252	4,341	4,635	4,859	5,189
Total reserves	8,671	10,626	12,210	11,848	11,237

This notable increase in income in 22/23 has understandably not kept pace with increased cost pressures. Our total expenditure was £8.2m (2022: £7.4m) an increase of 12% compared to the previous year. This has, of course led to a deficit again this year of £0.6m (2022: deficit of £0.4m).

We spent £5.2m on our charitable activities in the year (2022: £4.9m). Patient referrals returned to pre-pandemic levels, the complexity of diagnosis and needs continues to exceed that typically experienced pre-pandemic. This reflects the national priorities to address NHS hospital waiting lists and increase the delivery of complex care at home and in community settings. New services initiated at the Hospice during the pandemic (like infusions) to reduce NHS out-patient appointments have continued to be developed, commissioned through NHS winter pressures funding.



FINANCIAL REVIEW – continued

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling business plan and annual budgets. The Trustees plan to utilise reserves during the recovery phase of the business plan to offset the loss of income that cannot be ameliorated by cost savings. This recovery is a primary focus of the Trustees. We forecast that the Hospice will continue to draw on its reserves for at least the next 2 years, with the aim of returning to financial balance by the end of 25/26.

Reserves

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Restricted reserves	213	263	221	290	59
Designated reserves	4,902	5,499	5,335	5,678	5,508
Unrestricted reserves	3,556	4,864	6,654	5,880	5,670
Total reserves	**8,671**	**10,626**	**12,210**	**11,848**	**11,237**

The Hospice of St Francis provides essential services to its local community. The importance of Hospice care to the local community continues to be reflected in the support of loyal donors, fundraisers and customers, however these income streams fluctuate. Continued prudent financial management of income has enabled Trustees to continue to minimise draw down on those surpluses invested in reserves. The Trustees' approach to investment and positive fluctuations in the market have further protected these funds. Trustees continue to support the view that these reserves mean that the Hospice can continue to protect clinical capacity and invest in our people whilst at the same time investing in a recovery plan to protect and grow income.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building as well as funds set aside by the Trustees for capital expenditure and also for a legacy equalisation fund which is to cover clinical care costs in the event of a disruption to our normal fundraising activities. The total amount designated for capital projects and the legacy equalisation fund remains at £802k which is expected to be spent over the next two years. No transfers have been made to the designated reserve in 22/23, a year of deficit. The Hospice building reserves are not available for investment, or spending, unless the buildings are sold.

FINANCIAL REVIEW – continued

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly, to ensure that the Hospice's operations are sustainable. The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories.
- The level of funds required to cover unexpected expenditure or future growth.
- Working capital requirements.
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed.

The resulting calculation provides a minimum level of reserves required. At 31 March 2023, the Hospice's unrestricted reserves were £5.6m, representing approximately 8.2 months of charitable spending (a reduction of 1.4 months since 31 March 2022).

Investment policy

Our Treasurer led a review of our reserves policy, including a review of Trustees' risk appetite. The outcome was a decision to slightly reduce risk, in light of the economic uncertainty associated with the pandemic, by maintaining a greater proportion of reserves in cash. Across investment funds in the year, we have seen a loss of £124k. The markets have been highly volatile globally. We will continue to monitor the investment. Additionally, we have increasingly used Treasury deposits where interest rates have been rising and this has mitigated the shortfall on our investments.

Investment portfolio objectives

- **Total target return**: Over the longer term the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.
- **Risk Parameters**: The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.
- **Asset Allocation**: In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.
- **Social, environmental and ethical considerations**: The Hospice will not invest directly in tobacco-related companies and pursues ethical investing.

FINANCIAL REVIEW – continued

Fundraising Compliance

The Hospice adheres to the Fundraising Regulator's code of practice in its fundraising activities. The Supporter Relationships Policy outlines the approach taken by the Hospice when carrying out fundraising activities. All Fundraisers, whether employed by the charity or those acting on its behalf must comply with a set of standards that commits them to being honest and open, clear in communications with supporters, respectful, fair and reasonable and accountable. The policy sets out the behaviours expected of its fundraisers and is reviewed every two years.

The Charity follows the guidance set out in the Fundraising Regulator's Code of Practice and pays the annual voluntary levy to the Fundraising Regulator. In the financial year there were not identified instances when the charity or anyone working on its behalf failed to comply with the fundraising standards set out in the Code of Practice.

The Charity is a shareholder in the Hospice Lottery Partnership, a private company incorporated to administer a lottery in order to raise funds for the benefits of the Shareholders. The Charity has a place on the board of the company which meets six times per year to review and monitor activities. Complaints are a standing item on the agenda. The Charity maintains a continuous dialogue with the company and discusses any complaints that are raised with regards to behaviour that is unreasonable or places undue pressure on a person to give money. The Charity seeks proof of follow up activity by the company to address this behaviour and monitors this in Board meetings.

The Charity maintains a complaints log in which it records every complaint received about fundraising activity by itself or by anyone working on its behalf. There were no complaints received from April 2022 – March 2023.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Fay Richardson, Director of Care.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

Corporate Governance
The governing body of the Charity is the Board of Trustees: at 31 March 2023 there were 13 Trustees. Membership of the Board is set out on page 12 of this report.

At 31 March 2023, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are each chaired by a Trustee and which report to the Board, are:

- the Clinical Governance Committee
- the People and Governance Committee
- the Finance, Audit, Risk and Resources Committee
- the Income Generation Committee

Management
The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees
The Board appoints new Trustees, based on selection criteria that ensure that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

Induction and Training
An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular performance review meetings are carried out by the Chair and Deputy Chair at which further training and development needs are identified.

EMPLOYEES AND VOLUNTEERS
Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities is communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with, the Hospice values, and these are displayed throughout Hospice premises. Our values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

EMPLOYEES AND VOLUNTEERS – continued

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2023, 1,327 active volunteers are supporting the Hospice in over 80 different roles, including in the Hospice itself, in our shops, in the offices, in addition to hybrid roles from home and in the community (compared to 1341 in March 2022). We recruited 232 new volunteers during 2022/23 compared with 120 in 2021/22. 296 volunteers left during 2022/23 – Covid was still having an impact of volunteers leaving, for example those hoping to return then decided not to.

REMUNERATION OF TRUSTEES AND STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care, the Medical Director, Director of Psychological Services, the Director of Finance and Performance comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in Note 6 to the Accounts.

The pay of the workforce as a whole and Executive Team is reviewed annually. The Board benchmarks against pay levels in other charities and the NHS and for shortage specialty posts, by benchmarking against the sector in the market as a whole.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these Accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Accounts;
- Prepare the Accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

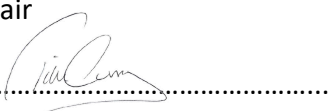
In so far as we are aware:

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

Appointment of Auditors
A proposal to re-appoint Saffery Champness as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors.

Chair



Tim Curry

19/09/2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Opinion

We have audited the financial statements of Hospice of St Francis (Berkhamsted) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise of the consolidated statement of financial activities, group balance sheet, charity balance sheet, consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 23, the trustees (who are also the directors of the parent 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 the 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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Further the parent charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, through significant fines, litigation or restrictions on the group's operations. We identified the most significant laws and regulations to be those issued by the Care Quality Commission covering health care services.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available 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 parent 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 parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Wills

Claire Wills (Senior Statutory Auditor)
for and on behalf of Saffery Champness

Chartered Accountants Statutory Auditors
71 Queen Victoria Street
London
EC4V 4BE

Date: 04 October 2023

Saffery Champness is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2023

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
	Note 1E	Note 1E	Note 1E	2023	2022
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	2,699	-	148	2,848	2,409
Legacies	1,195	-	-	1,195	458
Charitable activities					
NHS Grants for Hospice care	-	-	1,491	1,491	1,174
Other income from charitable activities	173	-	97	270	249
Other trading activities					
Trading and fundraising	457	-	-	457	357
Retail income	1,437	-	-	1,437	1,342
Other income					
NHSE Income	-	-	-	-	662
Furlough Income	-	-	-	-	13
Other Income	62	-	-	62	137
Total income	**6,023**	**-**	**1,736**	**7,759**	**6,801**
EXPENDITURE ON: (Note 3)					
Raising funds					
Voluntary income	556	12	-	568	466
Trading activities	323	5	-	328	252
Retail activities	2,160	-	-	2,160	1,809
	3,039	**17**	**-**	**3,056**	**2,527**
Net income available for charitable activities	**2,984**	**(17)**	**1,736**	**4,703**	**4,274**
Charitable activities					
Inpatient unit	1,117	85	1,730	2,932	2,812
Community	1,108	9	2	1,119	984
Outpatients (Spring Centre)	529	34	41	604	582
Bereavement (Spring Centre)	62	8	152	222	165
Education	263	17	31	311	315
Total expenditure	**3,080**	**153**	**1,956**	**5,189**	**4,858**
Total expenditure carried forward	**6,119**	**170**	**1,956**	**8,245**	**7,385**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
AS AT 31 MARCH 2023

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2023	2022
	£'000	£'000	£'000	£'000	£'000
Total Expenditure brought forward	**6,119**	**170**	**1,956**	**8,245**	**7,385**
Net income/(expenditure)	(96)	(170)	(221)	(487)	(585)
Net gains on investments (Note 10)	(124)	-	-	(124)	223
Net income/(expenditure)	**(220)**	**(170)**	**(221)**	**(611)**	**(362)**
Transfers between funds	11	-	(11)	-	-
Net movement in funds	(209)	(170)	(232)	(611)	(362)
Total funds brought forward	5,880	5,678	290	11,848	12,210
Total funds carried forward	**5,671**	**5,508**	**58**	**11,237**	**11,848**

The accounting policies and notes on pages 33 to 58 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above.

A full comparative Statement of Financial Activities for the year ended 31 March 2022 is included within note 19

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY ONLY BALANCE SHEETS
AS AT 31 MARCH 2023

	Note	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
FIXED ASSETS					
Tangible fixed assets	8	5,254	5,180	5,254	5,180
Investments	9	3,351	3,484	3,391	3,524
TOTAL FIXED ASSETS		8,605	8,664	8,645	8,704
CURRENT ASSETS					
Stocks for goods for resale		60	53	-	-
Debtors	11	1,449	2,121	1,478	2,152
Cash at bank and in hand		1,793	1,480	1,736	1,415
TOTAL CURRENT ASSETS		3,302	3,654	3,214	3,567
CREDITORS: amounts falling due within one year	12	(670)	(470)	(656)	(458)
NET CURRENT ASSETS		2,632	3,184	2,557	3,109
NET ASSETS		11,237	11,848	11,203	11,813
FUNDS	13/14				
Unrestricted funds		5,671	5,880	5,636	5,845
Designated funds		5,508	5,678	5,508	5,678
Restricted funds		58	290	59	290
TOTAL FUNDS		11,237	11,848	11,203	11,813

The net expenditure of the charity as an individual entity for the year was £611k (2022: £441k). A statement of financial activities for the charity as an individual entity is not included using the exemption given in section 408 of the Companies Act 2006.
Company Number : 01507474

The Accounts were approved and authorised for issue by the Board on 19/09/2023 and were signed below on its behalf by

…… ……

Tim Curry
Chair

Timothy Symington
Treasurer

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2023

	2023 £'000	2022 £'000
Cash flows from operating activities (Note 17)	683	82
Cash flows from investing activities		
Purchase of fixed assets	(416)	(243)
Proceeds from the sale of investments	8	4
Net cash invested	38	(501)
	(370)	(740)
Increase in cash and cash equivalents in the year	313	(658)
Cash and cash equivalents at the beginning of the year	1,480	2,139
Cash and cash equivalents at the end of the year	1,793	1,480

Analysis of cash and cash equivalents	2023 £'000	2022 £'000
Cash at bank and in hand	1,793	1,480
Total cash and cash equivalents	1,793	1,480

The group and charity do not hold any debt, therefore all movements shown above relate to cash and cash equivalents.

The accounting policies and notes on pages 33 to 58 form part of the Accounts.

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A. Basis of Accounting

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 (FRS 102) (Charities SORP 2015 (Second Edition, effective 1 January 2019)), and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

B. Corporate Status

The Charity is a company limited by guarantee registered in England and Wales and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

C. Basis of consolidation

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis. See note 18 for further details.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

The accounts are prepared in pounds sterling rounded to the nearest thousand.

D. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. We have undertaken an in-depth review of our financial position, reserves levels and future plans which has given the Trustees confidence that the charity remains a going concern for the foreseeable future.

E. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2023, they comprised the total cost of the building, net of depreciation, the legacy equalisation and designated capital funds.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by The Hospice of St Francis other than that specified by the donor.

1 ACCOUNTING POLICIES (continued)

F. Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

G. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the Statement of Financial Activities as income when received. Gifts in kind for sale are included in the accounts only when sold. Gifts in Kind in 2023: £21,445 (2022: £16,885).

H. Donated services and facilities

These are included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

I. Retail grants

The Charity received £nil (2022-£29,984) under the Government's Retail, Hospitality and Leisure Grant Fund (RHLG). The eligibility requirements for RHLG were confirmed during March 2020 and the charity considers that at this point, eligibility requirements were met and the charity was entitled to the income. The charity was not entitled to any income for the year ended 31 March 2023, in accordance with the charity's accounting policies.

J. NHSE Grants

The Charity received £nil (2022-£661,372) in funding from NHSE to allow the hospice to make available bed capacity and community support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community.

K. Furlough income

In 2022, income of £13,171 was recognised in respect of the coronavirus job retention scheme when the associated staff costs are incurred. Amounts were included within other income in the comparative figures of the Statement of Financial Activities. No such income was recognised in 2023.

L. Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis.

M. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

1 ACCOUNTING POLICIES (continued)

N. 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 accruals basis and in line with FRS 102.

O. Pension scheme

For qualifying staff at the hospice, participation in the NHS scheme provides benefits based upon final pensionable pay. The contributions paid by the charity in respect of the NHS Superannuation scheme are accounted for as if the scheme were a defined contribution scheme as the charity is unable to identify its share of the underlying assets and liabilities in the scheme.

Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds.

The Charity's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

P. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Freehold land and assets in the course of construction are not depreciated. The cost of tangible fixed assets is written off over their expected useful lives as follows:

Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

Q. Investments

Investments are included at bid price, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

Investment properties are held at fair value, being an assessment of market value. Investment properties are revalued every two years by independent professionals who hold recognised and relevant professional qualifications and have recent experience in the location and class of the investment property being valued, or more frequently if the Trustees identify indications of a material movement in the valuation.

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

1 ACCOUNTING POLICIES (continued)

R. Financial Instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors, are initially recognised at transaction value and are subsequently recognised at their settlement value.

S. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

T. Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

U. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

V. 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

W. Leases

All operating leases and rental expenses are charged to the SOFA as incurred.

X. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2023 amounted to £3,856 (2022 - £3,985) and was written off during the year.

Y. Taxation

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2023 or in the prior year.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2023.

1 ACCOUNTING POLICIES (continued)

Z. Estimates and Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider depreciation, legacy income accrual and holiday pay accrual to be subject to estimation and judgement and are discussed above.

2. ANALYSIS OF INCOME	**Unrestricted Funds £'000**	**Restricted Income Funds £'000**	**Total 2023 £'000**	**Unrestricted Funds £'000**	**Restricted Income Funds £'000**	**Total 2022 £'000**
a) Donations and legacies						
Memorials register	308	-	308	**373**	**-**	**373**
Donations from individuals and companies	1,004	148	1,152	**849**	**138**	**987**
Donations received through the retail gift aid scheme	1,174	-	1,174	**836**	**-**	**836**
Collecting boxes	13	-	13	**11**	**-**	**11**
Lottery	200	-	200	**202**	**-**	**202**
Legacies	1,195	-	1,195	**458**		**458**
Total donations & legacies	**3,894**	**148**	**4,042**	**2,729**	**138**	**2,867**
b) Income from other trading activities: trading and Fundraising						
Fundraising events	417	-	417	322	-	322
Providing goods and services, other than for the benefit of the charity's beneficiaries	28	-	28	26	-	26
Letting property held primarily for the functional use of the charity	11	-	11	9	-	9
Trading and fundraising	**456**	**-**	**456**	**357**	**-**	**357**
c) Income from other trading activities: retail shop sales	1,437	-	1,437	1342	-	1342
Total retail income	**1,437**		**1,437**	**1342**	**-**	**1342**

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops, on-line and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of The Hospice of St Francis Trading Limited is shown in note 2d-2e.

2. ANALYSIS OF INCOME (continued)

d) The contribution to funds provided by The Hospice of St Francis's trading activity is analysed as follows:

	2023 £'000	2022 £'000
Retail income	1,437	1,342
Gift aided donations through the shops (including gift aid)	939	837
Total income	2,376	2,179
Retail costs	1,797	1,471
Contributions made by retail operations	579	708

e) Income reported by subsidiary company

The results reported in The Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2023 £'000	2022 £'000
Turnover	366	351
Cost of sales	(181)	(154)
Operating costs	(112)	(117)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(73)	(80)
Retained in the Hospice of St Francis Trading Ltd	-	-

The cost of sales and the operating costs are also consolidated, and included in the retail costs line in the SOFA.

Profits of the Hospice of St Francis (Trading) Ltd are donated to the parent charity under the gift aid scheme. A deed of covenant is in place between the two entities.

f) Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2023 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2022 £'000
Investment income				11	-	11
Total investment income	**-**	**-**	**-**	**11**	**-**	**11**
Income from charitable activities						
NHS income for service provision						
Hertfordshire	-	306	306	-	212	212
Central London Community Healthcare NHS Trust	-	1,093	1,093	-	893	893
Hillingdon	-	-	-	-	-	-
Buckinghamshire	-	92	92	-	69	69
Total NHS Income for service provision	**-**	**1,491**	**1,491**	**-**	**1,174**	**1,174**
NHS income for specific projects						
Watford General Hospital	-	43	43	-	52	52
Total NHS income for specific projects	**-**	**43**	**43**	**-**	**52**	**52**
Charitable income from other sources						
Grants from BBC Children in Need	-	-	-	-	10	10
Other income	173	54	227	124	63	187
Total income from specific projects	**173**	**54**	**227**	**124**	**73**	**197**

Further details relating to restricted income are included in notes 13 and 14.

3. ANALYSIS OF EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs (Note 4)	Total 2023	Direct Costs - Staff	Direct Costs - Other	Support Costs	Total 2022
Raising funds:	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Costs of generating voluntary income	362	167	39	568	301	140	25	466
Costs of trading and fundraising	197	103	29	329	170	59	23	252
Cost of retail activities	1106	931	122	2,159	907	783	119	1,809
	1,666	**1,201**	**190**	**3,056**	**1,378**	**982**	**167**	**2,527**
Charitable activities:								
Inpatient unit	2,041	715	177	2,933	1,915	719	179	2,813
Community	919	135	66	1,120	794	129	62	984
Outpatients (Spring Centre)	418	137	49	604	383	155	45	583
Bereavement (Spring Centre)	172	40	11	223	115	39	10	165
Education	209	91	10	310	229	70	15	314
	3,759	**1,118**	**313**	**5,190**	**3,436**	**1,112**	**311**	**4,859**
Total	**5,425**	**2,318**	**503**	**8,246**	**4,814**	**2,094**	**478**	**7,385**

Shared clinical costs have been allocated according to a formula which reflects the Hospice's best assessment of activity levels in the different services offered. Costs of retail activities include £181k of stock recognised as an expense in the year ended 31 March 2023 (2022: £154k).

4. SUPPORT COSTS

	Administration and HR Costs	Professional Fees	Governance	2023	Administration and HR Costs	Professional Fees	Governance	2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating voluntary income	25	1	12	**38**	16	1	8	**25**
Cost of trading and fundraising	19	1	9	**29**	15	1	7	**23**
Cost of retail activities	80	3	39	**122**	77	3	38	**119**
	124	5	60	**189**	108	5	53	**167**
Charitable activities								
Inpatient unit	116	5	56	**177**	116	5	58	**179**
Community	43	2	21	**66**	40	2	20	**62**
Outpatients (Spring Centre)	32	1	16	**49**	29	1	15	**45**
Bereavement (Spring Centre)	7	-	4	**11**	7	-	3	**10**
Education	7	-	3	**10**	10	-	5	**15**
	205	8	100	**313**	202	8	101	**311**
Total	329	13	160	**502**	310	13	154	**478**

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

4. SUPPORT COSTS (continued)

Governance costs comprise the following:

Governance costs	**2023 £'000**	**2022 £'000**
Auditors remuneration - external audit	22	17
Auditors remuneration - other advice	6	3
Salaries	149	147
Other costs	11	7
Total	188	174

5. STAFF NUMBERS AND EMOLUMENTS

	2023 £'000	**2022 £'000**
Gross wages and salaries	4,783	4,454
Employer's national insurance costs	423	378
Employers' pension costs	502	359
Redundancy/Ex-gratia payments	25	25
Total Payroll costs	5,733	5,216

The total payroll costs include ex-gratia payments of £25k (2022: £25k) In the current year this related to costs in respect of staff restructuring.

Average number full time equivalent number of persons employed by the group (including bank staff) during the period was as follows:-	**Number**	**Number**
Charitable activities	96	93
Fundraising and retail	54	49
Support services	28	26
	178	168

Average number full time equivalent number of persons employed by the group during the period was as follows:-	**Number**	**Number**
Charitable activities	67.1	67.2
Fundraising and retail	40.5	37.0
Support services	23.3	21.4
Average number of staff	130.9	125.6

5. STAFF NUMBERS AND EMOLUMENTS – (continued)

Highest paid employees	**2023**	**2022**
Gross salary (including employer pension and national insurance contributions) in the range		
£60,000 to £70,000	2	2
£70,001 to £80,000	4	5
£100,001 to £110,000	1	-
£110,001 to £120,000	-	1

The Board considers its key management personnel comprise the Trustees, the Chief Executive, the Director of Care, the Medical Director, People Director, the Director of Sustainable Trading, the Director of Wellbeing and Family Support, Joint Fundraising Directors and the Director of Finance and Performance. The total remuneration of the key management personnel was £653k (2022: £652k).

6. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2023 (2022: £nil). The Hospice paid £nil in expenses for Trustees during both periods. Total donations by Trustees were £7,495 (2022: £1,733).

7. NET MOVEMENT IN FUNDS

	2023 £'000	**2022 £'000**
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	342	308
Auditors remuneration	20	18
Operating lease rental: land and buildings	273	238
Operating lease rental: equipment	12	15

8. TANGIBLE FIXED ASSETS

	Freehold land and buildings	Furniture and equipment	Shops' fixtures and Fittings	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000
Group and Charity					
Cost					
At 1 April 2022	6,951	1,764	209	81	9,006
Additions	131	92	111	82	416
Transfer	58	18	1	(77)	-
At 31 March 2023	**7,140**	**1,874**	**321**	**86**	**9,422**
Depreciation					
At 1 April 2022	2,281	1,379	165	-	3,826
Disposal	-	-		-	
Charge for the year	170	150	22	-	342
At 31 March 2023	**2,451**	**1,529**	**187**	**-**	**4,168**
Net book value					
At 31 March 2022	**4,670**	**385**	**44**	**81**	**5,180**
At 31 March 2023	**4,689**	**345**	**134**	**86**	**5,254**

Included in freehold land and buildings is land valued at £601k (2022: £601k), which is not depreciated.

9. FIXED ASSET INVESTMENTS	**2023**	**2022**
	£'000	**£'000**
Group		
Unlisted investments		
Investment property	275	275
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	**360**	**360**
Listed investments		
Barclays Charity Fund	2,991	3,123
Total listed investments at market value	**2,991**	**3,123**
Total investments	**3,351**	**3,484**
Listed investments at historic cost	**2,911**	**2,876**
Charity		
Total Group investments	3,351	3,484
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	**3,391**	**3,524**

During the year, losses on investments totalling £124k (2022- £223k gain) have been recognised in the statement of financial activity

Included within fixed asset investments are:

- 40,000 shares (100%) (2022 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd.
- 14 shares (16.67%) (2022 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2023 show income for the year of £ 2,099,262 charitable donations of £1,223,981 and retained profits at 31 March 2023 of £536,370.

10. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS	2023 £'000	2022 £'000
Group		
Carrying value of investments brought forward	3,484	2,768
Additions to investments at cost	-	497
Disposals of investments at carrying value	(8)	(4)
Net gains/(losses) on revaluation	(125)	223
Carrying value carried forward	**3,351**	**3,484**
Charity		
Carrying value of investments brought forward	3,524	2,808
Additions to investments at cost	-	497
Disposals of investments at carrying value	(8)	(4)
Net gain/(loss) on revaluation	(125)	223
Carrying value carried forward	**3,391**	**3,524**

11. DEBTORS	2023 £'000	2022 £'000
Group		
Taxation recoverable	155	134
Other debtors	51	398
Prepayments	219	190
Accrued income	1,024	1,399
Total	**1,449**	**2,121**
Charity		
Taxation recoverable	155	134
Amounts owed by group companies	40	45
Other debtors	51	396
Prepayments	208	178
Accrued income	1,024	1,399
Total	**1,478**	**2,152**

Taxation recoverable comprises Gift Aid recoverable and VAT.

12. CREDITORS: amounts falling due within one year	**2023 £'000**	**2022 £'000**
Group		
Taxation and social security	100	96
Other creditors	244	185
Deferred income	120	54
Accruals	206	135
Total	**670**	**470**
Charity		
Taxation and social security	100	96
Other creditors	238	180
Deferred income	120	54
Accruals	198	128
Total	**656**	**458**

Included within other creditors is an amount outstanding at the year-end of £20k (2022: £21k) relating to the defined contribution pension schemes and £33k (2022: £28k) relating to the defined benefit pension scheme.

The bank overdraft refers to a credit facility that was put in place by the Trustees to cover short term funding gaps.

It is secured against the investments held in the Barclays Bank Charity Fund. This was repaid in full during the year.

Income is deferred when it is received in advance of the income recognition criteria set out in Note 1(F) having been met. All income deferred at 31 March 2023 was released in the year ended 31 March 2024. Deferred income for 2023 related to Fundraising Events, an Education course and Rapid Personalised Care Services totalling £120k (2022: £54k).

13a. FUNDS (2023)			**Total**
	General	**Designated**	**Unrestricted**
GROUP	**Reserves**	**Reserves**	**Reserves**
	£'000	**£'000**	**£'000**
At 1 April 2022	5,880	5,678	11,558
Income	6,023	-	6,023
Expenditure	(6,119)	(170)	(6,289)
Gain on investment assets	(124)	-	(124)
Transfers	11	-	11
At 31 March 2023	**5,671**	**5,508**	**11,179**

13a. FUNDS (2023)			**Total**
	General	**Designated**	**Unrestricted**
CHARITY	**Reserves**	**Reserves**	**Reserves**
	£'000	**£'000**	**£'000**
At 1 April 2022	5,845	5,678	11,523
Income	6,023	-	6,023
Expenditure	(6,119)	(170)	(6,289)
Gain on investment assets	(124)	-	(124)
Transfers	11	-	11
At 31 March 2023	**5,636**	**5,508**	**11,144**

Designated fund
The designated fund comprises the net book value of the building £4,689k from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building plus any planned capital projects: thus over the life of the building, the value of this fund will be reduced to zero.

13b. FUNDS (2022)

Group	**General Reserves £'000**	**Designated Reserves £'000**	**Total Unrestricted Reserves £'000**
At 1 April 2021	6,654	5,335	11,989
Income	4,689	-	4,689
Expenditure	(5,175)	(167)	(5,341)
Gain on investment assets	223	-	223
Transfers	(511)	511	-
At 31 March 2022	**5,880**	**5,678**	**11,558**

13b. FUNDS (2022)

Charity	**General Reserves £'000**	**Designated Reserves £'000**	**Total Unrestricted Reserves £'000**
At 1 April 2021	6,619	5,335	11,954
Income	4,689	-	4,689
Expenditure	(5,175)	(167)	(5,343)
Gain on investment assets	223	-	223
Transfers	(511)	511	-
At 31 March 2022	**5,845**	**5,678**	**11,523**

13c. FUNDS (continued)

RESTRICTED FUNDS (2023)	*01 Apr-2022*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2023*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	43	(43)	-	-
Hertfordshire Community NHS Trust	-	306	(306)	-	-
Chiltern Continuing Care Contracts	-	92	(92)	-	-
Central London Community Health Care NHS Trust	-	1,093	(1,093)	-	-
BBC Children In Need	1	-	-	-	1
Berkhamsted School – Maple Funding	16	6	(22)	-	-
The Childwick Trust	10	-	(10)	-	-
The Batchworth Trust	5	-	(5)	-	-
Rank Foundation	3	11	(11)	-	3
Sherling Charitable Trust	15	10	(15)	-	10
Hobson Charity Limited	-	10	(10)	-	-
Other restricted donations	240	165	(350)	(11)	44
Total restricted funds	**290**	**1,736**	**(1,957)**	**(11)**	**58**

13d. FUNDS (continued)

RESTRICTED FUNDS (2022)	*01 Apr-2021*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2022*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	52	(52)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	212	(212)	-	-
Chiltern Continuing Care Contracts	-	69	(69)	-	-
Central London Community Health Care NHS Trust	-	893	(893)	-	-
NHSE Capacity Grants	-	662	(662)	-	-
HMRC Furlough Scheme	-	13	(13)	-	-
BBC Children In Need	1	10	(10)	-	1
Berkhamsted School – Maple Funding	-	16	-	-	16
The Childwick Trust	-	10	-	-	10
The Batchworth Trust	-	5	-	-	5
Rank Foundation	-	3	-	-	3
Sherling Charitable Trust		15			15
W G Edwards Charitable Foundation		2	(2)		-
Other restricted donations	220	150	(130)	-	240
Total restricted funds	**221**	**2,112**	**(2,043)**	**-**	**290**

Restricted funds

The restricted funds at 31 March 2023 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose.

Restricted donations comprised voluntary income given to the Hospice to be used for a specific purpose. The Hospice segregates these funds and matches them with expenditure when it is incurred. Transfers from restricted funds represent capital grants relating to items purchased where there is no continuing restriction as to use, and are, for this reason, transferred to unrestricted funds.

The Herts Valleys CCG and Central London Healthcare Community NHS Trust grants comprise an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Hillingdon CCG payment was towards the care of specific patients.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

The BBC Children in Need grant contributed towards the costs of the children's bereavement service support workers.

14. FUNDS

14a. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2023)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,254	-	5,254
Investments	3,351	-	-	3,351
Current assets	2,989	254	59	3,302
Creditors: falling due within one year	(670)	-	-	(670)
Total	**5,670**	**5,508**	**59**	**11,237**

14b. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2023)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2023 £'000
Tangible fixed assets	-	5,254	-	5,254
Investments	3,391	-	-	3,391
Current assets	2,901	254	59	3,214
Creditors: falling due within one year	(656)	-	-	(656)
Total	**5,636**	**5,508**	**59**	**11,203**

14c. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2022)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2022 £'000
Tangible fixed assets	-	5,180	-	5,180
Investments	3,484	-	-	3,484
Current assets	2,866	498	290	3,654
Creditors: falling due within one year	(470)	-	-	(470)
Total	**5,880**	**5,678**	**290**	**11,848**

14d.	ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2022)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2022 £'000
	Tangible fixed assets	-	5,180	-	5,180
	Investments	3,524	-	-	3,524
	Current assets	2,779	498	290	3,567
	Creditors: falling due within one year	(458)	-	-	(458)
	Total	**5,845**	**5,678**	**290**	**11,813**

15. RELATED PARTIES

Transactions between the Charity and Hospice of St Francis Trading Limited were as follows: £73k (2022: £80k), being the profits donated to the Charity under the Gift Aid scheme. Expenses paid to Trustees and donations from Trustees are shown in Note 6.

16. FINANCIAL COMMITMENTS

16a. OPERATING LEASE COMMITMENTS

At 31 March the total commitments under operating leases were as follows:	2023 £'000	2022 £'000
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	182	195
- from two to five years	457	334
- over five years	214	236
Total land and buildings	**853**	**765**
Equipment hire agreement		
Operating leases which expire:		
- within one year	10	9
- from two to five years	26	1
Total equipment	36	10
Total	**889**	**772**

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £285k were expensed in the year ended 31 March 2023 (2022: £210k).

16b. Capital commitments

The Hospice committed £176k to a Digital Transformation in 2022 and this continues into 2023. This includes upgrading our network, migrating to Cloud storage and improving our IT Security. In the prior year the Charity had committed to £116k in respect of construction of the Maple project – Hospice building.

17. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES	**2023**	**2022**
	£'000	**£'000**
Net movement in funds	(649)	(362)
Unrealised profits/(losses) on investments	124	(223)
Depreciation	342	308
Increase in stocks	(7)	11
Decrease / (Increase) in debtors	673	384
Increase / (Decrease) in creditors	200	(36)
Net cash provided by operating activities	683	82

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

18. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 2E.

	2023	**2022**
	£'000	**£'000**
Stocks	60	53
Debtors	11	14
Cash at bank and in hand	57	66
Creditors falling due within one year	(53)	(58)
Net Assets	75	75
Shareholders' equity	40	40
Profit and loss account	35	35
Total Shareholders' funds	75	75

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2022)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2022
	£'000	£'000	£'000	£'000
INCOME FROM				
Donations and legacies				
Donations	2,271	-	138	2,409
Legacies	458	-	-	458
Charitable activities				
NHS Grants for Hospice care	-	-	1,174	1,174
Other income from charitable activities	124	-	125	249
Other trading activities				
Trading and fundraising	357	-	-	357
Retail income	1,342	-	-	1,342
Other income				
NHSE Income	-	-	662	662
Furlough Income	-	-	13	13
Other Income	137	-	-	137
Total income	**4,689**	**-**	**2,112**	**6,801**
EXPENDITURE ON:				
Raising funds				
Voluntary income	455	12	-	466
Trading activities	247	5	-	252
Retail activities	1,796	-	13	1,809
	2,497	**17**	**13**	**2,527**
Net income available for charitable activities	**2,192**	**(17)**	**2,099**	**4,274**
Charitable activities				
Inpatient unit	805	84	1,923	2,813
Community	956	8	20	984
Outpatients (Spring Centre)	543	33	6	583
Bereavement (Spring Centre)	108	8	49	165
Education	266	17	32	315
Total expenditure	**2,678**	**151**	**2,030**	**4,858**
Carried forward	**5,175**	**168**	**2,043**	**7,385**

NOTES TO THE ACCOUNTS
AS AT 31 MARCH 2023

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total
				2022
	£000	**£000**	**£000**	**£000**
Total Expenditure brought forward	**5,175**	**168**	**2,043**	**7,385**
Net income/(expenditure)	(486)	(168)	69	(585)
Net gains on investments	223	-	-	223
Net income/(expenditure)	**(263)**	**(168)**	**69**	**(362)**
Transfers between funds	(511)	511	-	-
Net movement in funds	(774)	343	69	(362)
Total funds brought forward	6,654	5,335	221	12,210
Total funds carried forward	**5,880**	**5,678**	**290**	**11,848**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales - Charity number 280825

Accounts

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2022

Registered Charity Number:	280825
Company Number:	1507474
Registered Office:	Hospice of St Francis (Berkhamsted) Limited Spring Garden Lane Berkhamsted Herts HP4 3GW

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022

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HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)
CHAIR'S REPORT FOR THE YEAR ENDED 31 MARCH 2022

Tim Curry, Chair of the Board of Trustees.

This is our second audit report of the pandemic. At the time of writing, the number of people who have died because of Covid-19 in the UK is greater than the total population of Watford. On behalf of everyone here we offer our condolences if your loved one died because of the pandemic.

A Hospice founded by the community for the community, our community is our touch point. I am delighted to welcome Richard Houghton, Jennifer Jenkins, Parul Kanabar and Kathryn Magson as new Trustees recruited to the Board this year. Our thanks to Tracy Moores, Hannah Richardson and Dr Rama Vancheeswaran who stepped down on completing their terms of office. In June, July and August 2021, as the restrictions eased, we ran a series of thank you events for supporters in a marquee in the Hospice gardens. A tremendous success, it was fantastic for us to have people back up in the Hospice gardens. Similar events were scheduled for Summer 2022. Thank you to all of you who were able to take part. Our support to the wider health and care community has been equally important. In 2021-22, 34% of all patient referrals were people referred directly by acute hospitals. For people admitted to our in-patient unit in the evening and at the weekend, 32% were directly referred by an acute hospital. That percentage of admissions 'out of hours' from an acute hospital rose to 40% in December 2020 to March 2021. For patients admitted out of hours from home, because of an emergency or crisis in their health, coming to the Hospice prevented a trip into hospital. In that period (Dec 2020 – Mar 2021), because of the additional demand for NHS hospital care over winter, Hospices were commissioned to increase support to the NHS. The Hospice of St Francis also bid successfully for new short term NHS funding to enable us to respond to the increasing number of calls carers, patients and professionals made for support from the out of hours palliative care advice line and to extend specialist clinics we initiated during the pandemic. This additional NHS funding together with our core NHS contract income, means that NHS income accounts for 18% of income raised.

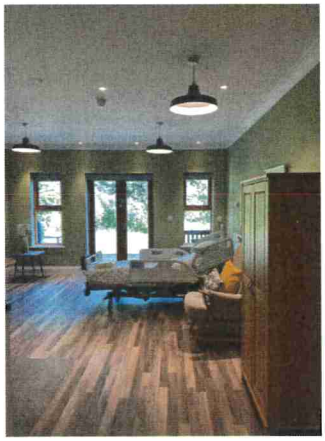
Financially, as expected, it has been another year of volatility in the external financial environment. Trustees planned to draw down on reserves to protect clinical services and retain staff and volunteers. Restrictions on social contact to control the spread of Covid-19 continued to significantly reduce the number of public opportunities to generate income. Our fundraising and trading teams never the less set ambitious targets. Supporters and customers responded. With income of £2.4m from fundraising and contributions made by retail operations of £0.3m. The care for one in every five patients is funded by our supporters in their wills. This year we have benefitted from £0.5m in legacy income, far less than is typically the case. We know the pandemic has significantly increased the time taken for probate processing. We would normally receive in the region of £1m through legacy bequests each year. Every year is a great time to make a will. If you are in a position to do this and would like to support us, we would love your support. (www.stfrancis.org.uk/support-us/what-can-i-do-/leave-a-gift-in-your-will/a-step-by-step-guide).

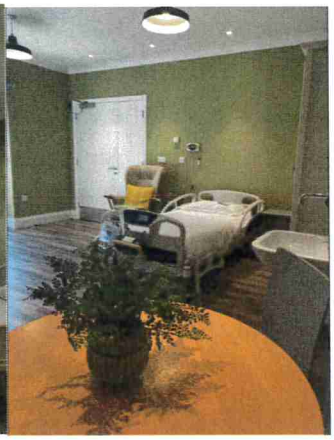
We approved our first dedicated pat dog Lottie to work in our children's bereavement service. The success of face to face digital communication means 70 specialist psychological support sessions were safely delivered digitally. Patients and families can now choose between counselling in person, face to face or on-line. The nature walks, one of our new contemporary approaches to rehabilitation and recovery, take place in the Hospice garden and other beautiful local places have been possible with grant funding. We opened Chapter Two in Chesham, to be followed by Amersham Owned.

Tim Curry, Chair of the Board of Trustees- continued

We advertised our tender to upgrade our website. From April 2021 to March 2022, we experienced annual traffic of 140,000 users, online donations in 2021 of £0.2m exceeded our target and online self referrals currently account for 5% of all referrals.

Our plans to convert three large rooms in our in-patient unit (known as the Maple Wing) came to fruition. As planned our first appeal of 2022/23 focussed on fundraising for staff to fully open these facilities.





Supporters and Association Members know that the Board of Trustees, in response to the pandemic, committed to use reserves if required to ensure that we could sustain the care people would need without cutting services. We also invested in paying our staff fairly, in stewarding supporters and volunteers, and supporting those who needed to step back to look after their personal health and well-being.

In 2020/21 our success in delivering additional care to support the NHS and the preparedness of government to commission this care from Hospices together with other pandemic grants meant that we did not need to draw heavily on reserves. This year, Trustees made the same commitment to patients, families, staff and the wider community. We have delivered care, retained staff and made a positive start to financial recovery. We have begun to rely on reserves. However, financial planning and current projections mean that we can afford to continue this strategic approach in the short term. We already know the changes in population and life expectancy are increasing the need for our care. The changes required of the NHS following the pandemic further increase this need. At the end of December 2021 Trustees began a Hospice-wide programme to refresh and revisit our strategic objectives, agree a programme of action to return to financial balance in the immediate aftermath of the pandemic and, look forward to our 50th Birthday in 2029. The recommendations will be presented at the AGM in 2022.

Our accounts tell our story in numbers. They do not tell the story of our people. People are what the Hospice of St Francis is about. I know that you will join me in paying tribute to every staff member, every volunteer and supporter who have given their time to The Hospice of St Francis again this year. We are nothing without you. I hope that you will join me once again this year in renewing your support and commitment to assure the future and future success of The Hospice of St Francis.

"They put me back together and made it ok again."

Liz, 78 from St Albans, describes how she "couldn't have been any lower" when she was first referred to the Hospice in mid-August. She has been living with liver cancer since January, for which she chose not to have treatment. Her condition deteriorated about six weeks ago resulting in an admission to A&E, with a collapsed lung and later a chest infection.

"I've been transformed. At hospital I just didn't want to go on any longer. I said to my husband that I just wanted them to let me go."

Reflecting on her time at the Hospice she shares, "Oh, the nurses – they are my team! They put me back together and made it ok again. They are there with cheery faces to get me going at 7.30am each morning."

Liz's husband, Mick, has been able to visit regularly, something which wasn't permitted whilst in hospital. Liz explains how she found it really difficult, "Alongside the nursing team I really needed my husband to help me through it."

The Hospice ethos is to help people to live their precious lives well through improving symptoms, achieving personal goals and helping them to feel safe, and Liz reflects, "It's not just your health that they treat, it's your whole wellbeing."

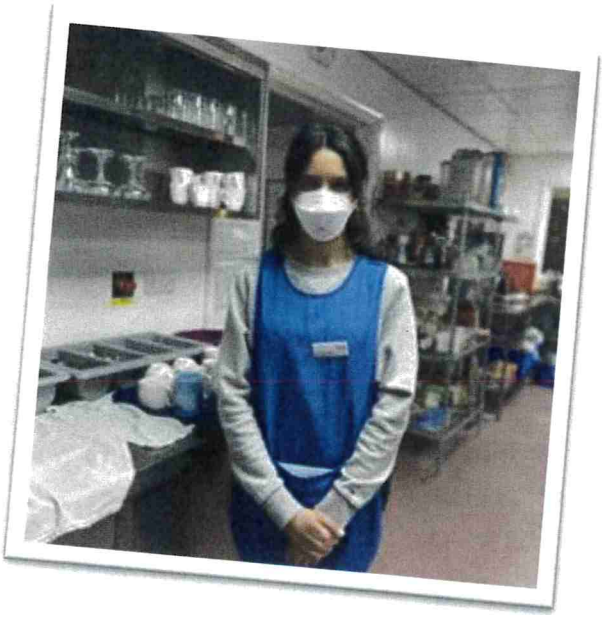
"Alongside the extra oxygen brought in specifically to help my breathing, I've had physiotherapy and exercise sessions with Louise (Hospice Rehab team). It's all part of the jigsaw and it all fits. They've given me things to help and support me at home."

Liz, who worked at Hemel Hospital for 26 years, is preparing to return home and shares, "I just can't wait to get home, and get home feeling well. It's not just about getting better, it's how they do it. I'll be able to see my great-grand daughter next week."

During her stay Liz discussed the possibility of corneal donation, something offered through the Hospice, "They can't use a lot of me but I've spoken to the doctor about corneal donation."

She concludes, "I wish more people could experience the care I have – it has made a huge difference."

Meet...Mridula!



"Volunteering during lockdown was a strange and new experience. I was proud of the small role I was playing in healthcare during the pandemic and gained new skills that I would not have gained otherwise.

Communicating with patients through my mask was something I had never had to deal with before, but as their families were so restricted in when they could visit, it felt good to be able to talk to patients, giving them a chance to interact with someone who would listen to them.

I realised how lonely it could get and was glad that I could help, even if it was just for a few minutes. It was nice to be back helping in the kitchen and assisting the chefs so they didn't have to take on the entire load by themselves."

My role in the IPU team involves helping Kitchen staff by clearing and washing up, loading the dishwasher, preparing trays for meals, stocking up on items in the visitor and nurses' area and serving meals to the patients.

A typical morning shift involves delivering breakfast to the patients and preparing for lunch by taking their orders, ready for the chefs to prepare. The afternoon shift is much quieter and usually just involves me checking in on patients' and their visitors to see if I can be of any help to them.

Sometimes this is just a case of making the patient and their visitors a cup of tea or coffee or simply replacing water jugs in their rooms.

The evening shifts involve taking dinner down to the patients and helping the chefs clean and close the kitchen for the day. One of the best aspects of being a volunteer on IPU is being able to talk to the patients and ensuring they are as comfortable as they can be."

Sharing what inspired her to volunteer, Mridula explains...

"I was interested to get a real insight into healthcare rather than just an impression from the books I had read. I started volunteering when I was 16 and still at school. I quickly adjusted to the IPU environment and was able to build a rapport with the kitchen staff, nurses and other volunteers.

There were times when I would see the immense joy and happiness on the patients' faces on seeing the pudding I just delivered to them. It would fill me with so much happiness. After finishing my A levels, I moved to Sheffield for my degree but found myself covering as many shifts as possible at the Hospice as I could whenever I was back home.

I think the most rewarding aspect of volunteering is being able to see the difference you are making. While this may sound a bit cliche, I never thought I would see a patient happy to see me bringing in their favourite meal on a day when they were not feeling their best. Simple things like asking them about their day would bring a smile to their face and they were happy to chat to someone about it.

My time volunteering has been both rewarding and eye opening! One of my fondest memories was during a time I had been going in for about three days in a row and a patient recognised me, even through a mask! It was nice to know that they remembered me coming in their room to bring them their meals. Working here for so long has allowed me to make so many memories as I have quite literally matured into an adult over these past five years!"

Christine's Story

Christine, 81 from Berkhamsted, describes being unable to move when she was first admitted to the Hospice's Inpatient Unit in December. Living with heart problems, she was being cared for at home by the Hospice's Community Team, followed by a stint at Watford Hospital.

Due to issues with fluid retention, Christine recalls being *"like the Michelin Man."*

"My legs were double the size. I couldn't move."

Prior to Christmas, Christine was on oxygen, intravenous medication, her legs were leaking and heavily bandaged. After a five-week stay all that has changed – *"Everyone at the Hospice has a fantastic attitude. They've built me back up."*

As part of Christine's stay on the Inpatient Unit, she's been supported by the Physiotherapy Team.

"I couldn't walk. They've turned me around."

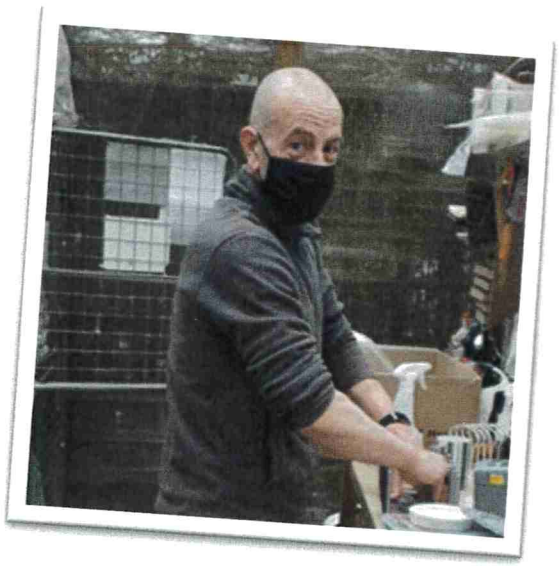
As part of Christine's stay on the Inpatient Unit, she's been supported by the Physiotherapy Team.

Christine recalled when her husband was cared for by the Hospice at its old home in Shrublands Road, where he passed away. She shares how Chris, the Hospice's Head Chef, used to make lunch and there was "nothing but laughter."

"The Hospice gave him a good death."

Christine is returned home to live with family, where she continued to be supported by the Hospice's Community Team.

Meet...Andy!



"After a difficult period following a significant motorcycle accident, which did me a lot of damage, and required a long period of recovery - I started volunteering, as I was not working, or able to work in terms of full-time paid employment. I wanted to be doing something with my time that I could manage physically without too much pressure on myself."

Andy from Berkhamsted, a volunteer at our Berkhamsted shop and valued member of the team! This is his first volunteer position and he began his role at the shop in January 2019. He is a keen cook, describes himself as 'slightly obsessed with food' and has a great affinity with nature, especially walking in the countryside.

My role at the shop has been a mixed bag really. I predominantly work in the back of the shop receiving and processing donations. I sort the donations, clothing and bric-à-brac preparing them for sale in the shop. I am generally pretty handy at fixing things too, so I can repair some donations that may otherwise be thrown away, and I do some general repairs around the shop when needed.

I'm useful at fixing watches and changing the batteries. I've also done a number of shifts working on the till in the shop, generally to cover days when they are short staffed."

Andy describes how after his accident he wanted to get involved in volunteering...

"I really wanted to try and be helpful and do something, however small, to help others, while I had time on my hands. Volunteering at the shop was perfect for me as I could help while I was recovering.

My dad had raised money for the HOSF in the past, (through the rotary club etc.) and I knew it was such a great and caring organisation. I really wanted to join the team at the shop to try to do my bit where possible. My Grandmother received care from the Hospice many years ago too, so the organisation was always in my mind and I was so happy when the shop took me on.

I am now as recovered as I can be, but do not want to leave the shop as I do enjoy it so much. I need to find paid employment, but if I do, I hope I can still find time to help at the shop!"

Andy studied Food Science and Technology after leaving school and qualified as a food technologist as well as studying as an artist covering photography and printing. He also worked as a senior chef, for a total of around 10 years for a few restaurants, in addition to I working as a self-employed gardener.

"I'm willing to admit that I have suffered from depression since I was a child and have struggled throughout my life with significant periods of time where I have found life very hard to cope with.

I have a lack of confidence, which certainly holds me back a great deal. The Hospice shop has been a breath of fresh air for me, as I feel so comfortable in my role and with all those who I work with. It has certainly helped with my confidence as I have simply been accepted for who I am.

I guess these days; the shop is my biggest interest/hobby as it gives me so much peace of mind, and a great distraction from myself. I love working at the shop. There is no particular area I have a preference to, but I enjoy sorting through the bric-à-brac. This is mainly due to my interest in antiques and my fascination with the items that arrive in the shop."

He continues, "...I love working with all the managers and other volunteers within the shop, as they are all so kind, helpful and have been supportive and welcoming to me since I started. It always feels like I am among friends. I just like being there.

I think volunteering, as I do, gives a limited perspective on the overall organisation and the number of areas that the Hospice covers. I am very aware though of the support that the Hospice offers to those who need and rely on the care provided.

I know what I do is a tiny part of the whole organisation, but no less important than any of the other areas when combined. Fundraising for any charity is essential. I know the lockdowns affected the fundraising possibilities hugely so it is great that the wheels are turning again. I have the upmost respect for the incredible work the Hospice does in the community. I feel very happy to do my tiny bit to help and support where I can."

We asked Andy about his favourite memories at the shop. He replies...

"It sounds a bit corny, but generally, every day is a fond memory. I have a laugh with either work colleagues or members of the public. I get to meet some interesting people. I get to look into the lives of people, by way of the items they bring to the shop. It is genuinely a lovely place to be, and I always look forward to going to the shop... I have to drag myself away from what I am doing at the end of my shift.

I love shifts where items come in that excite me, as I know they will sell quickly and make good money for the shop. It is great when the team equals my enthusiasm. I always want to save everything that comes in, which is not always possible though. It amuses Claire (Shop Manager). I have a bit of a 'hoarder mentality'.

I have some fond memories working with the sadly missed Marilyn too (who passed away last year). She loved the garden at the shop, as I do. We used to talk a lot about it. I will be planting some sunflowers in the shop's garden this year in her memory, as they were one of her favourite flowers."

We asked Andy how it felt to be back in the shop following Lockdown 3.0...

"Firstly, it has been absolutely awesome returning to the shop since lockdown! I missed it so much, as I think did everyone? I kept my eye on the shop during lockdown, as I walk past the back of the shop every morning on the way back from my daily walk. I had to repair the gate at one point after a break in, and dealt with some fly tipping too, so I guess I never really quite left the shop during lockdown.

There was a certain amount of trepidation being around so many people at the beginning, but I felt safe and was just happy to be back.

Andy concludes, "I love the fact that the public gave their support right from the get go when we returned. People were desperate to support the shop, which is brilliant. Everyone was respectful of the limited numbers allowed in the shop and were so patient, even queuing in the rain! We have since been so busy which creates a fair bit of chaos at times in a compact shop, but it is great to be in that position. So happy to be back amongst my Hospice family."

Meet Ray

"On a few occasions I've met patients or families who have remembered my visit and something I've said that has impacted them deeply. The fact that what you do can still be helpful, sometimes years later, is humbling."

Meet our Head of Spiritual Care, Ray, who has been working at the Hospice for 8 years.

"I work with patients and their families on our Inpatient Unit and in the community. The Spiritual Care Team offer support to people of all backgrounds and faiths seeking to be a comforting presence and to provide companionship.

The Hospice is inspiring, visionary and affirming. If you are thinking of applying for a role here, or volunteering - do go for it. It's great because being involved in the great work we do which makes a positive difference to so many."

Meet Meena

"In my role, I work part-time with the rest of the Finance team with various admin duties including Helping with the donations we receive, processing Purchase Ledger Invoices, Charge card and employees' expenses and processing payments to suppliers.

One of my favourite things about working at the Hospice is interacting with my other colleagues and that there's loads of fundraising events happening throughout the year. In my first year at the Hospice, I helped at the Garden party and look forward to helping with other events in the future.

One thing for me that I have been really impressed with was the care and support I received during the Pandemic, from my team and fellow colleagues. We had regular virtual Link Ups to keep in touch, weekly meetings on Teams and Teams training sessions.

I would definitely recommend working here, as it's a great place to work and develop your skills! There's lot of training opportunities available which you can view on the 'Education' part of our website.

If I were to describe the Hospice environment, it would be caring, loving and understanding."

"It wasn't until I visited the Hospice that I realised their services weren't just for end of life care. The Hospice supports many people within the local community – offering a variety of support..."

One of the fourteen skydivers that took part in the Sunday 18th April 2021 skydiving event, (after it was postponed an almighty 5 times!) is Michele Bone, known as 'Shellie', from Abbots Langley. We caught up with her to learn a bit more about her experience and about what inspired her to support the Hospice...

"This was the ultimate challenge for me to sign up to as I knew how much it would mean to me to complete it and I wanted to give something back to the Hospice for supporting me in my time of need."

Diagnosed with breast cancer 7 years ago in October 2013, at St Albans Hospital, Michele underwent Breast surgery for a Mastectomy with Reconstruction in November 2013.

She explains "I was very shocked to have received the diagnosis but was adamant I would be returning to work, and told my colleagues I would be back."

"I was so grateful to the Macmillan volunteer that came to sit with me to keep me company in hospital during the time after the Op."

Michele became involved in the Hospice's Spring Centre services whilst her treatment was ongoing and during her recovery. The first person Michele met at the Hospice was our current Director of Care, Fay Richardson, who explained the services of the Spring Centre and gave her further details about the free care we provide.

She began attending complementary sessions; such as reflexology, back and Indian head massages, as well as the occasional Tai Chi class. *"These sessions were not only relaxing but made me feel calm with a sense of well-being which was important during my recovery".* In addition, she attended the Hospice 'HOPE' - 'Help Overcoming Problems Effectively' six-week course, which was designed to help patients cope during or after treatment for cancer. The course gives the ability to recognise your potential for making changes to enhance your quality of life, confidence and happiness.

Michele returned to hospital in the July of 2014 for further treatment and for the following three years, she was monitored and attended hospital check-ups.

Seven and a half years later after her diagnosis, Michele took to the skies and jumped from a plane in one of the Hospice challenge events – with her proud family members, including husband & twin daughters, cheering her on from the side-lines of the airfield.

"I waited nine months to jump. I knew I had the determination to get this challenge done. My breast cancer diagnosis seven and a half years ago was never going to define me. I was smiling when I left the plane, all the way to the ground!"

Raising a whopping £2,742, Michele explains how she achieved such amazing fundraising support...

"A majority of the sponsors came from my family and friends and work. I was also very fortunate to receive some sponsors from a radio station that I got introduced to towards the end of October 2020.

She concludes, "Dreams can happen – if you have the right mind-set, you can live your life well. Life is for living, this is not a rehearsal".

"I don't have quantity, but I'd like a little bit of quality."

"When I first arrived at the Hospice the doctors gave me two days to live. I felt like I was lost at sea and couldn't find myself."

"I'd like to be more independent. I'd lost the ability to look after myself. I couldn't talk - I'd lost the ability to have conversations with everyone I love. Now I'm hoping to go home. I've been given a gift and I continue to unwrap it every day."

Dawn, 56, has been living with end-stage COPD and emphysema for over 16 years, experiencing several hospitalisations, including once being on a ventilator for nine days. The degenerative condition has left her on constant oxygen and effectively unable to move from the neck down.

She describes how the symptoms were becoming too much, "For the last ten months I simply haven't thrived. I've basically been dying. I was scared to cough, scared to eat because it would mean needing to go to the toilet, scared that things would lead to panic attacks when I couldn't breathe."

"In the ambulance, on the way to the Hospice, I was so petrified. They took me into the first room on the corridor. My husband said the aim was to get home, but initially the doctors said they didn't think it was possible. Since then I've been improving, getting better and better. It is the first time in a year that I've felt at peace. Although it wiped me out, I managed to have a proper shower today. I don't have quantity, but I'd like a little bit of quality."

"I'm really malnourished, my body was hurting, so the team are building up my strength to get me more mobile. I've had the longest and best sleep I've had in decades."

"The doctors and nurses are like therapists. They remind me that I'm a person that still matters. They sit on the bed and comfort and console. They are so genuine. It's everything; the privacy, feeling safe and secure – even the view (of the gardens)."

"People shouldn't be scared to come to the Hospice. Everybody has time and nothing is ever too much. The nurses get upset if I don't press the button to ask for help! They say 'that's why we do what we do' – they simply want to help."

In her time at the hospice Dawn's condition has improved dramatically.

"I've been able to shower myself, wash my hair and dress without assistance. I can move around on my rollator. The rehab team never gave up on me and they helped me find my creativity again. I've loved walking in the gardens and visiting my favourite parts of it such as the oriental garden."

Meet Jerri

She shares... *"My role is very varied; I support patients on IPU, in the community and in the Spring Centre. As an Occupational Therapist, I enable people to live as independently as possible through teaching self-management techniques, introducing aids and adaptations.*

The best moments are when I see patients achieving their goals – it is very rewarding, especially when you work with someone closely from the beginning of their journey.

My favourite thing about the Hospice is the gardens! They are beautiful and such a lovely place to take patients."

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

Robert Voss CBE, The Lord Lieutenant of Hertfordshire
Lady Dione, The Countess of Verulam CG
Sir Mike Penning, MP for Hemel Hempstead
Jo Connell OBE DL
Dr Vivienne Cox CBE
Dr Ros Taylor MBE
Dr Rama Vancheeswaran
The Rt. Hon Gagan Mohendra, MP for South West Hertfordshire
Dr Peter Carter OBE
Joan Gentry
Hilary McNair
Charles Toner
Alison Woodhams

BOARD OF TRUSTEES:	Membership of committees and directorships of subsidiary company
Tim Curry (Chair)	
Richard Houghton (appointed October 2021)	IGC
Jennifer Jenkins (appointed October 2021)	PGC
Parul Kanabar (appointed January 2022)	FARR,PGC
Kathryn Magson (appointed October 2021)	CGC,IGC
Tracy Moores* (resigned March 2022)	IGC
Juliet Mountford	PGC, FARR
Natalie Pankova	IGC, CGC
Massimo Petronio	FARR, PGC
Eddie Powell	IGC, PGC
Shailen Rao*	CGC
Hannah Richardson (resigned March 2022)	IGC, FARR
Margaret Salmon (Deputy Chair)	CGC, FARR, PGC
Phillip Sewell	IGC, FARR
Tim Symington (Treasurer)	CGC, FARR
Dr. Rama Vancheeswaran (resigned May 2021)	CGC

Key to committee membership:
Board Committees
Income Generation (IGC)
People and Governance (PGC)
Clinical Governance (CGC)
Finance Audit, Risk and Resources (FARR)

Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE OFFICER:	Kate Phipps-Wiltshire
EXECUTIVE TEAM:	Dr Sharon Chadwick (Medical Director & Deputy CEO) Sarah Coles (Director of Sustainable Trading) Fay Richardson (Director of Care) Kimberley McLaughlin (Director of Psychological Services) Angela Proctor (People Director) (resigned in January 2022) Karenann Spicer (Director of Education and Research) Fiona Watson, Lucy Hume, Kate Grigg (Joint Fundraising Directors) Sharon White (Director of Finance & Performance)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER **CHARITY REGISTRATION NUMBER**	01507474 Registered in England and Wales 280825
Telephone: Website: Email: Facebook: Twitter: Instagram:	01442 869550 www.stfrancis.org.uk info@stfrancis.org.uk facebook.com/thehospiceofstfrancis @hospicstfrancis @hospicestfrancis
AUDITORS:	Saffery Champness St John's Court Easton Street High Wycombe HP11 1JX
BANKERS:	Lloyds Bank PLC 205 High Street Berkhamsted Hertfordshire HP4 1AP
SOLICITORS:	SA Law 60 London Road St Albans Hertfordshire AL1 1NG
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

Hospice of St Francis objectives

The Hospice of St Francis vision is:

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

Our mission in our articles of association is:

- ***To achieve our vision by providing excellent care and support to patients and those close to them***
- ***To share expertise through collaboration, innovation and education***
- ***To sufficiently engage the support of our community to enable us to deliver our vision and mission.***

The stated aims of the charity being:

- To transform the quality of life for people living with life-limiting illnesses and provide support for those close to them;
- To ensure high quality provision of care through education and research;
- To sustain and expand our services through excellent financial management and governance;
- To continually improve efficiency and effectiveness.

Achievements and performance in 2021/22

In March 2020 the Board reviewed the aims and key actions originally agreed for 2021 and 2022. A business continuity and management plan in response to the pandemic. Whilst some of the original aims and key actions by necessity were deferred, those strategic objectives consistent with the safe and effective operation of the Hospice were retained.

Strategic Objectives

Pre pandemic	2020/21	2021/22
To be an outstanding Hospice	To be an outstanding Hospice	To be an outstanding Hospice
To control expenditure and optimise income	To control expenditure and optimise income	To control expenditure and optimise income
To grow the ratio of volunteers to staff from 5:1 to 10:1	Replaced by pandemic business continuity and management plan	Replaced by pandemic business continuity and management plan
Double the reach of our care by 2028		

The Strategic aims and Objectives for Year 2 of the Pandemic (2021/22) are detailed in the table overleaf. In 2021/22 we reviewed the format of our strategic risk register and aligned all of our strategic aims to that new format. This is captured in the first column of the table. The Board implemented a pandemic business continuity and management plan that retained our first two strategic objectives. The strategic aims (2021/22) to deliver these objectives are unshaded in the table. Where pandemic business continuity and management plan superseded our third and fourth strategic objectives, the aims are shaded in grey.

	Strategic Aims – Year two pandemic – for 21/22	Progress as at March 2022	Summary
Financial	Maximise income	Ongoing	Voluntary fundraising and trading income exceeded budgeted targets. Legacy income down by £0.6m on previous year.
	Control expenditure and contain business operating costs to protect expenditure on beneficiaries	Achieved	Performance on financial controls, fundraising and trading income and meeting NHSE capacity for 24/7 and covid related activity means projected deficit of £1.2m has been reduced to £0.6m at year end. Financial strategy from 2018/19 was to spend at least 80% of income on beneficiaries (by 19/20 we had increased this from 78% to 82%) As at 2020/21 increased costs because of CV-19 reduced this to 81%
	Deliver clinical developments through transformation of existing resources	Achieved	Opening the new virtual ward, establishing a new rehabilitation service (the discover project) and the introduction of a physiotherapist into the community team were all achieved by service transformation.
	A thorough reassessment of potential business developments (Yr 2 pandemic)	Achieved	The new bookshop Chapter Two, new on-line trading hub and shop for good were successfully opened. A new trading road map was approved. The tender for the new website was let.
Estates Environment and Infrastructure	Maple building project	Achieved	Deferred due to pandemic. The construction tender was let at the beginning of 2022 and work completed in June 2022. Post pandemic inflation in supply chain costs and specialist project management (part time) required capital funds to top up on grant income.
	Central trading team structure can support growth to 2021/22	Achieved	Changes to align the team structure to support the Trading Road Map delivered within budget.
	ICT replacement and digital	Achieved	Phase one of the on-boarding of the new IT provider was successfully completed. Legacy issues resulted in additional investment in the contract and a review of priorities for stage 2. Cyber essentials was achieved.
Compliance	Revisit our 'legitimate interest' decision and aspire to a single (or integrated) consent policy, allowing patients and families to make a single choice about all aspects of consent	CV-19 deferred	Will be taken forward in 2022/23
	To be an outstanding Hospice - Detailed preparation for the CQC re-inspection including evidence collection for existing and new Key Lines of Enquiry standards	Achieved	Time on governance (CEO, Director of Care, Associate Director of Governance and Family Support, Quality and Audit Nurse, Head of Inpatient Services) was trebled. We created a new internal data collection and reporting format and ran a CQC inspection training programme. We had quarterly monitoring meetings on line. We submitted the evidence file against the Key Lines of Enquiry evidencing compliance and had a formal DMA meeting on-line. **Our outstanding CQC rating has been retained**

	Strategic Aims– Yr two pandemic for 21/22	Progress as at March 2022	Summary
Reputation	Retail performance remains in the top 5%	Achieved	Charity Retail Association (CRA) benchmarking 2020/21 evidences we are in top 5%.
	Fundraising that compares favourably with sector	Achieved	Fundraising and trading sales performance exceed projected income targets
	10 beds at 85% occupancy (if no reduction in length of stay)	Achieved	The need to operate 'hot' and 'cold' areas on IPU for infection prevention and control and deliver new activity to support the NHS resulted in the creation of a virtual ward in the community and 85% occupancy 10 IPU beds
	7 day community team and Rapid Personalised Care Service (RPCS)	Achieved	Community Team 7 days/week sustained throughout the pandemic. RPCS activity renegotiated to 6.2% of the total contract to reflect reduction in demand for this service at the peak of the pandemic.
	24/7 helpline plus consultant advice	Achieved	Additional (pandemic) demands on this service supported by successful bid (£60k) to NHSE 24/7 special grant.
	Partnership with Carers	Achieved	Service adapted and developed to flex capacity to meet changes in demand and need. Maple Project specifically designed to improve overnight stay facilities for carers and families and skill share with carers and patients in rehabilitation to return home.
	Sustained clinical capacity (overall capacity)	Achieved	NHSE capacity tracker requirement met in full delivering £0.7m in additional funding.
	A strategic approach to communications, brand and #yourprecious life messaging	Achieved	Evidenced through communications' key performance metrics
	A greater understanding of diversity in the context of our future success	Ongoing	New 'diversity statement' developed and signed off through collaboration and co-creation with staff and trustees. Presentation of the results of external audit by 360 consultancy.
	Efficiency (delivery through redesign)	Achieved	Cost of raising funds reduced from 23% to 19% of income raised.
	Long term NHS contract	Achieved	NHS income overall increased from 13% of all income to 16% of all income
People	Staff and volunteer resilience and well-being	Achieved	Staff survey results rate the Hospice as good or excellent with 85% response rate. Volunteer support (business continuity plan) implemented followed by volunteers census. 1341 volunteers retained and/or recruited - newly recruited 120 compared to 124 in 20/21
	Trustee recruitment	Achieved	Recruitment of further high calibre trustees through succession planning. Appointing committee completed review of skills mix matrix to match strategic objectives
	Protect and refocus our investment in education and training	Achieved	Investment in education and training protected. New booking system implemented (accessplanit) and an increase in external income.
	Pay and benefits	Ongoing	Hospice pays its staff fairly' rated good overall in staff survey. Annual leave harmonised. Smart pay, Hybrid working and well-being initiatives successfully introduced.

Principal risks and uncertainties

The Board of Trustees is responsible for ensuring there are effective risk management controls in place to manage the major risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures. During 21/22, the Board of Trustees reviewed and revised the reporting of risk and adopted risk register structured against domains. These domains are:

Core Domain	Proposed explanation of risk appetite for The Hospice of St Francis
Compliance	The charity regards any project or activity that would threaten its compliance with statutory, regulatory, professional or ethical requirements and standards for patient, family, staff and volunteer safety and/or the safety of the public in income generation activities as unacceptable
Reputation	The charity regards any project or activity (including activities of organisations in the supply chain) that because of the risk of adverse publicity could not be mitigated and could seriously threaten its reputation (as an outstanding Hospice, trusted by the local community), as unacceptable
People	The charity regards the recruitment and retention of staff and volunteers to operate core services as fundamental to maintaining its reputation and compliance standards and is committed to maintaining compliance with statutory employment obligations, to value, support and develop its people (employees and volunteers) and to maintain the reputation of the charity as a good place to work. The Charity encourages thinking and action on innovative ways of working and new approaches to work and volunteering in order to support the furtherance of strategic objectives.
Financial	The charity will work to maintain the long-term financial viability of the charity as demanded by statute and/or regulation and/or governance, and within generally accepted boundaries of financial prudence. The charity will invest to develop new business and services in the context of this overall approach to financial prudence.
Estates, Environment IT and Infrastructure	All charities must undertake estates, IT and infrastructure projects, and at times such projects may be major and potentially high-risk with the aim or potential to affect substantial parts of the activities of the charity. The Charity will always ensure that the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining, financial sustainability is paramount in such major projects. The charity will maintain these assets and make risk based judgements in prioritising a maintenance programme, allowing sufficient provision for the remediation of unplanned failures in critical infrastructure. The charity has environmental sustainability commitments (in the generation of power and the provision of water) which make a contribution to the reduction of the overall carbon footprint of the Charity. There is a low risk appetite for increasing the overall carbon footprint of the Charity.
Major Change Projects	The Charity has a proven track record in major change in the furtherance of strategic objectives and at times such changes may be major and potentially high-risk with the aim or potential to affect substantial parts of activities of the Charity. The Charity will always ensure that all of the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining reputation, financial sustainability and compliance are paramount in such major change projects.
Government Policy	The Hospice works closely with statutory organisations (predominantly the NHS and local government) governed by Government Policy and holds contracts with NHS organisations. Government Policy/legislation can change the remit of the NHS and local government, change comparative pay for clinical and care staff &/or change NHS standard contracts. This could impact on the NHS income received by the charity and/or the cost of providing care &/or ability to recruit and retain clinical staff &/or the number of people who rely upon the charity for care. Any or all of these changes could present a major risk to the operation of the charity.

Principle risks

Risk	Management / mitigation
Financial • Liquidity and investment performance • Additional operating costs of CV-19 • National social restrictions requiring shop closures and suspension of group based community fundraising.	• Investment policy review and recommendations implemented • Cash flow management • Hybrid working and support focussed on resilience • Review of income streams and quarterly re-profiling • Ensure full trading capability between lockdowns • Ensure delivery of nationally set capacity targets for directly commissioned capacity (Hospice UK/NHS England)
Estates, environment and infrastructure • Health and safety breaches • IT incidents • Delays in maintenance and/or repairs	• Procurement plan for PPE • Comprehensive CV-19 outbreak management plan • Proactive information sharing about and access to early vaccination • Equipment loan to support hybrid working/home working • Close working with NHS, Social Care and Hospice partners • Proactive horizon scanning for clinical evidence • Increased compliance within IT tender including Cyber Essentials • Staff and volunteer communications plan • Protect investment in education and training and deliver on-line at different times in the day to increase access/take up • Compliance with transitional monitoring (CQC) • Procurement of PPM package and CV-19 support to contractors, increase number of in house bank 'handy people'
Reputational Incidents, omissions or press coverage which damage the Hospice's reputation	• Pandemic business continuity plan, including media handling • Increase in staff time dedicated to social media monitoring • Proactive social media messaging across a breadth of topics/activities
People Recruitment and retention of staff and volunteers.	• Weekly communication (link up), with a combination of CEO, Director and 'team led' delivery of updates • Internal anonymous staff surveys reported through link up and acted on, followed by external biannual staff survey (85% response) • Additional funded mental health support for staff at risk • Staff and volunteer award scheme • Pay award and annual leave harmonisation, eligibility for sick pay from day one in employment, new pay progression pilot in roles where market competition is affecting recruitment • Move to recruit on line and target/tailor adverts • CV-19 specific training and support programmes • Strengthen and develop freedom to speak up process by recruiting and training team based ambassadors

FINANCIAL REVIEW

The Hospice's work is majority funded by donations, income from retail activities, legacies, earned income from grants, NHS contract income and interest on investments. This year saw a return to in-person fundraising events and our shops stayed open, these income lines remained volatile and we expect that to continue in the aftermath of the pandemic. Whilst income from voluntary donations and retail increased by 20% and 23% respectively as compared with 2021, legacy income fell. Sector-wide feedback told us this can be accounted for by a substantial increase in the time taken to process grants of probate. The Hospice Sector was once again asked to provide additional support directly commissioned via NHSE through Hospice UK in order to support the NHS December 2021-March 2022. NHSE final payments for 2021/22 activity were not released until July 2022. NHSE also created a specific grant to enhance 24/7 advice and support. The Hospice bid successfully for £0.06m from this grant. The Hospice also received £0.01m by way of the government furlough scheme. Overall, the operating deficit for the year was £0.36m, the majority of which was attributable to the sharp fall in legacy income. Our investments showed a modest net gain of £0.2m over a year with economic uncertainties. Overall reserves decreased by £0.36m over the period. Looking ahead, the Hospice expects to draw on reserves for at least the next 2 years, as government support is withdrawn and fundraising and retail gradually recover to pre-Covid levels.

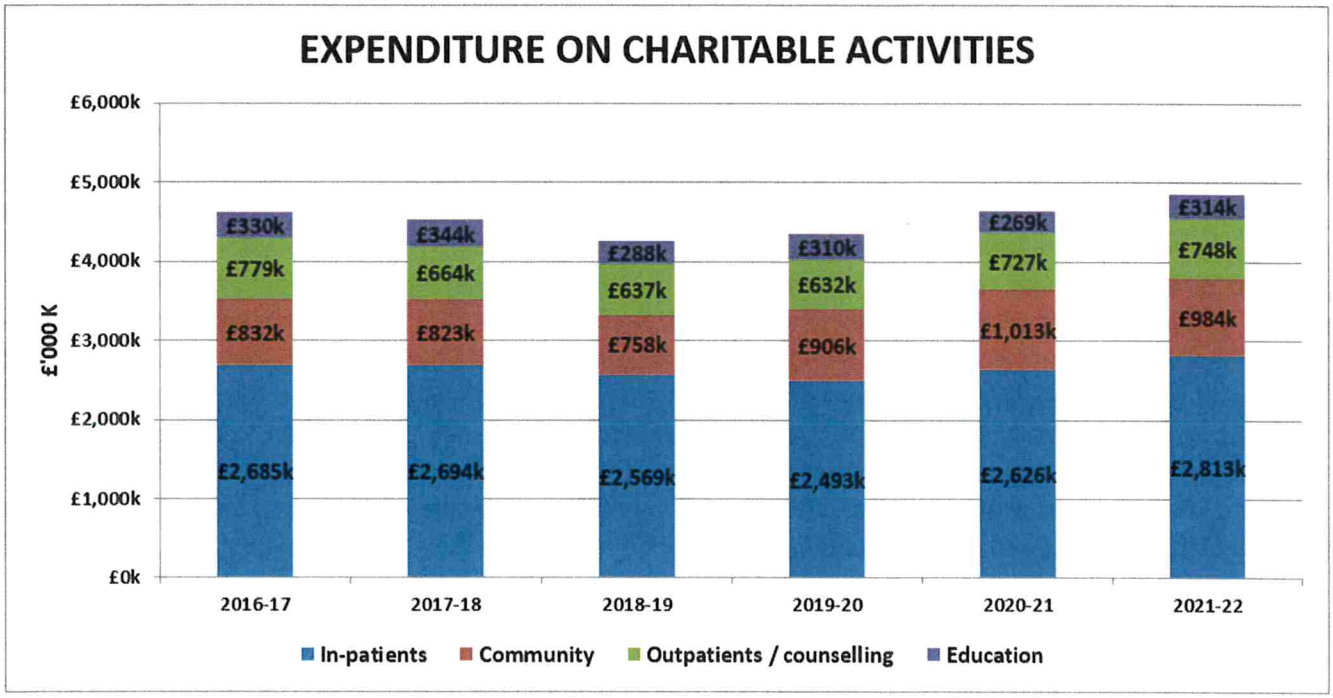
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Total income	6,898	7,001	9,002	7,891	6,801
Costs of income generation	2,668	2,580	2,410	2,174	2,527
Spending on charitable activities	4,525	4,252	4,341	4,635	4,859
Total reserves	8,378	8,671	10,626	12,210	11,848

Income from charitable activities increased by 5% on the previous year with £1.4m being recognised in 2022. NHS grants and direct payments for service delivery are accounted for in this income line, as well as restricted grants from other organisations to directly support services. Trading, fundraising and retail income increased by £0.9m to £1.7m. This income comprises the sale of goods in all the Hospice shops as well as shop led community fundraising events. Where goods are donated under gift aid agreements, the income is accounted for as donations, not retail income, reflecting the legal nature of the transaction. In 2021/22 the Hospice accounted for £0.5m of gift aided donations of goods to its shops compared to £0.3m in 20/21, an increase of 79%. The cost of raising voluntary and fundraising income was 23% of the sums raised in 20/21 and this is 19% of the funds raised for 21/22, reflecting the increase in income. The cost of generating all income, which includes retail, trading and fundraising activities increased by 16% to £2.5m, reflecting the extra activity. The Hospice continued to benefit from its work with the Hospice Lottery Partnership (HLP), a not for profit organisation which raises funds for five local hospice charities, with Directors nominated by each hospice sitting on the HLP board. HLP promotes a weekly society lottery to individuals across the shared catchment area of its hospice partners. It has robust policies in place to ensure compliance with fundraising and gambling regulation, paying particular regard to the requirement to treat vulnerable people with due care and to treat all lottery players and donors fairly.

FINANCIAL REVIEW

Our total expenditure was £7.4m (2021: £6.8m) a moderate increase of 8% compared to the previous year. IT spend has been our biggest contributor to this increase, as we improve our IT and digital capability and bring staff back on site. Our major IT strategic plan is underway and is expected to be completed before March 2023.

We spent £4.9m on our charitable activities in the year (2021: £4.6m). Patient referrals returned to pre-pandemic levels, the complexity of diagnosis and needs continues to exceed that typically experienced pre-pandemic. This reflects the national priorities to address NHS hospital waiting lists and increase the delivery of complex care at home and in community settings. Demand for in-patient care means occupancy in IPU exceeded the contracted level (85%) in 9 out of 12 months together with increased demand for care at home in the virtual beds supported by our community team. New services initiated at the Hospice during the pandemic (like infusions) to reduce NHS out-patient appointments have continued to be developed, commissioned through NHS winter pressures funding. The choice of individual support on-line (via secure accuryx digital technology) and face to face support at the Hospice continues to be offered to patients and families as well as care for ambulant patients and family members in the covid secure eco-pods. During the year, while the in-patient unit at Peace Hospice Care was closed, the Hospice of St Francis has also provided in-patient care for those extra patients.



FINANCIAL REVIEW – continued

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling three-year business plan and annual budgets. The Covid-19 pandemic was an unforeseen event therefore the Trustees plan to utilise some of these reserves during the recovery phase of the business plan to offset the short term loss of income that cannot be ameliorated by cost savings. This recovery is a primary focus of the Trustees. In January 2022 a task and finish group comprising Trustees and Executive Team Members was set up to review the strategic objectives of the Hospice in this context. The business plan for 2022 to 2025 continues to focus on recovering and stabilising the Hospice's financial position following the Covid-19 pandemic. The impact of inflation, and the risk of recession is expected to put further pressure on our recovery. We continue to forecast that the Hospice will continue to draw on its reserves for at least the next 2 years.

Reserves

	2017/18	2018/18	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Restricted reserves	113	213	263	221	290
Designated reserves	4,865	4,902	5,499	5,335	5,678
Unrestricted reserves	3,400	3,556	4,864	6,654	5,880
Total reserves	**8,378**	**8,671**	**10,626**	**12,210**	**11,848**

The Hospice of St Francis provides essential services to its local community. The importance of Hospice care to the local community continues to be reflected in the support of loyal donors, fundraisers and customers, however these income streams fluctuate. On-line income generation and appeals and better than expected fundraising and trading income have helped to mitigate the loss of in-person community fundraising and losses through national restrictions. The dominant reason for the reduction in reserves is the shortfall in legacy income, compared to budget. The importance of Hospice care to the government and the NHS was evidenced in the reliance on the Hospice sector to increase palliative and end of life care capacity during the pandemic and the winter of 2021/22. Continued prudent financial management of income has enabled Trustees to continue to minimise draw down on those surpluses invested in reserves. The Trustees' approach to investment and positive fluctuations in the market have further protected these funds. Trustees continue to support the view that these reserves mean that the Hospice can continue to protect clinical capacity and invest in our people whilst at the same time investing in a recovery plan to protect and grow income.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building as well as funds set aside by the Trustees for capital expenditure and also for a legacy equalisation fund which is to cover clinical care costs in the event of a disruption to our normal fundraising activities. The total amount designated for capital projects and the legacy equalisation fund is £802k which is expected to be spent over the next two years. This designated fund will be used for the IT Strategy and the Maple Wing re-development. The Hospice building reserves are not available for investment, or spending, unless the buildings are sold.

FINANCIAL REVIEW – continued

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly, to ensure that the Hospice's operations are sustainable. The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories.
- The level of funds required to cover unexpected expenditure or future growth.
- Working capital requirements.
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed.

The resulting calculation provides a minimum level of reserves required. At 31 March 2022, the Hospice's unrestricted reserves were £5.9m, representing approximately 9.6 months of charitable spending (a reduction of 3 months since 31 March 2021).

Investment policy

Our Treasurer led a review of our reserves policy, including a review of Trustees' risk appetite. The outcome was a decision to slightly reduce risk, in light of the economic uncertainty associated with the pandemic, by maintaining a greater proportion of reserves in cash.

Investment portfolio objectives

- **Total target return**: Over the longer term the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.
- **Risk Parameters**: The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.
- **Asset Allocation**: In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.
- **Social, environmental and ethical considerations**: The Hospice will not invest directly in tobacco-related companies and pursues ethical investing.

FINANCIAL REVIEW – continued

Fundraising Compliance

The Hospice adheres to the Fundraising Regulator's code of practice in its fundraising activities. The Supporter Relationships Policy outlines the approach taken by the Hospice when carrying out fundraising activities. All Fundraisers, whether employed by the charity or those acting on its behalf must comply with a set of standards that commits them to being honest and open, clear in communications with supporters, respectful, fair and reasonable and accountable. The policy sets out the behaviours expected of its fundraisers and is reviewed every two years.

The Charity follows the guidance set out in the Fundraising Regulator's Code of Practice and pays the annual voluntary levy to the Fundraising Regulator. In the financial year there were not identified instances when the charity or anyone working on its behalf failed to comply with the fundraising standards set out in the Code of Practice.

The Charity is a shareholder in the Hospice Lottery Partnership, a private company incorporated to administer a lottery in order to raise funds for the benefits of the Shareholders. The Charity has a place on the board of the company which meets six times per year to review and monitor activities. Complaints are a standing item on the agenda. The Charity maintains a continuous dialogue with the company and discusses any complaints that are raised with regards to behaviour that is unreasonable or places undue pressure on a person to give money. The Charity seeks proof of follow up activity by the company to address this behaviour and monitors this in Board meetings.

The Charity maintains a complaints log in which it records every complaint received about fundraising activity by itself or by anyone working on its behalf. Two complaints were received from April 2021 – March 2022 both of which were resolved by the fundraising team and no further action was required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Fay Richardson, Director of Care.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

Corporate Governance

The governing body of the Charity is the Board of Trustees: at 31 March 2022 there were 13 Trustees. Membership of the Board is set out on page 15 of this report.

At 31 March 2022, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are each chaired by a Trustee and which report to the Board, are:

- the Clinical Governance Committee
- the People and Governance Committee
- the Finance, Audit, Risk and Resources Committee
- the Income Generation Committee

Management

The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees

The Board appoints new Trustees, based on selection criteria that ensure that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

Induction and Training

An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular performance review meetings are carried out by the Chair and Deputy Chair at which further training and development needs are identified.

EMPLOYEES AND VOLUNTEERS

Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities is communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with, the Hospice values, and these are displayed throughout Hospice premises. Our values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

EMPLOYEES AND VOLUNTEERS – continued

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2022, 1,341 active volunteers are supporting the Hospice in over 70 different roles, including in the Hospice itself, in our shops, in the offices, hybridly from home and in the community (compared to 1284 in January 2020 – pre-pandemic). We recruited 120 new volunteers (2021/22) compared with 124 in 2020/21. Pre-pandemic, volunteer turnover was typically 150-200 annually.

REMUNERATION OF TRUSTEES AND STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care, the Medical Director, Director of Psychological Services, the Director of Finance and Performance comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in Note 6 to the Accounts.

The pay of the workforce as a whole and Executive Team is reviewed annually. The Board benchmarks against pay levels in other charities and the NHS and for shortage specialty posts, by benchmarking against the sector in the market as a whole.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these Accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Accounts;
- Prepare the Accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

Appointment of Auditors

A proposal to re-appoint Saffery Champness LLP as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors.

Chair

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Tim Curry

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Opinion

We have audited the financial statements of Hospice of St Francis (Berkhamsted) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise of the consolidated statement of financial activities, group balance sheet, charity balance sheet, consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities set out on page 29, the trustees (who are also the directors of the parent 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 the 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 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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Further the parent charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, through significant fines, litigation or restrictions on the group's operations. We identified the most significant laws and regulations to be those issued by the Care Quality Commission covering health care services.

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

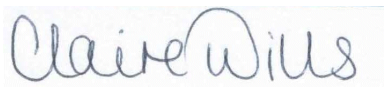
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other Matters

The financial statements of the Charity for the year ended 31 March 2021 were audited by another auditor who expresses an unqualified opinion on those statements on 18 October 2021.

Use of our report

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



Claire Wills (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered Accountants Statutory Auditors
71 Queen Victoria Street
London
EC4V 4BE

Date: 03 November 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2022

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
	Note 1E	Note 1E	Note 1E	2022	2021
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	2,271	-	138	2,409	1,992
Legacies	458	-	-	458	1,058
Charitable activities					
NHS Grants for Hospice care	-	-	1,174	1,174	1,119
Other income from charitable activities	124	-	125	249	237
Other trading activities					
Trading and fundraising	357	-	-	357	179
Retail income	1,342	-	-	1,342	603
Other income					
NHSE Income	-	-	662	662	1,966
Furlough Income	-	-	13	13	294
Other Income	137	-	-	137	443
Total income	**4,689**	**-**	**2,112**	**6,801**	**7,891**
EXPENDITURE ON:					
Raising funds (Note 3)					
Voluntary income	455	12	-	466	454
Trading activities	247	5	-	252	262
Retail activities	1,796	-	13	1,809	1,458
	2,497	**17**	**13**	**2,527**	**2,174**
Net income available for charitable activities	**2,192**	**(17)**	**2,099**	**4,274**	**5,717**
Charitable activities (Note 3)					
Inpatient unit	805	84	1,923	2,812	2,626
Community	956	8	20	984	1,013
Outpatients (Spring Centre)	543	33	6	582	561
Bereavement (Spring Centre)	108	8	49	165	166
Education	266	17	32	315	269
Total expenditure (Note 3)	**2,678**	**151**	**2,030**	**4,858**	**4,635**
Carried forward	**5,175**	**168**	**2,043**	**7,385**	**6,809**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2022

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2022	2021
	£000	£000	£000	£000	£000
Total Expenditure brought forward	**5,175**	**168**	**2,043**	**7,385**	**6,809**
Net income/(expenditure)	(486)	(168)	69	(585)	1,082
Net gains on investments (Note 10)	223	-	-	223	502
Net income/(expenditure)	**(263)**	**(168)**	**69**	**(362)**	**1,584**
Transfers between funds	(511)	511	-	-	-
Net movement in funds	(774)	343	69	(362)	1,584
Total funds brought forward	6,654	5,335	221	12,210	10,626
Total funds carried forward	**5,880**	**5,678**	**290**	**11,848**	**12,210**

The accounting policies and notes on pages 41 to 45 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above.

A full comparative Statement of Financial Activities for the year ended 31 March 2021 is included within note 19.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY BALANCE SHEETS AS AT 31 MARCH 2022

Company Number: 1507474

	Note	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
FIXED ASSETS					
Tangible fixed assets	8	5,180	5,262	5,180	5,262
Investments	9	3,484	2,768	3,524	2,808
TOTAL FIXED ASSETS		8,664	8,030	8,704	8,070
CURRENT ASSETS					
Stocks for goods for resale		53	42	-	-
Debtors	11	2,121	2,505	2,152	2,517
Cash at bank and in hand		1,480	2,139	1,415	2,118
TOTAL CURRENT ASSETS		3,654	4,686	3,567	4,635
CREDITORS: amounts falling due within one year	12	(470)	(506)	(458)	(496)
NET CURRENT ASSETS		3,184	4,180	3,109	4,139
NET ASSETS		11,848	12,210	11,813	12,209
FUNDS	13/14				
Unrestricted funds		5,880	6,654	5,845	6,653
Designated funds		5,678	5,335	5,678	5,335
Restricted funds		290	221	290	221
TOTAL FUNDS		11,848	12,210	11,813	12,209

The loss of the charity before consolidation of its subsidiary was £441k (2021: £1,584k, surplus).

The Accounts were approved and authorised for issue by the Board on 4 October 22 and were signed below on its behalf by

.....
Tim Curry
Chair

.....
Timothy Symington
Treasurer

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2022

	2022	2021
	£'000	£'000
Cash flows from operating activities (Note 17)	82	1,466
Cash flows from investing activities		
Purchase of fixed assets	(243)	(264)
Proceeds from the sale of investments	4	511
Net cash invested	(501)	-
	(740)	247
Increase in cash and cash equivalents in the year	(658)	1,713
Cash and cash equivalents at the beginning of the year	2,139	426
Cash and cash equivalents at the end of the year	1,480	2,139
	(659)	1,713

Analysis of cash and cash equivalents	**2022**	**2021**
	£'000	**£'000**
Cash at bank and in hand	1,480	2,139
Total cash and cash equivalents	1,480	2,139

The group and charity do not hold any debt, therefore all movements shown above relate to cash and cash equivalents.

The accounting policies and notes on pages 41 to 65 form part of the Accounts.

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A. Basis of Accounting

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 (FRS 102) (Charities SORP 2015 (Second Edition, effective 1 January 2019)), and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

B. Corporate Status

The Charity is a company limited by guarantee registered in England and Wales and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

C. Basis of consolidation

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis. See note 18 for further details.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

The accounts are prepared in pounds sterling rounded to the nearest thousand.

D. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The current year has seen a return in activities following the ease of restrictions imposed by the UK Government in 2020/2021 to close our Charity shops and restricted our ability to undertake fundraising. We have undertaken an in-depth review of our financial position, reserves levels and future plans which has given the Trustees confidence that the charity remains a going concern for the foreseeable future.

1 ACCOUNTING POLICIES (continued)

E. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2022, they comprised the total cost of the building, net of depreciation, the legacy equalisation and designated capital funds.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by The Hospice of St Francis other than that specified by the donor.

F. Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

G. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the Statement of Financial Activities as income when received. Gifts in kind for sale are included in the accounts only when sold. Gifts in Kind in 2021: £16,885 (2021: nil).

H. Donated services and facilities

These are included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

I. Retail grants

The Charity received £29,984 (2021-£114,520) under the Government's Retail, Hospitality and Leisure Grant Fund (RHLG). The eligibility requirements for RHLG were confirmed during March 2020 and the charity considers that at this point, eligibility requirements were met and the charity was entitled to the income. This income has therefore been recognised in the financial statements for the year ended 31 March 2022, in accordance with the charity's accounting policies.

J. NHSE Grants

The Charity received £661,372 (2021-£1,967,000) in funding from NHSE to allow the hospice to make available bed capacity and community support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community.

1 ACCOUNTING POLICIES (continued)

K. Furlough income

Income from the coronavirus job retention scheme is recognised when the associated staff costs are incurred. These amounts have been included within other income in the Statement of Financial Activities. £13,171 in 2022 (2021-£293,903)

L. Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis.

M. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

N. 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 accruals basis and in line with FRS 102.

O. Pension scheme

For qualifying staff at the hospice, participation in the NHS scheme provides benefits based upon final pensionable pay. The contributions paid by the charity in respect of the NHS Superannuation scheme are accounted for as if the scheme were a defined contribution scheme as the charity is unable to identify its share of the underlying assets and liabilities in the scheme.

Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds.

The Charity's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

P. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Freehold land and assets in the course of construction are not depreciated. The cost of tangible fixed assets is written off over their expected useful lives as follows:

Freehold Buildings	
Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

Q. Investments

Investments are included at bid price, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

Investment properties are held at fair value, being an assessment of market value. Investment properties are revalued every two years by independent professionals who hold recognised and relevant professional qualifications and have recent experience in the location and class of the investment property being valued, or more frequently if the Trustees identify indications of a material movement in the valuation.

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

R. Financial Instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors, are initially recognised at transaction value and are subsequently recognised at their settlement value.

S. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

T. Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

U. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

V. 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

W. Leases

All operating leases and rental expenses are charged to the SOFA as incurred.

X. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2022 amounted to £3,985(2021 - £2,091) and was written off during the year.

Y. Taxation

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2022.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2022.

Z. Estimates and Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider depreciation, legacy income accrual and holiday pay accrual to be subject to estimation and judgement and are discussed above.

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2022

2. ANALYSIS OF INCOME	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2021 £'000
a) Donations and legacies						
Memorials register	373	-	373	368	-	368
Donations from individuals and companies	849	138	987	1,111	20	1,131
Trusts	-	-	-	-	-	-
Donations received through the retail gift aid scheme	836	-	836	254	-	254
Collecting boxes	11	-	11	22	-	22
Lottery	202	-	202	217	-	217
Legacies	458		458	1,058	-	1,058
Total donations & legacies	**2,729**	**138**	**2,867**	**3,030**	**20**	**3,050**
b) Income from other trading activities: trading and Fundraising						
	322					
Fundraising events		-	322	155	-	155
Providing goods and services, other than for the benefit of the charity's beneficiaries	26	-	26	14	-	14
Letting property held primarily for the functional use of the charity	9	-	9	10	-	10
	357					
Trading and fundraising		**-**	**357**	**179**	**-**	**179**
c) Income from other trading activities: retail shop sales	1,342	-	1,342	603	-	603
	1,342					
Total retail income			**1,342**	**603**	**-**	**603**

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops, on-line and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of The Hospice of St Francis Trading Limited is shown in note 2d-2e.

2. ANALYSIS OF INCOME (continued)

d) The contribution to funds provided by The Hospice of St Francis's trading activity is analysed as follows:

	2022 £'000	2021 £'000
Retail income	1,342	603
Gift aided donations through the shops (including gift aid)	837	254
Total income	2,179	857
Retail costs	1,471	1,458
Contributions made by retail operations	708	(601)

e) Income reported by subsidiary company

The results reported in The Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2022 £'000	2021 £'000
Turnover	351	224
Cost of sales	(154)	(77)
Operating costs	(117)	(111)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(80)	(36)
Retained in the Hospice of St Francis Trading Ltd	-	-

The turnover, insofar as this represents sales to third parties, is consolidated with the turnover of the charity shops and included in the retail income line on the SOFA (page 32). Included in the prior year was £34,784 of commission income, payable by the Charity to The Hospice of St Francis Trading Ltd and which covers the agreed commission on sales of goods in the shops, In 2022 this income was received directly by the trading subsidiary. This income is eliminated on consolidation.

The cost of sales and the operating costs are also consolidated, and included in the retail costs line in the SOFA.

Profits of the Hospice of St Francis (Trading) Ltd are donated to the parent charity under the gift aid scheme. A deed of covenant is in place between the two entities.

f) Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2021 £'000
Investment income				-	-	-
Total investment income	-	-	-	-	-	-
Income from charitable activities						
NHS income for service provision						
Hertfordshire	-	212	212	-	155	155
Central London Community Healthcare NHS Trust	-	893	893	-	912	912
Hillingdon	-	-	-	-	-	-
Buckinghamshire	-	69	69	-	52	52
Total NHS Income for service provision	-	**1,174**	**1,174**	-	**1,119**	**1,119**
NHS income for specific projects						
Watford General Hospital	-	52	52	-	49	49
Hertfordshire Community Cardiology Consultant	-	-	-	-	1	1
Total NHS income for specific projects	-	**52**	**52**	-	**50**	**50**
Charitable income from other sources						
Grants from BBC Children in Need	-	10	10	-	47	47
Other income	124	63	187	26	114	140
Total income from charitable activities	**124**	**125**	**249**	**26**	**211**	**237**

Further details relating to restricted income are included in notes 13 and 14.

3. ANALYSIS OF EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs (Note 4)	Total 2022	Direct Costs - Staff	Direct Costs - Other	Support Costs	Total 2021
Raising funds:	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Costs of generating voluntary income	301	140	25	466	320	113	21	454
Costs of trading and fundraising	170	59	23	252	190	53	19	262
Cost of retail activities	907	783	119	1,809	797	563	98	1,458
	1,378	**982**	**167**	**2,527**	**1,307**	**729**	**138**	**2,174**
Charitable activities:								
Inpatient unit	1,915	719	179	2,813	1,843	635	148	2,626
Community	794	129	62	984	872	90	51	1,013
Outpatients (Spring Centre)	383	155	45	583	386	138	37	561
Bereavement (Spring Centre)	115	39	10	165	121	37	8	166
Education	229	70	15	314	157	99	13	269
	3,436	**1,112**	**311**	**4,859**	**3,379**	**999**	**257**	**4,635**
Total	**4,814**	**2,094**	**478**	**7,385**	**4,686**	**1,728**	**395**	**6,809**

Shared clinical costs have been allocated according to a formula which reflects the Hospice's best assessment of activity levels in the different services offered. Costs of retail activities include £154k of stock recognised as an expense in the year ended 31 March 2022 (2021: £77k).

4. SUPPORT COSTS

	Administration and HR Costs	Professional Fees	Governance	2022	Administration and HR Costs	Professional Fees	Governance	2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating voluntary income	16	1	8	**25**	16	1	4	**21**
Cost of trading and fundraising	15	1	7	**23**	14	1	4	**19**
Cost of retail activities	77	3	38	**119**	74	4	20	**98**
	108	5	53	**167**	104	6	28	**138**
Charitable activities								
Inpatient unit	116	5	58	**179**	112	6	30	**148**
Community	40	2	20	**62**	39	2	10	**51**
Outpatients (Spring Centre)	29	1	15	**45**	28	1	8	**37**
Bereavement (Spring Centre)	7	-	3	**10**	6	-	2	**8**
Education	10	-	5	**15**	9	1	3	**13**
	202	8	101	**311**	194	10	53	**257**
Total	310	13	154	**478**	298	16	81	**395**

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

4. SUPPORT COSTS (continued)

Governance costs comprise the following:

Governance costs	2022 £'000	2021 £'000
Auditors remuneration - external audit	17	16
Auditors remuneration - other advice	3	1
Salaries	147	73
Other costs	7	8
Total	174	98

5. STAFF NUMBERS AND EMOLUMENTS

	2022 £'000	2021 £'000
Gross wages and salaries	4,454	4,209
Employer's national insurance costs	378	365
Employers' pension costs	359	342
Redundancy/Ex-gratia payments	25	1
Total Payroll costs	5,216	4,917

The total payroll costs include ex-gratia payment of £25,000 (2021: £nil) relating to an employee dismissal in the year.

Average number of employees in the year, excluding bank staff	Number	Number
Charitable activities	67.2	66.3
Fundraising and retail	37.0	34.5
Support services	21.4	19.0
Average number of staff	125.6	119.8

Highest paid employees Gross salary (including employer pension and national insurance contributions) in the range		
£60,000 to £70,000	2	4
£70,001 to £80,000	5	3
£100,001 to £110,000	-	1
£110,001 to £120,000	1	-
£120,001 to £130,000	-	-
£130,000 to £140,000	-	1

5. STAFF NUMBERS AND EMOLUMENTS – (continued)

The Board considers its key management personnel comprise the Trustees, the Chief Executive, the Director of Care, the Medical Director, People Director, the Director of Sustainable Trading, the Director of Wellbeing and Family Support, Joint Fundraising Directors and the Director of Finance and Performance. The total remuneration of the key management personnel was £651,887 (2021: £779,705).

6. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2022 (2021: £nil). The Hospice paid expenses of £nil for Trustees during the year (2021: £nil). Total donations by Trustees were £1,733 (2021: £7,817).

7. NET MOVEMENT IN FUNDS

	2022 £'000	2021 £'000
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	308	241
Auditors remuneration	18	16
Other amounts paid to the auditors	-	1
Operating lease rental: land and buildings	210	252
Operating lease rental: equipment	7	21

8. TANGIBLE FIXED ASSETS

	Freehold land and buildings	Furniture and equipment (as restated)	Shops' fixtures and Fittings	Assets Under Construction (as restated)	Total
	£'000	£'000	£'000	£'000	£'000
Group and Charity					
Cost					
At 1 April 2021	6,951	1,605	232	17	8,805
Additions	-	142	2	81	226
Transfer	-	17	-	(17)	-
Disposals	-	-	(25)	-	(25)
At 31 March 2022	**6,951**	**1,764**	**209**	**81**	**9,006**
Depreciation					
At 1 April 2021	2,114	1,250	180	-	3,543
Disposal	-	-	(25)	-	(25)
Charge for the year	167	130	11	-	308
At 31 March 2022	**2,281**	**1,379**	**165**	**-**	**3,826**
Net book value					
At 31 March 2021	**4,829**	**381**	**52**	**17**	**5,262**
At 31 March 2022	**4,670**	**385**	**44**	**81**	**5,180**

Included in freehold land and buildings is land valued at £601,000 (2021: £601,000), which is not depreciated.

9. FIXED ASSET INVESTMENTS	2022 £'000	2021 £'000
Group		
Unlisted investments		
Investment property	275	250
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	**360**	**335**
Listed investments		
Barclays Charity Fund	3,123	2,433
Total listed investments at market value	**3,123**	**2,433**
Total investments	**3,484**	**2,768**
Listed investments at historic cost	**2,876**	**1,930**
Charity		
Total Group investments	3,484	2,768
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	**3,524**	**2,808**

Gains on investments have resulted in a revaluation reserve of £1,133,000 at 31 March 2022 (2021: £910,000).

Included within fixed asset investments are:

- 40,000 shares (100%) (2021 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd.
- 14 shares (16.67%) (2021 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2022 show income for the year of £ 2,155,781 charitable donations of £1,392,764 and retained profits at 31 March 2022 of £198,758.

10. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS

	2022 £'000	2021 £'000
Group		
Carrying value of investments at 1 April 2021	2,768	2,722
Additions to investments at cost	497	-
Disposals of investments at carrying value	(4)	(456)
Net gains/(losses) on revaluation	223	502
Carrying value at 31 March 2022	**3,484**	**2,768**
Charity		
Carrying value of investments at 1 April 2021	2,808	2,762
Additions to investments at cost	497	-
Disposals of investments at carrying value	(4)	(456)
Net gain/(loss) on revaluation	223	502
Carrying value at 31 March 2022	**3,524**	**2,808**

11. DEBTORS

	2022 £'000	2021 £'000
Group		
Taxation recoverable	134	104
Other debtors	398	24
Prepayments	190	169
Accrued income	1,399	2,208
Total	**2,121**	**2,505**
Charity		
Taxation recoverable	134	104
Amounts owed by group companies	45	17
Other debtors	396	23
Prepayments	178	165
Accrued income	1,399	2,208
Total	**2,152**	**2,517**

Taxation recoverable comprises Gift Aid recoverable and VAT.

12. CREDITORS: amounts falling due within one year	2022 £'000	2021 £'000
Group		
Taxation and social security	96	92
Other creditors	185	191
Deferred income	54	102
Accruals	135	121
Total	**470**	**506**
Charity		
Taxation and social security	96	92
Other creditors	180	188
Deferred income	54	102
Accruals	128	114
Total	**458**	**496**

Included within other creditors is an amount outstanding at the year-end of £21k (2021: £22k) relating to the defined contribution pension schemes and £28k (2021: £22k) relating to the defined benefit pension scheme.

The bank overdraft refers to a credit facility that was put in place by the Trustees to cover short term funding gaps.

It is secured against the investments held in the Barclays Bank Charity Fund. This was repaid in full during the year.

Income is deferred when it is received in advance of the income recognition criteria set out in Note 1(F) having been met. All income deferred at 31 March 2021 was released in the year ended 31 March 2022. Deferred income for 2022 relates to Fundraising Events, an Education course and Rapid Personalised Care Services totalling £54k.

13a. FUNDS (2022)

GROUP	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2021	6,654	5,335	11,989
Income	4,689	-	4,688
Expenditure	(5,175)	(167)	(5,341)
Gain on investment assets	223	-	223
Transfers	(511)	511	-
At 31 March 2022	**5,880**	**5,678**	**11,558**

13a. FUNDS (2022)

CHARITY	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2021	6,619	5,335	11,954
Income	4,689	-	4,689
Expenditure	(5,175)	(167)	(5,343)
Gain on investment assets	223	-	223
Transfers	(511)	511	-
At 31 March 2022	**5,845**	**5,678**	**11,523**

Designated fund

The designated fund comprises the net book value of the building (£4,837k) from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building plus any planned capital projects: thus over the life of the building, the value of this fund will be reduced to zero. Designated funds also include funds set aside by the Trustees for capital development (£248k) and clinical work (£258k).

13b. FUNDS (2021)

Group and charity	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2020	4,864	5,499	10,363
Income	4,281	-	4,281
Expenditure	(2,980)	(167)	(3,147)
Gain on investment assets	502	-	502
Transfers	(13)	3	(10)
At 31 March 2021	**6,654**	**5,335**	**11,989**

13c. FUNDS (continued)

RESTRICTED FUNDS (2022)	*01 Apr-2021*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2022*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	52	(52)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	212	(212)	-	-
Chiltern Continuing Care Contracts	-	69	(69)	-	-
Central London Community Health Care NHS Trust	-	893	(893)	-	-
NHSE Capacity Grants	-	662	(662)	-	-
HMRC Furlough Scheme	-	13	(13)	-	-
BBC Children In Need	1	10	(10)	-	1
Berkhamsted School – Maple Funding	-	16	-	-	16
The Childwick Trust	-	10	-	-	10
The Batchworth Trust	-	5	-	-	5
Rank Foundation	-	3	-	-	3
Sherling Charitable Trust		15			15
W G Edwards Charitable Foundation		2	(2)		-
Other restricted donations	220	150	(130)	-	240
Total restricted funds	**221**	**2,112**	**(2,043)**	**-**	**290**

13d. FUNDS (continued)

RESTRICTED FUNDS (2021)	*01 Apr-2020*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2021*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	49	(49)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	1	(1)	-	-
Chiltern Continuing Care Contracts	-	53	(53)	-	-
Herts Valley Clinical Commissioning Group	-	155	(155)	-	-
Central London Community Health Care NHS Trust	-	912	(912)	-	-
Hillingdon Clinical Commissioning Group	-	-	-	-	-
NHSE Capacity Grants	-	1,966	(1,966)	-	-
HMRC Furlough Scheme	-	294	(294)		
ABC End of Life care for Learning Disabilities	5	-	(5)	-	-
BBC Children In Need	-	47	(46)	-	1
Berkhamsted School Music Event towards purchase of laptops for the Community Nursing Team	2	-	(2)	-	-
The Beatrice Laing Trust - towards the refurbishment of the Spring Centre	10	-	(10)	-	-
The Wolfson Foundation - towards Covid 19 costs	-	80	(80)	-	-
Other restricted donations	246	53	(89)	10	220
Total restricted funds	**263**	**3,610**	**(3,662)**	**10**	**221**

Restricted funds

The restricted funds at 31 March 2022 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose.

Restricted donations comprised voluntary income given to the Hospice to be used for a specific purpose. The Hospice segregates these funds and matches them with expenditure when it is incurred. Transfers from restricted funds represent capital grants relating to items purchased where there is no continuing restriction as to use, and are, for this reason, transferred to unrestricted funds.

The Herts Valleys CCG and Central London Healthcare Community NHS Trust grants comprise an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Hillingdon CCG payment was towards the care of specific patients.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

The BBC Children in Need grant contributed towards the costs of the children's bereavement service support workers.

14. FUNDS

14a. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2022)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2022 £'000
Tangible fixed assets	-	5,180	-	5,180
Investments	3,484	-	-	3,484
Current assets	2,866	498	290	3,654
Creditors: falling due within one year	(470)	-	-	(470)
Total	**5,880**	**5,678**	**290**	**11,848**

14b. ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS (2022)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2022 £'000
Tangible fixed assets	-	5,180	-	5,180
Investments	3,524	-	-	3,524
Current assets	2,779	498	290	3,567
Creditors: falling due within one year	(458)	-	-	(458)
Total	**5,845**	**5,678**	**290**	**11,813**

14c.	ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2021)	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2021 £'000
	Tangible fixed assets	433	4,829	-	5,262
	Investments	2,768	-	-	2,768
	Current assets	3,959	506	221	4,686
	Creditors: falling due within one year	(506)	-	-	(506)
	Total	**6,654**	**5,335**	**221**	**12,210**

15. RELATED PARTIES

Transactions between the Charity and Hospice of St Francis Trading Limited were as follows: £80k (2021: £36k), being the profits donated to the Charity under the Gift Aid scheme. Expenses paid to Trustees and donations from Trustees are shown in Note 6.

16. FINANCIAL COMMITMENTS	2022	2021
At 31 March the total commitments under operating leases were as follows:	£'000	£'000
Group and charity		
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	192	252
- from two to five years	334	453
- over five years	236	292
Total land and buildings	**762**	**997**
Equipment hire agreement		
Operating leases which expire:		
- within one year	9	18
- from two to five years	1	10
Total equipment	10	28
Total	**772**	**1,025**

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £210k were expensed in the year ended 31 March 2022 (2021: £237k).

16a. Capital commitments	2022	2021
	£'000	£'000
Maple Project – Construction contract	116	-
Total capital commitments	116	-

17. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES	2022 £'000	2021 £'000
Net movement in funds	(362)	1,584
Unrealised (losses) / profits on investments	(223)	(502)
Profit on the sale of investments	-	(54)
Depreciation	308	241
Increase in stocks	11	-
Decrease / (Increase) in debtors	384	105
Increase / (Decrease) in creditors	(36)	92
Net cash provided by operating activities	82	1,466

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

18. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 2E.

	2022 £'000	2021 £'000
Stocks	53	42
Debtors	14	22
Cash at bank and in hand	66	21
Creditors falling due within one year	(58)	(10)
Net Assets	75	75
Shareholders' equity	40	40
Profit and loss account	35	35
Total Shareholders' funds	75	75

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2021)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2021	2020
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	1,972	-	20	1,992	2,780
Legacies	1,058	-	-	1,058	2,582
Charitable activities					
NHS Grants for Hospice care	-	-	1,119	1,119	1,108
Other income from charitable activities	26	-	211	237	404
Other trading activities					
Trading and fundraising	179	-	-	179	157
Retail income	603	-	-	603	1,442
Investments	-	-	-	-	11
Other	443	-	2260	2,703	608
Total income	**4,281**	**-**	**3,610**	**7,891**	**9,092**
EXPENDITURE ON:					
Raising funds (Note 3)					
Voluntary income	390	12	52	454	454
Trading activities	249	5	8	262	367
Retail activities	1,288	-	170	1,458	1,589
	1,927	**17**	**230**	**2,174**	**2,410**
Net income available for charitable activities	**2,354**	**(17)**	**3,380**	**5,717**	**6,592**
Charitable activities (Note 3)					
Inpatient unit	382	84	2,103	2,569	2,439
Community	425	8	580	1,013	906
Outpatients (Spring Centre)	176	33	352	561	472
Bereavement (Spring Centre)	45	8	113	166	160
Hospital	8	-	49	57	54
Education	17	17	235	269	310
	1,053	**150**	**3,432**	**4,635**	**4,341**
Total expenditure (Note 3)					

Carried forward	**2,980**	**167**	**3,662**	**6,809**	**6,751**

COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2020) (CONTINUED)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2021	Total 2020
	£000	£000	£000	£000	£000
Total Expenditure brought forward	**2,980**	**167**	**3,662**	**6,809**	**6,751**
	1,301	(167)	(52)	1,082	2,251
Net gains on investments (Note 10)	502	-	-	502	(296)
Net income/(expenditure)	**1,803**	**(167)**	**(52)**	**1,584**	**1,955**
Transfers between funds	(13)	3	10	-	-
Net movement in funds	1,790	(164)	(42)	1,584	1,955
Total funds brought forward	4,864	5,499	263	10,626	8,671
Total funds carried forward	**6,641**	**5,338**	**231**	**12,210**	**10,626**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LTD

England & Wales - Charity number 280825

Accounts

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2021

Registered Charity Number:	280825
Company Number:	1507474
Registered Office:	Hospice of St Francis (Berkhamsted) Limited Spring Garden Lane Berkhamsted Herts HP4 3GW

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

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Tim Curry, Chair of the Board of Trustees.

I would like to thank Alison Woodhams who completed her term of office as Chair of the Board of Trustees for her leadership and Sarah Byrt for her contribution who also completed her term of office as Trustee. We welcomed four new Trustees to the Board: Juliet Mountford, Eddie Powell, Natalie Pankova and Philip Sewel each bringing new perspectives and expertise. Our congratulations to Alison Woodhams and Dr Rama Vancheeswaran who because of their standing in the local community and professional expertise made the transition from our Board of Trustees to being appointed as Patrons of The Hospice of St Francis.

The Hospice sector made a significant national contribution in 20/21. Hospice UK negotiated the commissioning of care from hospices to support the NHS during the pandemic. Our clinicians, volunteers and support staff met the capacity target set nationally for The Hospice of St Francis to guarantee support to the NHS, patients and families locally. This income, Treasury support (in retail grants and the furlough scheme), the generosity of donors and customers and a payment from our insurance policy, meant the Hospice could continue caring throughout the pandemic and without the need to call on hospice reserves.

The new ten year contract we entered into in 19/20 with Central London Community Healthcare NHS Trust (CLCH), Herts Valley Clinical Commissioning Group and Rennie Grove and Peace Hospice Care reflected a core hospice objective, to work in collaboration with other providers. The working relationships established between all partners in the first year came into their own in the pandemic, with senior clinicians and managers meeting weekly to co-ordinate the availability of Hospice beds and care at home across South West Hertfordshire. This collaboration meant we could minimise as far as possible the impact of Covid-19 outbreaks in the first six months of 2020 when testing was not yet available. CLCH were able to share the most up to date central advice and procedures and these were rapidly cascaded by Hospice teams. As soon as testing and then vaccination became available that both these essential infection prevention and control measures were rolled out rapidly for hospice patients, staff and volunteers. We continue to build this partnership most recently by providing a touch down base for CLCH community nurses at the Hospice.

Two other areas of learning from the pandemic have informed our 21/22 objectives. The first is the important role of the Hospice of St Francis in providing care that would usually have been delivered in hospital. In collaboration with the hospitals with whom we regularly work, when out-patient care had to be suspended, our doctors and nurse prescribers gave lifesaving drug infusions, transfusions and intravenous treatments at the hospice and at home, safely and conveniently for patients. We now plan to develop our facilities and services so that we can provide this type of care routinely. The second is digital care. We have learned just how much care we can deliver well using secure digital applications to share information and to talk online. Keeping in touch, psychological support and care, and physiotherapy have all flourished using these applications. Everyone will now have the choice of care using digital applications as part of the care they receive. We are recruiting new IT support volunteers to assist patients and families in learning about these applications and provide practical support to get on-line and use them.

Tim Curry, Chair of the Board of Trustees- continued

The pandemic and the Black Lives Matter movement had a huge impact for us in our commitment to equality. Two of the changes we made before the pandemic are included in the report on equality and end of life published by Hospice UK in 2021. We are now taking a fresh look at how accessible, our care is and what changes we need to make, in order to ensure that The Hospice of St Francis is relevant to people who have the greatest risk of developing a potentially terminal illness.

This year is a crucial year for our trading and fundraising. Funding the care that local people rely on will once again depend on the generosity of our donors, supporters and customers to help us to raise 87% of the income we need. Thanks to the hard work of our volunteers and staff, our shops and our fundraising programme are Covid-Secure. We have been delighted with the response to our first events and the weeks of celebration held in June to pay tribute to all volunteers and all of our loyal supporters.

I also want to pay tribute to our staff and volunteers for their resilience, courage and determination to care for patients, families and each other throughout the pandemic.

A big "thank you" also to our donors, supporters and customers, our corporate partner network and local businesses for your loyalty and for taking part in virtual fundraising and events and shopping with us on-line and every time our shops were open.

I would like to conclude by celebrating the innovation and ingenuity that Trustees have seen at the Hospice this year culminating in The Hospice of St Francis being one of only six Charities in Hertfordshire selected to receive the High Sherriff's award.

PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

Robert Voss CBE, The Lord Lieutenant of Hertfordshire
Lady Dionne, The Countess of Verulam CG
Sir Mike Penning, MP for Hemel Hempstead
Jo Connell OBE DL
Dr Vivienne Cox CBE
Dr Ros Taylor MBE
Dr Rama Vancheeswaran
The Rt. Hon Gagan Mohendra, MP for South West Hertfordshire
Dr Peter Carter OBE
Joan Gentry
Hilary McNair
Charles Toner
Alison Woodhams

BOARD OF TRUSTEES:	Membership of committees and directorships of subsidiary company
Tim Curry (Chair)	
Julia Bolsom	IG
Sarah Byrt (term of office completed December 2020)	CA, IG
Lynne Hunt	FaR, CA
Tracy Moores*	IG, CG
Juliet Mountford (appointed December 2020)	CA
Natalie Pankova (appointed October 2020)	FaR, CG
Massimo Petronio	CA, FaR
Eddie Powell (appointed October 2020)	CA, IG
Shailen Rao*	CG, IG
Hannah Richardson	IG, FaR
Margaret Salmon (Deputy Chair)	FaR, CG, CA
Kathryn Magson (appointed July 2021)	CG
Philip Sewell (appointed October 2020)	IG
Tim Symington (Treasurer)	CA, FaR
Dr. Rama Vancheeswaran (resigned May 2021)	CG
Alison Woodhams (Chair) (term of office completed September 2020)	

Key to committee membership:
Board Committees
Income Generation (IG)
Finance and Resources (FaR)
Clinical Governance (CG)
Corporate Audit, Risk and Governance (CA)

Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE OFFICER:	Kate Phipps-Wiltshire
EXECUTIVE TEAM:	Dr Sharon Chadwick (Medical Director & Deputy CEO) Sarah Coles (Director of Sustainable Trading) Fay Richardson (Director of Care) Kimberley McLaughlin (Director of Wellbeing and Family Support) Angela Proctor (People Director) Fiona Watson, Lucy Hume, Kate Grigg (Joint Fundraising Directors) Sharon White (Director of Finance & Performance)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER **CHARITY REGISTRATION NUMBER**	01507474 Registered in England and Wales 280825
Telephone: Website: Email: Facebook: Twitter: Instagram:	01442 869550 www.stfrancis.org.uk info@stfrancis.org.uk facebook.com/thehospiceofstfrancis @hospicstfrancis @hospicestfrancis
AUDITORS:	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
BANKERS:	Lloyds Bank PLC 205 High Street Berkhamsted Hertfordshire HP4 1AP
SOLICITORS:	SA Law 60 London Road St Albans Hertfordshire AL1 1NG
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

Hospice of St Francis objectives

The Hospice of St Francis vision is:

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

Our mission in our articles of association is:

- ***To achieve our vision by providing excellent care and support to patients and those close to them***
- ***To share expertise through collaboration, innovation and education***
- ***To sufficiently engage the support of our community to enable us to deliver our vision and mission.***

The stated aims of the charity being:

- To transform the quality of life for people living with life-limiting illnesses and provide support for those close to them;
- To ensure high quality provision of care through education and research;
- To sustain and expand our services through excellent financial management and governance;
- To continually improve efficiency and effectiveness.

The Board has worked to four strategic objectives since 2018/19. We include a summary in the audit report of aims and objectives for the following year. Those four objectives and the key actions for 21/22 are:

Quality and Safety: **To be an outstanding hospice in all aspects of our operation**
Financial: **Recurrent financial balance by optimising income and controlling expenditure**
People: **To increase the ratio of staff to volunteers from 1:5 to 1:10**
Responsiveness: **To double the reach of our care by 2028**

Strategic aims	Summary of key actions in 2020/21	Pandemic Impact
To be an outstanding Hospice	• Integrated single consent policy	Deferred
	• Deliver key aspects of the Diversity Plan	Partially delivered
	• Scope our ambitions for medicines and pharmacy to extend our service	Delivered
	• Capture & market total value proposition for employees including new 'user friendly' performance review documentation and clinical supervision	Partially delivered
	• Deliver Research, Education and Training plan	Delivered
	• Put together the business case for a cardiac and respiratory team	Deferred
To control expenditure and optimise income	• Comprehensive on-line strategy for the organisation Phase 1 – scope the project and create a project initiation document	Partially delivered
	• Compelling appeal(s)	Delivered
	• Focused major donor matched funding campaign	Deferred
To grow the ratio of volunteers to staff	• To develop a comprehensive blended workforce plan (employed staff and volunteers) that integrates approved volunteer and diversity strategy targets	Deferred
Double our capacity to care by 2028	• An integrated community team	Partially delivered
	• Increased website functionality- for patients, professionals and commercially	Partially delivered
	• Adjust recruitment and training for new volunteers proactively to maintain and develop operational capacity	Revised
	• Develop detailed plans to be enacted in 2021 for carers referral and recruitment of re-enablement volunteers	Partially delivered

Achievements and performance in 2020/21

In March 2020 the Board reviewed the aims and key actions originally agreed for 2021. They were replaced with a business continuity and crisis management plan in response to the pandemic. Whilst some of the original objectives by necessity were deferred, they were replaced by a breadth of new objectives to ensure the safe and effective operation of the Hospice. Significant achievements included:

- The transformation of the way we were able to deliver care which meant

  8,720 support and care calls by telephone or digital application to patients and carers

  2,925 home visits to care for patients at home

  1000 deliveries in lockdown one and two of food and essential supplies to patients and families

  838 new referrals of patients and families in addition to the 940 people receiving care at the start of the pandemic

  201 people had an in-patient stay at the Hospice, where visiting at the end of life for families and patients was protected throughout

  108 new volunteers joined our team in our shops and in the support of our care
- The flexibility and resourcefulness of our gardening team to ensure our grounds and gardens continued to be a sanctuary throughout the year
- The transition within 48 hours to move psychological care on-line
- The development and delivery of physiotherapy programmes on-line
- The review and expansion of bereavement support and care
- The transition to deliver all corporate functions, including board and committee meetings remotely
- Two successful tenders for two different major supply functions, IT and pharmacy
- The generosity of volunteers to take on new and different roles to support the care team
- Procurement of all personal protective equipment before national the supply routes came on stream
- Antibody testing to increase staff confidence before lateral flow and PCR testing was available
- The transition within 48 hours to move all statutory and mandatory training online and deliver new and bespoke training in house and externally for NHS staff to support them during the pandemic
- Workforce surveys at 12 week intervals as part of our well-being and resilience programme and a weekly on-line link up to keep staff working remotely, at the hospice and those furloughed connected
- Our most successful fundraising appeals ever (on-line and surface-mail)
- The dedication of trading staff and volunteers to professionally open and close our stores and get donations and sales flowing each time the national restrictions allowed
- The opening of a new shop between lockdowns that went on to exceed the income target in the year one business plan and development of our on-line trading capability
- The procurement and 'go live' of three eco-pods to provide new Covid-Secure spaces

Achievements and performance in 2020/21 – (continued)

Strategic Objective	Actions (aims) for 2020/21	Progress to date
	• Re-start CQC preparedness programme	• Completed including successful completion of three transitional monitoring meetings
To be an outstanding Hospice	• Meet externally set (HUK/NHSE) capacity targets	• Completed
	• Deliver Disclosure and Barring Scheme action plan	• Completed (CARGO approved in February)
	• Replace whistleblowing with freedom to speak up • Focus on staff wellness, including occupational health & respond to Staff Survey feedback	• Reported to clinical governance committee Nov 2020 on resilience and well-being programme
	• Progress plans for bereavement support	• Service improvements identified in 19/20 have been delivered with capacity for CV-19 response
	• Deliver CV-19 PPE and vaccinations	• Achieved, including anti-body testing, lateral flow testing, outbreak compliance and L1 review
	• Deliver medical workforce plan	• Completed with the recruitment of Dr Shah
	• Scope our ambitions for medicines and pharmacy to extend and develop our medicines service	• Completed successful retender for new supplier. Service development work linked specifically to the pandemic
	• Deliver key aspects of the Diversity Plan	• Partial delivery with recruitment of new Trustees and updated statement of intent
	• New 'user friendly' performance review documentation	• Completed
	• Deliver Research, Education and Training plan including access planet training software	• Completed. Education and training delivered an extensive programme on line including bespoke training for the NHS
	• In-year capital plan to permanently meet water quality standards, • Address hard and soft facilities assessed at high risk/major impact of failure) • Maple project goes ahead allowing time to secure trust and grant funding for the remaining proportion)	• Turbidity filter commissioned • Complete review of pipe situation including cold water with new solutions commissioned • Focus changed to addressing CV-19 secure standards • Rank Foundation/HUK grant secured • Capital works deferred due to pandemic

Achievements and performance in 2020/21 – (continued)

Strategic Objective	Actions for 2020/21	Progress at outturn
To control expenditure and optimise income (to replace to proactively manage our income)	• Sign off a reforecast budget at the May Board	• Completed
	• Review of reserves	• Completed
	• Bring forward completion of 21/24 budget	• Completed
	• Deliver IT retender	• Completed. Riverlite appointed and on-boarded
	• Comprehensive on-line strategy for the organisation as a whole with workstreams and supporting business case	• Partial delivery. Digital applications in clinical care embedded. Increased use of digital channels for all communication and fundraising • Specification completed for improved website functionality ready for tender Q1 21/22
	• Deliver restructure in central trading team	• Completed
	• Open the bookshop	• Completed
	• Deliver new NHS activity	• Successful launch and hosting of 24 out of hours advice line on behalf of partnership (CLCH/CCG/Hospices)
	• Compelling appeal(s)	• Integrated appeal messaging and appeal programme with segmented donor data delivered best ever results
	• Major Donor matched funding campaign	• Deferred
	• Kickstart community and events fundraising	• Notable successes included walk your ridgeway, challenge events and Christmas tree recycling, we also piloted social media 'events' and a new 'event at home' foodie box programme
	• Maximise trading between lockdowns	• Notable successes in each re-opening of our shops were the processing of 22,240 bags of donations, a gift aid claim to the value of£35.5k and our Christmas trading results of almost £200k.

Strategic Objective	Actions for 2020/21	Progress at outturn
To grow the ratio of volunteers to staff	• To develop a comprehensive blended workforce plan (employed staff and volunteers) that integrates approved volunteer and diversity strategy targets	Deferred. The national restrictions 'stood down' all volunteer roles at the hospice that could not be undertaken remotely. New roles were created to support the care of patients and 108 new volunteers were recruited in year.
Double our capacity to care by 2028	• An integrated community team	Partially delivered
	• Increased website functionality- for patients, professionals and commercially	Partially delivered
	• Adjust recruitment and training for new volunteers proactively to maintain and develop operational capacity	The volunteer recruitment plan was reprioritised to recruit new volunteers for new roles to support operations during the pandemic, the priorities being Covid-safe clinical roles and maintaining volunteer capacity in our shops
	• Develop detailed plans to be enacted in 2021 for carers referral and recruitment of re-enablement volunteers	Partially delivered

Principal risks and uncertainties

The Board of Trustees is responsible for ensuring there are effective risk management controls in place to manage the major risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures.

The Hospice's risk management policy establishes a consistent way to:

- identify
- assess
- evaluate
- create action plans
- monitor
- escalate and
- report on all risks.

This framework allows management to take control of risks and the Board of Trustees to oversee the risk management process and ensure that suitable action is taken to respond to identified risks.

The process adopted by the Hospice is:

- Risks are identified at an operational level and transferred to a risk register;
- A scoring system, based on the National Patient Safety Agency (NPSA) Matrix incident scoring scale, is used to evaluate the risk;
- Where a risk is identified as significant, an action plan is designed to mitigate and manage the risk;
- The Hospice Executive Team reviews all risks and action plans monthly;
- The Board of Trustees reviews the most significant or strategic risks quarterly, and
- Formal project groups are set up for major projects, to ensure they are properly planned, managed and implemented.

Significant risks

Risk	Management / mitigation
Financial risks. The principal risks for The Hospice are liquidity risk and investment performance risk.	• Cash flow closely managed and monitored by the Finance and Resources Committee • Investment policy managed by the Finance and Resources Committee with external advice
Income generation risks. Risks to income generation due to the Covid19 pandemic affecting fundraising and retail income.	• Ensure delivery of nationally set capacity targets for directly commissioned capacity (Hospice UK/NHS England) • Radical review of income streams and re-profiling of targets • Ensure full trading capability between lockdowns • Open new retail business as planned (subject to lockdowns) • Sustain plans to continue to diversify trading on line • Robust recovery plans
Operational risks. health and safety breaches or IT incidents that could cause harm to Hospice patients, visitors, staff and volunteers.	• Procurement plan for PPE • Proactive horizon scanning for clinical evidence • Close working with NHS partners • Resilience and well-being programme • Increased compliance standards for new IT tender • Weekly communications
Reputational risks. Incidents, omissions or press coverage which damage the Hospice's reputation.	• Emergency response plan • Increased capacity for social media monitoring
Care delivery risks. Risks relating to patient experience and the Covid-19 pandemic.	• Staff training to move on-line and be supplemented by CV-19 specific programmes • Collaboration with key NHS and Hospice partners • Compliance with transitional monitoring (CQC) • Patient surveys • Hospice policies updated and communicated
Staff risks. Risks relating to recruitment and retention of staff and volunteers.	• Support to work remotely including equipment loan • Weekly communications • Lessons learned reviews and regular workforce surveys • Well-being packs and support for staff and volunteers • Staff training to move on-line and be supplemented by CV-19 specific programmes • Staff and volunteer award scheme • Clear and accessible whistle-blowing procedures

FINANCIAL REVIEW

This has been one of the most challenging years we have faced. The Hospice's work is funded by a mixture of donations, income from retail activities, legacies, earned income from service delivery and grants. The pandemic required all in-person fundraising events to be cancelled for the entire year and for shops to be closed for much of the year. As a result, income from donations and retail reduced by 28% and 58% respectively as compared with 2020.

At the same time, however, the Hospice benefited from significant Government support. We received £1.1m under the National Covid Response Hospice Funding Programme (administered by Hospice UK) and £0.9m from the NHSE Capacity Grant, also administered by Hospice UK. This funding was restricted to making bed capacity available; and to provide community care for people with complex needs in the context of the Covid-19 situation, enabling acute and community hospitals to discharge all patients as soon as clinically safe to do so. The Hospice also received £0.3m by way of the government furlough scheme. In addition our investments performed strongly recording a net gain of £0.5m over the year.

Overall reserves increased by £1.6m over the period. Looking ahead, the Hospice expects to draw on reserves for at least the next 2 years, as government support is withdrawn and fundraising and retail gradually recover to pre-Covid levels.

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Total income	6,207	6,898	7,001	9,002	7,891
Costs of income generation	2,579	2,668	2,580	2,410	2,174
Spending on charitable activities	4,626	4,525	4,252	4,341	4,635
Total reserves	8,557	8,378	8,671	10,626	12,210

Income from charitable activities was consistent with the previous year with £1.4m being recognised in 2021. This category includes NHS grants and direct payments for service delivery, as well as restricted grants from other organisations to directly support services. Trading, fundraising and retail income fell by £0.8m to £0.8m. This income comprises the sale of goods in all the Hospice shops as well as fundraising events. Where goods are donated under gift aid agreements, the income is accounted for as donations, not retail income, reflecting the legal nature of the transaction. In 2020/21 the Hospice accounted for £0.3m of gift aided donations of goods to its shops compared to £0.5m in 19/20, a fall of 44%. The lockdowns forced the shops to close for nearly eight months. With all shop staff furloughed, the central trading team worked hard throughout to find new sources of income generation as well as driving online sales. A new EPOS system was installed in the year to establish a new KPI model to drive the business forward.

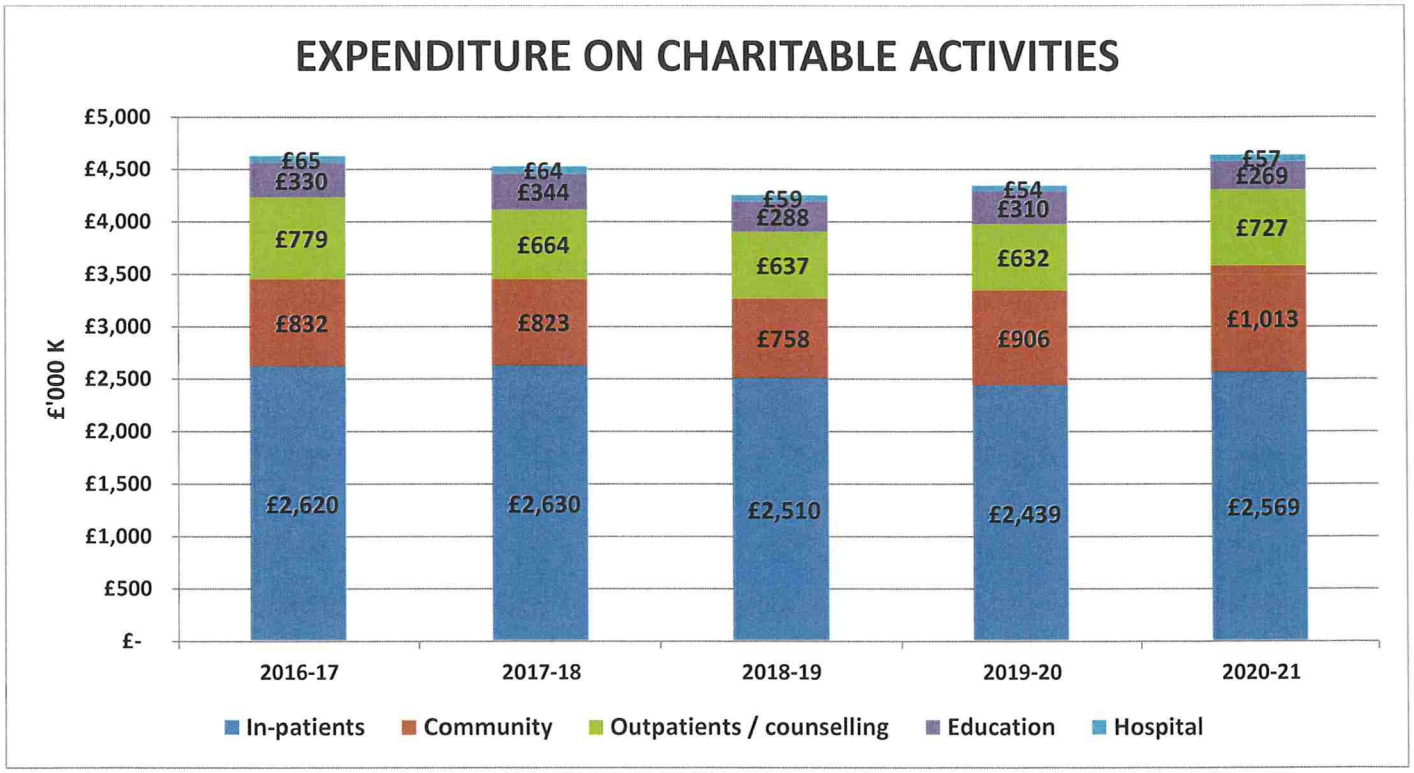
Working with a new external partner we improved the way we put together and share our appeals for funds. We optimised digital and surface mail channels and we explained the impact of the pandemic on patients and families, our care and for our staff. Income from appeals alone was £74k and increase of 180% on the previous year. The Hospice also raises money through events and sponsorship, applications to grant making trusts, direct marketing, in memory giving, and other sources. Membership of the Corporate Partners Network stands at 187 members, with 1 new member joining the network.

The cost of raising voluntary and fundraising income was 23% of the sums raised. The cost of generating all income, which includes retail, trading and fundraising activities fell by 9.8% to £2.2m

FINANCIAL REVIEW – continued

The Hospice continued to benefit from its work with the Hospice Lottery Partnership (HLP), a not for profit organisation which raises funds for five local hospice charities, with Directors nominated by each hospice sitting on the HLP board. HLP promotes a weekly society lottery to individuals across the shared catchment area of its hospice partners. It has robust policies in place to ensure compliance with fundraising and gambling regulation, paying particular regard to the requirement to treat vulnerable people with due care and to treat all lottery players and donors fairly.

Our total expenditure was £6.8m (2020: £6.8m) a small increase of 1% compared to the previous year. This was as a result of stringent cost control measures by budget managers and the reduction in running costs where staff were furloughed or working from home. In supporting home working we loaned equipment and increased IT support to ensure staff had the facilities and connectivity to work effectively. We spent just over £4.6m on our charitable activities in the year (2020: £4.3m). Although the intensity of contact with each person receiving care on average increased, the number of people newly referred to us fell by 23% compared to the previous year when the Hospice went into Tier 4. Referrals in the first quarter of 21/22 have already recovered to pre-pandemic levels



FINANCIAL REVIEW – continued

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling three-year business plan and annual budgets. The business plan for 2021 to 2024 will focus on recovering and stabilising the Hospice's financial position following the Covid-19 pandemic.

Our revised forecast (compared to 2019/20 accounts) is that it will take us until 2023/24 to returning to a balanced budget because of the duration of the pandemic.

Reserves

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Restricted reserves	57	113	213	263	221
Designated reserves	5,022	4,865	4,902	5,499	5,335
Unrestricted reserves	3,478	3,400	3,556	4,864	6,654
Total reserves	**8,557**	**8,378**	**8,671**	**10,626**	**12,210**

The Hospice of St Francis provides important health services to its local community and is dependent on a number of fluctuating income streams including donations, grants, legacies, and trading profits. The reserves held by the Hospice should allow it to continue operations even when there is an unforeseen downturn in any of these sources of income, or an unforeseen increase in costs. The Covid-19 pandemic is an unforeseen event therefore the Trustees plan to utilise some of these reserves during the recovery phase of the business plan to offset the short term loss of income that cannot be ameliorated by cost savings.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building as well as funds set aside by the Trustees for capital expenditure and also for a legacy equalisation fund which is to cover clinical care costs in the event of a disruption to our normal fundraising activities. The total amount designated for capital projects and the legacy equalisation fund is £506k which is expected to be spent over the next two years. The Hospice building reserves are not available for investment, or spending, unless the buildings are sold.

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly, to ensure that the Hospice's operations are sustainable.

The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories.
- The level of funds required to cover unexpected expenditure or future growth.
- Working capital requirements.
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed.

FINANCIAL REVIEW – continued

The resulting calculation provides a minimum level of reserves required., In 2019/20, it was calculated that we required unrestricted reserves amounting to at least 9 months charitable spending which equates to £5.0m for this financial year. At 31 March 2021, the Hospice's unrestricted reserves were £6.7m, representing approximately 12 months of charitable spending.

Investment policy

Our Treasurer led a review of our reserves policy, including a review of Trustees' risk appetite. The outcome was a decision to slightly reduce risk, in light of the economic uncertainty associated with the pandemic, by maintaining a greater proportion of reserves in cash.

Investment portfolio objectives

- **Total target return**: Over the longer term the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.
- **Risk Parameters**: The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.
- **Asset Allocation**: In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.
- **Social, environmental and ethical considerations**: The Hospice will not invest directly in tobacco-related companies.

Fundraising Compliance

The Hospice adheres to the Fundraising Regulator's code of practice in its fundraising activities. The Supporter Relationships Policy outlines the approach taken by the Hospice when carrying out fundraising activities. All Fundraisers, whether employed by the charity or those acting on its behalf must comply with a set of standards that commits them to being honest and open, clear in communications with supporters, respectful, fair and reasonable and accountable. The policy sets out the behaviours expected of its fundraisers and is reviewed every two years.

The Charity follows the guidance set out in the Fundraising Regulator's Code of Practice and pays the annual voluntary levy to the Fundraising Regulator. In the financial year there were not identified instances when the charity or anyone working on its behalf failed to comply with the fundraising standards set out in the Code of Practice.

The Charity is a shareholder in the Hospice Lottery Partnership, a private company incorporated to administer a lottery in order to raise funds for the benefits of the Shareholders. The Charity has a place on the board of the company which meets six times per year to review and monitor activities. Complaints are a standing item on the agenda. The Charity maintains a continuous dialogue with the company and discusses any complaints that are raised with regards to behaviour that is unreasonable or places undue pressure on a person to give money. The Charity seeks proof of follow up activity by the company to address this behaviour and monitors this in Board meetings.

The Charity maintains a complaints log in which it records every complaint received about fundraising activity by itself or by anyone working on its behalf. Two complaints were received from April 2020 – March 2021 both of which were resolved by the fundraising team and no further action was required.

Income generation approach and performance

Our Director of Sustainable Trading and our Joint Directors of Fundraising together with their teams took time during the pandemic to revisit our approaches, their recommendations and prioritisation of activities were reported to Income Generation Committee for scrutiny and approval.

Key Principles and priorities:

	Trading	Fundraising
Principles	• Increase and grow our income to achieve our ambition to double the reach of our care • Have sustainability, eco and community at the core of our offer • Continue to innovate and push boundaries • Use our shops as key portals to raise the profile of the work the hospice does by building connectivity with the clinical teams • Extend our reach through our shops to more diverse communities • Work collaboratively with other Hospice teams to drive performance and build on past successes.	• Everyone's a Fundraiser • Retaining existing donors by getting to know them better • Engaging people who directly or indirectly experience care to become donors • Encouraging larger donations through careful stewardship • Combining channels (digital and surface mail) • Segmenting and targeting our ask • Increase and grow our income
Priorities	• Grow sales online and in our shops to achieve sales and profit targets • Develop online business through SFG and other online platforms to extend our reach beyond our catchment • Proactively use EPOS data to drive sales in our shops • Be alert to commercial opportunities which may arise from fall out of retail sector and move quickly • Invest in staff training to develop and retain staff and secure succession planning • Build on our success by recruiting high quality managers who can deliver our trading ambitions	• Build confidence and awareness within and across the organization in being successful fundraisers • Personalised Stewardship of Supporters • Incremental Growth • Transformational Giving • Focus our attention on those income streams we can evidence as having potential for growth • Integrated social media and Communications

QUALITY PERFORMANCE AND CLINICAL STATISTICS

During February 2020 we started the process of ramping up our capability to source personal protective equipment (PPE). The support of corporate partners, local rotary clubs and the Lord Lieutenancy, together with our own talented volunteers meant we were able to organise everything from scrubs to masks and aprons. Keeping stocks up until hospices were able to join the NHS supply route in June 2020. We started our programme of psychological PPE. At intervals of 12-14 weeks linked to successive lockdowns we have asked staff to tell us about their experience. We have shared the results and acted on them. Our 'wobble room', weekly updates for all staff on line, on-line well-being resources and our sound bench have all come through this process. At the end of lockdown one we conducted an audit of our response to the pandemic and made systematic improvements based on the experience of staff and the feedback from patients and families. This process of continuous learning and improvement has remained at the core of our approach.

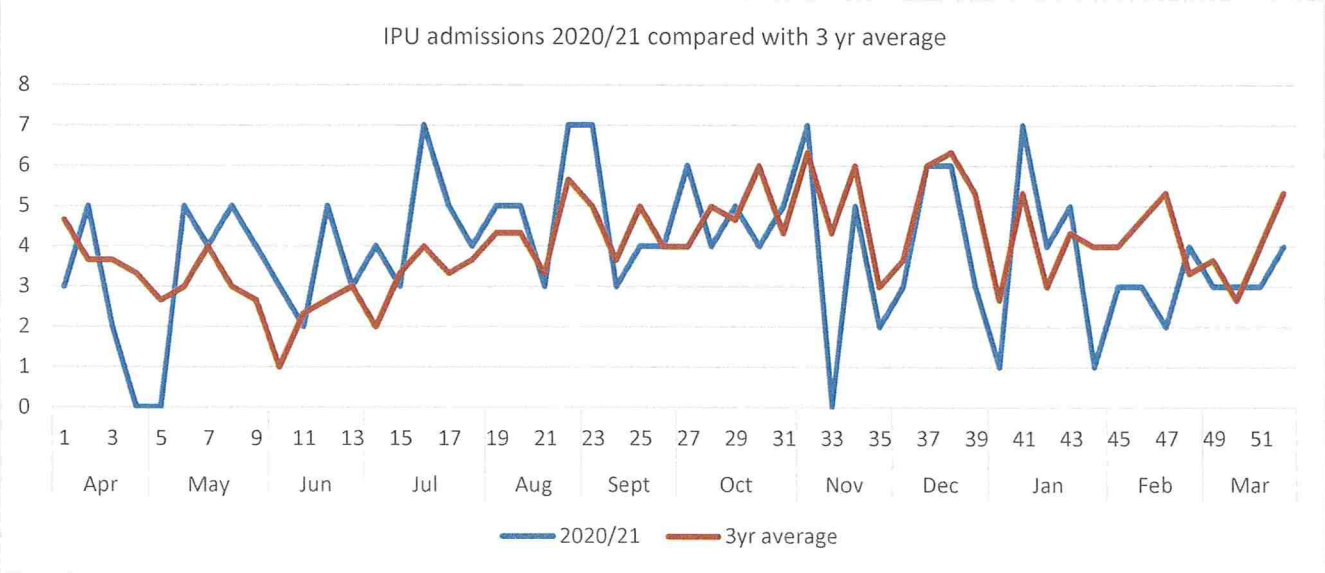
In the lead in to the 20/21 financial year, our focus in March 2020 was to relocate all staff who could work from home to make that change and, at the same time, to contact everyone we were caring for or supporting to talk about the pandemic. All of our patients were in the groups of people identified by the government as vulnerable or extremely clinically vulnerable. For many of our patients more than one person in the household was in one of these groups. In these discussions, we reviewed the care received from the Hospice and the best and safest way for that care to continue. We also discussed other practical needs like shopping and essential supplies as well as fear and anxiety about what was to come. In parallel our teams worked to reinstate the applications and remote working solutions that had been so successful during the temporary closure for the building works in the summer of 2019. We contacted volunteers too, and talked about the best ways to stay in touch, especially where volunteers were shielding. For volunteers in roles that could continue remotely we reinstated the applications and support they would need. We now know that it takes just two seconds for droplets of air and water to spread over two meters in unventilated rooms. It is shocking to remember just how hard it when we knew asymptomatic transfer was the greatest risk to patient and staff safety but we could not test for the presence of the virus. April 2020 was perhaps our toughest month at The Hospice. Within the space of 48 hours 21 staff and three patients had symptoms of Covid-19. We had to suspend admissions for 10 days. The Hospice of St Francis belongs to its supporters. Our first social media campaign went out in May 2020. We asked our clinicians in a short film to let people know how we were adapting together with a reassuring message that patients' families and the community could continue to rely on us. We asked for donations, if people were in a position to donate to help us to continue to care.

Our longstanding partnerships with Peace and Rennie Grove and more recent partnerships with Central London Community Healthcare NHS Trust (CLCH) came into their own. From March 2020 senior clinicians and managers began meeting weekly to co-ordinate the availability of Hospice beds and care at home across South West Hertfordshire. This collaboration meant we could minimise as far as possible the impact of outbreaks. CLCH were able to share the most up to date central advice and procedures and these were rapidly cascaded by Hospice teams.

QUALITY PERFORMANCE AND CLINICAL STATISTICS continued

Through the research work of one of our Trustees (Dr Rama Vancheeswaran) we were able to offer staff antibody testing. As soon as testing and then vaccination became available, both these essential infection prevention and control measures were rolled out rapidly for hospice patients, staff and volunteers. We continue to build this partnership most recently by providing a touch down base for CLCH community nurses at the Hospice. In turn we have provided 1,556 bespoke training places online through webinars and secure chat rooms, training and supervision for our clinical colleagues at Watford and GPs.

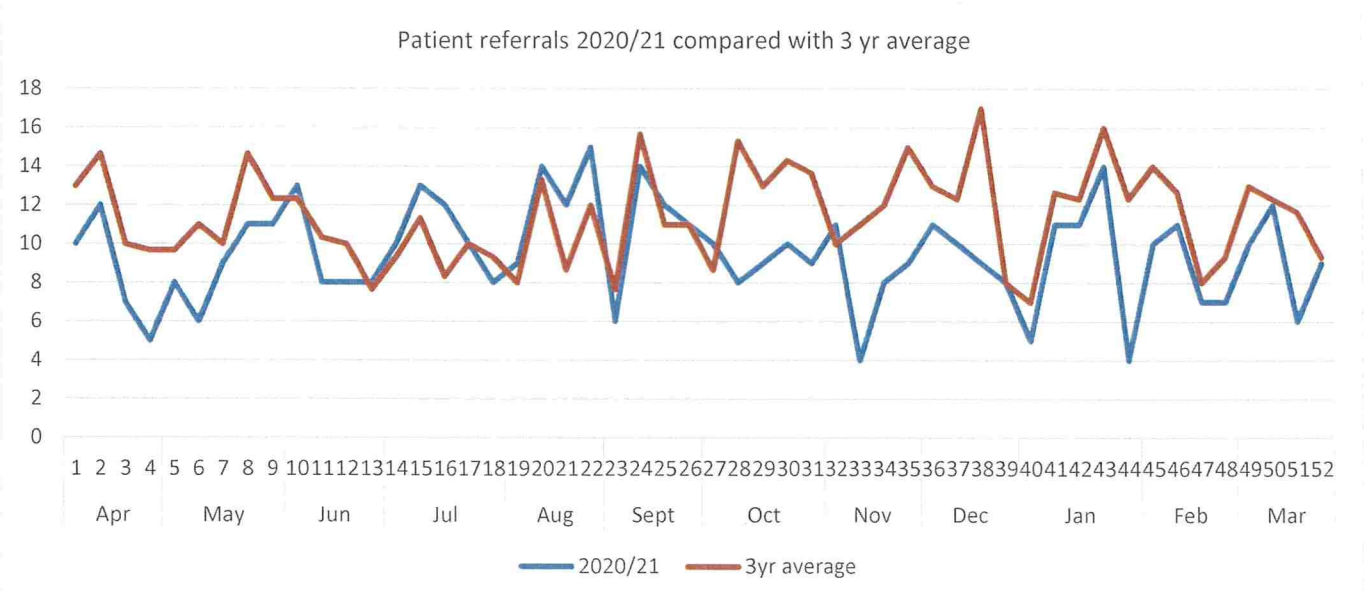
Understanding trends and monitoring capacity has been essential with every service under pressure. We have established data on a three year rolling average to use internally.

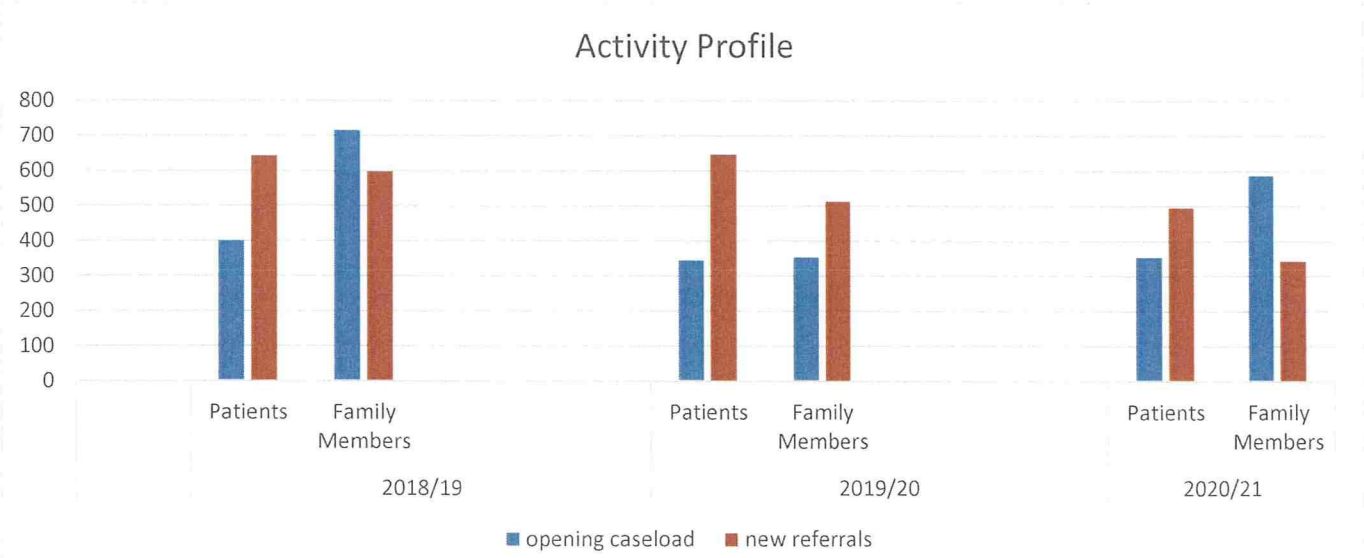


Our in-patient unit this year closely matched the three-year average. The negative variances in April correspond to the April outbreak. By November the government introduced a threshold of two or more people testing positive within the same ward in 72 hours for temporary closure. The negative variances in November and January correspond to the weeks when that threshold was met.

New patient referrals saw a negative variance when we had the outbreak in April but quickly recovered to match the three-year average. When we went into Tier 4 and then into lockdown three, we saw the greatest negative variance from the three-year average. Overall referrals fell by 23% compared to the previous year.

QUALITY PERFORMANCE AND CLINICAL STATISTICS continued





2020/21 was the first full financial year of operation for the new contract for our NHS income from Herts Valley CCG. Central London Community Healthcare holds this contract on behalf of the CCG. We have developed a new dashboard to report quality metrics in this contract.

PATIENT AND FAMILY STORIES

Michelle's Story

"It's not just love for me, but all the patients. The care and love is remarkable."

Michelle Rawlings, a 44-year-old mum of two, shared her experience following a stay on the Hospice Inpatient Unit during lockdown.

When I was last at the Hospice I was withdrawn. In total despair. I couldn't understand how someone could live every day with a life-limiting illness. How do you wake up knowing you're dying, but still enjoy good times with family and friends? It was incomprehensible. ***The Hospice staff helped give me the strength. This is your life, there are positives, and you CAN live it well.***

When I left in October I put my boots on, make-up, wig, and that was the start. Every day I got up with this attitude and continued my life and family relationships. I've been given extra time with the people I love, and they're happy I'm back to being myself and engaging with them.

Things changed when I took a chemo break. We took the difficult decision that my body couldn't handle much more of the toxic treatment, and the tumours started to grow back. The pain was so bad I just wanted to rip my leg off. It put real strain on Dean, my husband, who was having to inject my pain relief and reverted back to being my carer. I was fighting pain all the time and becoming unhappy. All I thought about was when the next pain relief would come – it was all encompassing.

After another unsuccessful round of chemo, fresh scans suggested Michelle's prognosis was devastatingly 2-3 months. It was at this point that her GP contacted Dr Sharon Chadwick at the Hospice with an update on the situation.

I had to go home and tell the children the news. They could see I was in pain. The tumour on my leg had broken through the skin and was constantly bleeding. The dressing was being changed twice daily and I couldn't sit still with the pain. The morphine wasn't stopping it, and after an attempt at a nerve block, amputation was suggested.

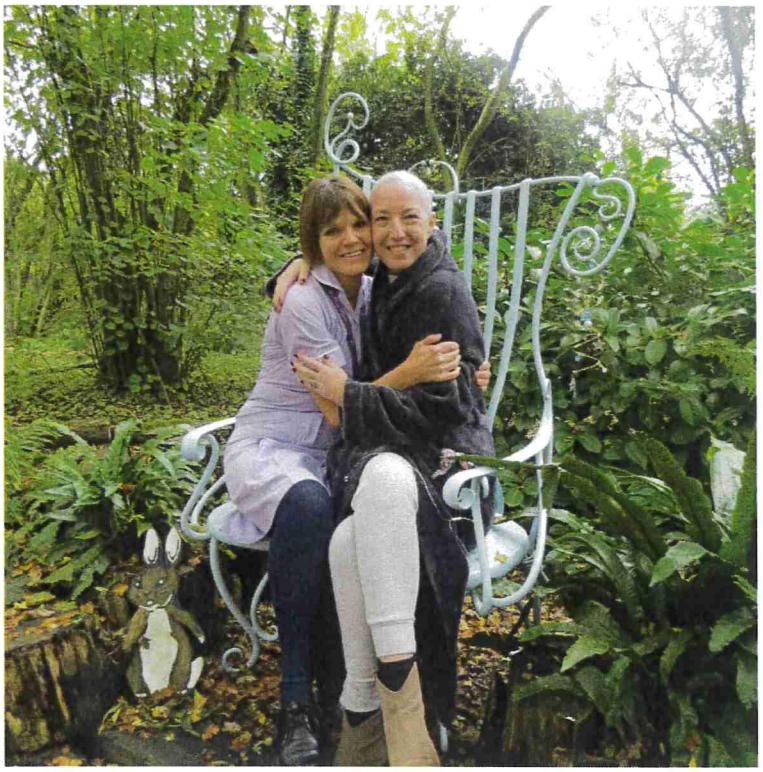
Sharon talked me through the options and all it took was 10 minutes. Of course I thought about it a lot and it was a scary decision, but I trusted them. The alternative was sedation and huge pain relief. Even out of work hours Sharon was thinking of me - that aspect of the care is remarkable, it's above and beyond. The amputation has saved my life. It's given me all this extra time. It was a bit of a whirlwind. We spoke on the Wednesday; at the weekend I performed a hand-tying ceremony at my sister's wedding, and by the following Wednesday I was having surgery. Almost immediately I felt brilliant. I spoke to Sharon that week and the first thing I said was 'when can I come back to the Hospice?' and she had me there three days after surgery. ***I was like a completely different person – it changed my life.*** *Due to the pandemic restrictions I wasn't allowed visitors at the hospital (something which the Hospice are able to facilitate on a limited basis), but once my husband Dean saw me he was buzzing; 'She's Michelle again'.*

I love it at the Hospice. ***I've had times when I've been crying at 5am, missing my boys, but the nurses would sit and chat; hold my hand, and help me through it.*** *I share their fantastic sense of humour and we've had a great laugh. They have such challenging jobs, but they really love what they do. From the consultants, to the nurses, volunteers and gardeners, everyone has been amazing.* ***They really care for you. And you can't beat it. I've come away feeling so tranquil and peaceful, which is thanks to them. They've changed my life.***

Sadly, since sharing her story, Michelle passed away in autumn 2020 with the support of the Hospice. We are grateful to Michelle's family for giving permission for her story to continue being shared.

You can read Michelle's full story on our website www.stfrancis.org.uk/michelle

Pictured below, Michelle, during her first stay at the Hospice. Alongside Lulu, a member if the Hospice nursing team.



Helping James to live his precious life well

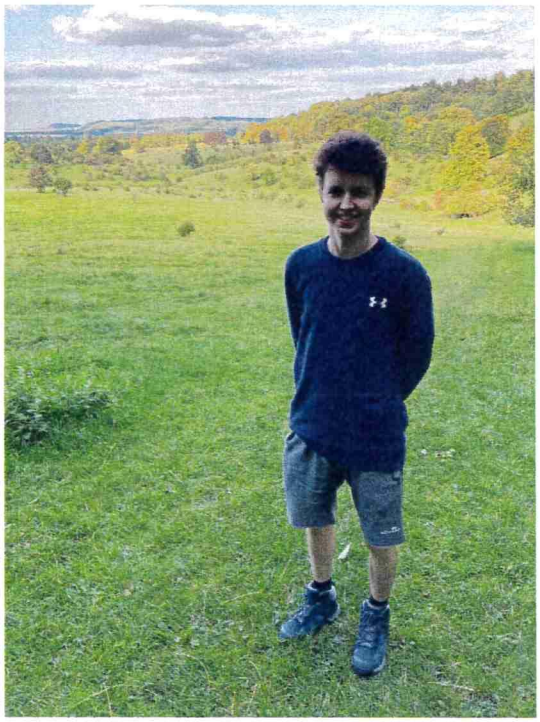
Nineteen-year-old James, who lives in Tring, had been receiving physiotherapy at the Hospice since January 2020 following his diagnosis of Leukaemia, in April 2019.

"The support from the Hospice has been great and I feel as if I've made really good progress this year thanks to all the help and encouragement I've had from my physiotherapist Priya."

Prior to his illness, James was a keen sportsman playing tennis, table tennis and football. His goal was to get back to his exercise and sport as soon as possible. Priya says, "We started with a graded exercise programme, as James' exercise tolerance was low and we built up gradually. Eight months down the line, James is now back playing tennis and running regularly. His exercise tolerance and muscle strength have really improved."

James' mum, Christine, adds, "The continuity of care at the Hospice has been really good. We have had Priya's support throughout James' time here. We were impressed with the adaptations during the lockdown period too. We started James' sessions in the Spring Centre, then via Zoom calls at home and now we are outside in the beautiful grounds of the Hospice!"

In the winter of 2020 James completed an 8km charity run, in aid of the Hospice. Following further support he has recently been discharged from our care and is back doing what he loves. The St Francis team continue to be right here for people like James, helping them live their precious lives well.



The patients always come first

"You may have a life-limiting illness and in need of support, but there's so much you can do – and there are people to help you achieve that."

Mick Pascoe, 68, from Studham, has been receiving support since his diagnosis two years ago with Stage 4 prostate cancer. He explains how things changed during the Covid-19 pandemic, "I had one session at the Hospice before the lockdown started. But the support hasn't stopped, it's simply adapted. I've joined the virtual online Yoga sessions run by Priya, which have been magnificent. As I'm on slow release morphine to manage bone pain one of the nurses, Viv, regularly calls me to check how I'm managing my medication. The pain used to be relentless, like nagging toothache, but it is now under control and I always have somebody to contact when it gets worse. They are an incredible bunch of people."

Prior to the pandemic, Mick was receiving an intravenous bone strengthening drug at Luton & Dunstable University Hospital, but this was stopped due to the lockdown. "The Hospice stepped in. They agreed to administer the drug to manage my increasing pain. I come up to the Hospice for a few hours at a time. Nothing is a problem and the patients always come first. The support of the Hospice has been unbelievable and so motivating."

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Fay Richardson, Director of Care.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

Corporate Governance

The governing body of the Charity is the Board of Trustees: at 31 March 2021 there were 14 Trustees. Membership of the Board is set out on page 5 of this report.

At 31 March 2021, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are each chaired by a Trustee and which report to the Board, are:

- the Clinical Governance Committee
- the Corporate Audit, Risk and Governance Committee
- the Finance and Resources Committee
- the Income Generation Committee

Management

The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees

The Board appoints new Trustees, based on selection criteria that ensure that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

Induction and Training

An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular performance review meetings are carried out by the Chair and Deputy Chair at which further training and development needs are identified.

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

EMPLOYEES AND VOLUNTEERS

Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities is communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with, the Hospice values, and these are displayed throughout Hospice premises. Our values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2020, there were over 1,500 volunteers supporting the Hospice in a variety of roles, including in the Hospice itself, in our shops, in the offices and in the community. Staff and patients alike welcome the involvement of volunteers in The Hospice of St Francis, and their contribution is integral to all Hospice operations.

REMUNERATION OF TRUSTEES AND STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care, the Medical Director, Director of Human Resources, Voluntary Services and Facilities, the Director of Family Support and Wellbeing and the Director of Finance and Information Technology comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in Note 6 to the Accounts.

The pay of the Chief Executive, the Directors and all staff is reviewed annually. The Board benchmarks against pay levels in other charities. The remuneration bench-mark is the mid-point of the range paid for similar roles in similar charities and of a similar size.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these Accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Accounts;
- Prepare the Accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

Appointment of Auditors

A proposal to re-appoint Haysmacintyre LLP as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors.

Chair ..... Tim Curry
Date: 5 October 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

Opinion

We have audited the financial statements of Hospice of St Francis (Berkhamsted) for the year-ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 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 Trustee and Strategic 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 Trustee and Strategic 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 and Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Trustee and Strategic Report (which incorporates the strategic report and the directors' report prepared for the purpose of company law).

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 27, 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/charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to health and social care, notably Care Standards Act 2000 and the Care Quality Commission (CQC) (Registration) regulations 2009 and to registered charities, 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 and the Charities Act 2011, and other factors such as income tax, payroll tax and sales 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 areas of estimation uncertainty and to manual accounting journals. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

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.

Siobhan Holmes (Senior Statutory Auditor)

10 Queen Street Place
London
EC4R 1AG

For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 18 October 2021

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
	Note 1E	Note 1E	Note 1E	2021	2020
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	1,972	-	20	1,992	2,780
Legacies	1,058	-	-	1,058	2,582
Charitable activities					
NHS Grants for Hospice care	-	-	1,119	1,119	1,018
Other income from charitable activities	26	-	211	237	404
Other trading activities					
Trading and fundraising	179	-	-	179	157
Retail income	603	-	-	603	1,442
Other income	-	-	-	-	11
NHSE Income	-	-	1,966	1,966	-
Furlough Income	-	-	294	294	-
Other Income	443	-	-	443	608
Total income	**4,281**	**-**	**3,610**	**7,891**	**9,002**
EXPENDITURE ON:					
Raising funds (Note 3)					
Voluntary income	390	12	52	454	454
Trading activities	249	5	8	262	367
Retail activities	1,288	-	170	1,458	1,589
	1,927	**17**	**230**	**2,174**	**2,410**
Net income available for charitable activities	**2,354**	**(17)**	**3,380**	**5,717**	**6,592**
Charitable activities (Note 3)					
Inpatient unit	382	84	2,103	2,569	2,439
Community	425	8	580	1,013	906
Outpatients (Spring Centre)	176	33	352	561	472
Bereavement (Spring Centre)	45	8	113	166	160
Hospital	8	-	49	57	54
Education	17	17	235	269	310
	1,053	**150**	**3,432**	**4,635**	**4,341**
Total expenditure (Note 3)					
Carried forward	**2,980**	**167**	**3,662**	**6,809**	**6,751**

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2021	2020
	£000	£000	£000	£000	£000
Total Expenditure brought forward	**2,980**	**167**	**3,662**	**6,809**	**6,751**
	1,301	(167)	(52)	1,082	2,251
Net gains on investments (Note 10)	502	-	-	502	(296)
Net income/(expenditure)	**1,803**	**(167)**	**(52)**	**1,584**	**1,955**
Transfers between funds	(13)	3	10	-	-
Net movement in funds	1,790	(164)	(42)	1,584	1,955
Total funds brought forward	4,864	5,499	263	10,626	8,671
Total funds carried forward	**6,654**	**5,335**	**221**	**12,210**	**10,626**

The accounting policies and notes on pages 36 to 58 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above.

A full comparative Statement of Financial Activities for the year ended 31 March 2020 is included within note 19.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 MARCH 2021

Company Number: 1507474

	Note	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
FIXED ASSETS					
Tangible fixed assets	8	5,262	5,240	5,262	5,240
Investments	9	2,768	2,722	2,808	2,762
TOTAL FIXED ASSETS		8,030	7,962	8,070	8,002
CURRENT ASSETS					
Stocks for goods for resale		42	42	-	-
Debtors	11	2,505	2,610	2,517	2,671
Cash at bank and in hand		2,139	426	2,118	356
TOTAL CURRENT ASSETS		4,686	3,078	4,635	3,027
CREDITORS: amounts falling due within one year	12	(506)	(414)	(496)	(408)
NET CURRENT ASSETS		4,180	2,664	4,139	2,619
NET ASSETS		12,210	10,626	12,209	10,621
FUNDS	13/14				
Unrestricted funds		6,654	4,864	6,653	4,859
Designated funds		5,335	5,499	5,335	5,499
Restricted funds		221	263	221	263
TOTAL FUNDS		12,210	10,626	12,209	10,621

The surplus of the charity before consolidation of its subsidiary was £1,584k (2020: £1,955k).

The Accounts were approved and authorised for issue by the Board on 5 October 2021 and were signed below on its behalf by

.....
Tim Curry
Chair

.....
Timothy Symington
Treasurer

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2021

	2021 £'000	2020 £'000
Cash flows from operating activities (Note 17)	1,466	294
Cash flows from investing activities		
Purchase of fixed assets	(264)	(589)
Proceeds from the sale of investments	511	500
Net cash invested	-	(100)
	247	(189)
Increase in cash and cash equivalents in the year	1,713	105
Cash and cash equivalents at the beginning of the year	426	321
Cash and cash equivalents at the end of the year	2,139	426
	1,713	105

Analysis of cash and cash equivalents	**2021** **£'000**	**2020** **£'000**
Cash at bank and in hand	2,139	426
Total cash and cash equivalents	2,139	426

The group and charity do not hold any debt, therefore all movements shown above relate to cash and cash equivalents.

The accounting policies and notes on pages 36 to 58 form part of the Accounts.

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A. Basis of Accounting

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 (FRS 102) (Charities SORP 2015 (Second Edition, effective 1 January 2019)), and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

B. Corporate Status

The Charity is a company limited by guarantee registered in England and Wales, and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

C. Basis of consolidation

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis. See note 18 for further details.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

The accounts are prepared in pounds sterling rounded to the nearest thousand.

D. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. Public health restrictions, as a result of the Covid-19 pandemic, imposed by the UK Government required the closure of our Charity shops and restricted our ability to undertake fundraising events with consequent losses in income from trading and fundraising. We have undertaken an in-depth review of our financial position, reserves levels and future plans which has given the Trustees confidence that the charity remains a going concern for the foreseeable future.

E. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2021, they comprised the total cost of the building, net of depreciation, the legacy equalisation and designated capital funds.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by The Hospice of St Francis other than that specified by the donor.

1 ACCOUNTING POLICIES (continued)

F. Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

G. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the Statement of Financial Activities as income when received. Gifts in kind for sale are included in the accounts only when sold. Zero Gifts in Kind in 2021 (2020: £21k)

H. Donated services and facilities

These are included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

I. Retail grants

The Charity received £114,520 (2020-£145,000) under the Government's Retail, Hospitality and Leisure Grant Fund (RHLG). The eligibility requirements for RHLG were confirmed during March 2020 and the charity considers that at this point, eligibility requirements were met and the charity was entitled to the income. This income has therefore been recognised in the financial statements for the year ended 31 March 2021, in accordance with the charity's accounting policies.

J. NHSE Grants

The Charity received £1,967,000 (2020-NIL) in funding from NHSE to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

K. Furlough income

Income from the coronavirus job retention scheme is recognised when the associated staff costs are incurred. These amounts have been included within other income in the Statement of Financial Activities. £294k in 2021 (£nil in 2020)

L. Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis.

M. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

1 ACCOUNTING POLICIES (continued)

N. 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 accruals basis and in line with FRS 102.

O. Pension scheme

A number of staff are members of the National Health Service superannuation scheme, which is a defined benefit scheme. The Charity is obliged to make contributions to the scheme as instructed by the NHS, but has no commitment to make good an actuarial deficit, nor entitlement to a benefit from surplus funding. On this basis, the scheme is accounted for as a defined contribution scheme.

Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds.

The Charity's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

P. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Freehold land is not depreciated. The cost of tangible fixed assets is written off over their expected useful lives as follows:

Freehold Buildings	
Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

Q. Investments

Investments are included at bid price, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

Investment properties are held at fair value, being an assessment of market value. Investment properties are revalued every two years by independent professionals who hold recognised and relevant professional qualifications and have recent experience in the location and class of the investment property being valued, or more frequently if the Trustees identify indications of a material movement in the valuation.

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

R. Financial Instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors, are initially recognised at transaction value and are subsequently recognised at their settlement value.

S. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

T. Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

U. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

V. 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

W. Leases

All operating leases and rental expenses are charged to the SOFA as incurred.

X. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2021 amounted to £2,091 (2019 - £13,320) and was written off during the year.

Y. Taxation

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2021.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2021.

Z. Estimates and Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider depreciation, legacy income accrual and holiday pay accrual to be subject to estimation and judgement and are discussed above.

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2021

2. ANALYSIS OF INCOME	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2021 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2020 £'000
a) Donations and legacies						
Memorials register	368	-	368	341	-	341
Donations from individuals and companies	1,111	20	1,131	1,371	120	1,491
Trusts	-	-	-	-	205	205
Donations received through the retail gift aid scheme	254	-	254	455	-	455
Collecting boxes	22	-	22	63	-	63
Lottery	217	-	217	225	-	225
Total donations	**1,972**	**20**	**1,992**	**2,455**	**325**	**2,780**
Legacies	1,058	-	1,058	2,582	-	2,582
b) Income from other trading activities: trading and Fundraising						
Fundraising events	155	-	155	131	-	131
Providing goods and services, other than for the benefit of the charity's beneficiaries	14	-	14	25	-	25
Letting property held primarily for the functional use of the charity	10	-	10	1	-	1
Trading and fundraising	**179**	**-**	**179**	**157**	**-**	**157**
c) Income from other trading activities: retail shop sales	603	-	603	1,442	-	1,442
Total retail income	603	-	603	1,442	-	1,442

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops, on-line and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of The Hospice of St Francis Trading Limited is shown in note 2d.

2. ANALYSIS OF INCOME (continued)

d) The contribution to funds provided by The Hospice of St Francis's trading activity is analysed as follows:

	2021 £'000	2020 £'000
Retail income	603	1,442
Gift aided donations through the shops (including gift aid)	254	455
Total income	857	1,897
Retail costs	1,458	1,589
Contributions made by retail operations	(601)	308

e) Income reported by subsidiary company

The results reported in The Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2021 £'000	2020 £'000
Turnover	224	415
Cost of sales	(77)	(151)
Operating costs	(111)	(114)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(36)	(150)
Retained in the Hospice of St Francis Trading Ltd	-	-

The turnover insofar as this represents sales to third parties, is consolidated with the turnover of the charity shops and included in the retail income line on the SOFA (page 32). Included within 2021 turnover above is £34,784 of commission income, payable by the Charity to The Hospice of St Francis Trading Ltd, and which covers the agreed commission on sales of goods in the shops. This income is eliminated on consolidation.

The cost of sales and the operating costs are also consolidated, and included in the retail costs line in the SOFA.

Profits of the Hospice of St Francis (Trading) Ltd are donated to the parent charity under the gift aid scheme. A deed of covenant is in place between the two entities.

f) Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2021 £'000	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2020 £'000
Investment income	-	-	-	11	-	11
Total investment income	**-**	**-**	**-**	**11**	**-**	**11**
Income from charitable activities						
NHS income for service provision						
Hertfordshire	-	155	155	-	587	587
Central London Community Healthcare NHS Trust	-	912	912	-	345	345
Hillingdon	-	-	-	-	2	2
Buckinghamshire	-	52	52	-	83	83
Total NHS Income for service provision	-	1,119	1,119	-	1,017	1,017
NHS income for specific projects						
Watford General Hospital	-	49	49	-	45	45
Hertfordshire Community Cardiology Consultant	-	1	1	-	3	3
Total NHS income for specific projects	-	50	50	-	48	48
Charitable income from other sources						
Grants from BBC Children in Need	-	47	47	-	37	37
Other income	26	114	140	244	75	319
Total income from charitable activities	**26**	**211**	**237**	**244**	**160**	**404**

Further details relating to restricted income are included in notes 13 and 14.

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2021

3. ANALYSIS OF EXPENDITURE

	Direct Costs - Staff	Direct Costs - Other	Support Costs (Note 4)	Total 2021	Direct Costs - Staff	Direct Costs - Other	Support Costs	Total 2020
Raising funds:	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Costs of generating voluntary income	320	113	21	454	292	141	21	454
Costs of trading and fundraising	190	53	19	262	216	136	15	367
Cost of retail activities	797	563	98	1,458	741	757	91	1,589
	1,307	**729**	**138**	**2,174**	**1,249**	**1,034**	**127**	**2,410**
Charitable activities:								
Inpatient unit	1,790	633	146	2,569	1,668	613	158	2,439
Community	872	90	51	1,013	779	81	46	906
Outpatients (Spring Centre)	386	138	37	561	349	101	22	472
Bereavement (Spring Centre)	121	37	8	166	130	21	9	160
Hospital	53	2	2	57	38	14	2	54
Education	157	99	13	269	198	95	17	310
	3,379	**999**	**257**	**4,635**	**3,162**	**925**	**254**	**4,341**
Total	**4,686**	**1,728**	**395**	**6,809**	**4,411**	**1,959**	**381**	**6,751**

Shared clinical costs have been allocated according to a formula which reflects the Hospice's best assessment of activity levels in the different services offered. Costs of retail activities include £77k of stock recognised as an expense in the year ended 31 March 2021 (2020: £151k).

4. SUPPORT COSTS

	Administration and HR Costs	Professional Fees	Governance	2021	Administration and HR Costs	Professional Fees	Governance	2020
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating voluntary income	16	1	4	**21**	17	-	4	**21**
Cost of trading and fundraising	14	1	4	**19**	12	-	3	**15**
Cost of retail activities	74	4	20	**98**	69	3	19	**91**
	104	6	28	**138**	98	3	26	**127**
Charitable activities								
Inpatient unit	110	6	30	**146**	120	5	33	**158**
Community	39	2	10	**51**	35	1	10	**46**
Outpatients (Spring Centre)	28	1	8	**37**	17	-	5	**22**
Bereavement (Spring Centre)	6	-	2	**8**	7	-	2	**9**
Hospital	2	-	-	**2**	2	-	-	**2**
Education	9	1	3	**13**	13	-	4	**17**
	194	10	53	**257**	194	6	54	**254**
Total	298	16	81	**395**	292	9	80	**381**

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

4. SUPPORT COSTS (continued)

Governance costs comprise the following:

Governance costs	2021 £'000	2020 £'000
Auditors remuneration - external audit	16	14
Auditors remuneration - other advice	1	6
Salaries	73	59
Other costs	8	6
Total	98	85

5. STAFF NUMBERS AND EMOLUMENTS

	2021 £'000	2020 £'000
Gross wages and salaries	4,209	3,990
Employer's national insurance costs	365	343
Employers' pension costs	342	326
Redundancy payments	1	9
Total Payroll costs	4,917	4,668

Average number of employees in the year, excluding bank staff	**Number**	**Number**
Charitable activities	66.3	63.7
Fundraising and retail	34.5	29.0
Support services	19.0	26.6
Average number of staff	119.8	119.3

Highest paid employees **Gross salary (including employer pension and national insurance contributions) in the range**		
£60,000 to £70,000	4	3
£70,001 to £80,000	3	2
£100,001 to £110,000	1	1
£110,001 to £120,000	-	-
£120,001 to £130,000	-	1
£130,000 to £140,000	1	-

5. STAFF NUMBERS AND EMOLUMENTS – (continued)

The Board considers its key management personnel comprise the Trustees, the Chief Executive, the Director of Care, the Medical Director, People Director, the Director of Sustainable Trading, the Director of Wellbeing and Family Support, Joint Fundraising Directors and the Director of Finance and Performance. The total remuneration of the key management personnel was £779,705 (2020: £518,510). [There are four Joint Fundraising Directors that share the role of one Executive Team member. There was not a person in the Fundraising Director role in 2020. The Director of Sustainable Trading is also a new key management person. If these roles were included in 2020 the comparable figure would have been £747,461]

6. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2021 (2020: £nil). The Hospice paid expenses of £nil for Trustees during the year (2020: £100). Total donations by Trustees were £7,817 (2020: £8,999).

7. NET MOVEMENT IN FUNDS

	2021 £'000	2020 £'000
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	241	233
Auditors remuneration	16	14
Other amounts paid to the auditors	1	6
Operating lease rental: land and buildings	252	221
Operating lease rental: equipment	21	15

8. TANGIBLE FIXED ASSETS

Group and Charity	Freehold land and buildings £'000	Furniture and equipment £'000	Shops' fixtures and Fittings £'000	Total £'000
Cost				
At 1 April 2020	6,948	1,448	221	8,617
Additions	3	250	11	264
Disposals	-	(76)	-	(76)
At 31 March 2021	**6,951**	**1,622**	**232**	**8,805**
Depreciation				
At 1 April 2020	1,955	1,245	178	3,378
Disposal	-	(76)	-	(76)
Charge for the year	167	72	2	241
At 31 March 2021	**2,122**	**1,241**	**180**	**3,543**
Net book value				
At 31 March 2020	**4,993**	**203**	**44**	**5,240**
At 31 March 2021	**4,829**	**381**	**52**	**5,262**

Included in freehold land and buildings is land valued at £601,000 (2020: £601,000), which is not depreciated.

9. FIXED ASSET INVESTMENTS	2021 £'000	2020 £'000
Group		
Unlisted investments		
Investment property	250	250
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	**335**	**335**
Listed investments		
Barclays Charity Fund	2,433	2,387
Total listed investments at market value	**2,433**	**2,387**
Total investments	**2,768**	**2,722**
Listed investments at historic cost	**1,930**	**2,584**
Charity		
Total Group investments	2,768	2,722
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	**2,808**	**2,762**

Gains on investments have resulted in a revaluation reserve of £910,000 at 31 March 2019 (2020: £408,000).

Included within fixed asset investments are:

- 40,000 shares (100%) (2020 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd.
- 14 shares (16.67%) (2020 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2021 show income for the year of £2,288,105 charitable donations of £1,243,624 and retained profits at 31 March 2021 of £215,566.

10. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS

	2021 £'000	2020 £'000
Group		
Carrying value of investments at 1 April 2020	2,722	3,394
Additions to investments at cost	-	100
Disposals of investments at carrying value	(456)	(476)
Net gains/(losses) on revaluation	502	(296)
Carrying value at 31 March 2021	**2,768**	**2,722**
Charity		
Carrying value of investments at 1 April 2020	2,762	3,434
Additions to investments at cost	-	100
Disposals of investments at carrying value	(456)	(476)
Net gain/(loss) on revaluation	502	(296)
Carrying value at 31 March 2020	**2,808**	**2,762**

11. DEBTORS

	2021 £'000	2020 £'000
Group		
Taxation recoverable	104	163
Other debtors	24	108
Prepayments	169	115
Accrued income	2,208	2,224
Total	**2,505**	**2,610**
Charity		
Taxation recoverable	104	163
Amounts owed by group companies	17	104
Other debtors	23	99
Prepayments	165	106
Accrued income	2,208	2,199
Total	**2,517**	**2,671**

Taxation recoverable comprises Gift Aid recoverable and VAT.

12. CREDITORS: amounts falling due within one year	2021 £'000	2020 £'000
Group		
Taxation and social security	92	84
Other creditors	191	234
Deferred income	102	27
Accruals	121	69
Total	**506**	**414**
Charity		
Taxation and social security	92	84
Other creditors	188	233
Deferred income	102	27
Accruals	114	64
Total	**496**	**408**

Included within other creditors is an amount outstanding at the year-end of £22k (2020: £21k) relating to the defined contribution pension schemes and £22k (2020: £18k) relating to the defined benefit pension scheme.

The bank overdraft refers to a credit facility that was put in place by the Trustees to cover short term funding gaps.

It is secured against the investments held in the Barclays Bank Charity Fund. This was repaid in full during the year.

Income is deferred when it is received in advance of the income recognition criteria set out in Note 1(F) having been met. All income deferred at 31 March 2020 was released in the year ended 31 March 2021. Deferred income for 2021 relates to Fundraising Events, an Education course and Rapid Personalised Care Services totalling £102k.

13a. FUNDS (2021)

Group and charity	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2020	4,864	5,499	10,363
Income	4,281	-	4,281
Expenditure	(2,980)	(167)	(3,147)
Gain on investment assets	502	-	502
Transfers	(13)	3	(10)
At 31 March 2021	**6,654**	**5,335**	**11,989**

Designated fund

The designated fund comprises the net book value of the building (£4,837k) from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building plus any planned capital projects: thus over the life of the building, the value of this fund will be reduced to zero. Designated funds also include funds set aside by the Trustees for capital development (£248k) and clinical work (£258k).

13b. FUNDS (2020)

Group and charity	General Reserves £'000	Designated Reserves £'000	Total Unrestricted Reserves £'000
At 1 April 2019	3,556	4,902	8,458
Income	7,499	-	7,499
Expenditure	(5,342)	(160)	(5,502)
Gain on investment assets	(296)	-	(296)
Transfers	(553)	757	204
At 31 March 2020	**4,864**	**5,499**	**10,363**

13c. FUNDS (continued)

RESTRICTED FUNDS (2021)	*01 Apr-2020*	*Income*	*Expenditure*	*Transfers*	*31-Mar-2021*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	49	(49)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	1	(1)	-	-
Chiltern Continuing Care Contracts	-	53	(53)	-	-
Herts Valley Clinical Commissioning Group	-	155	(155)	-	-
Central London Community Health Care NHS Trust	-	912	(912)	-	-
Hillingdon Clinical Commissioning Group	-	-	-	-	-
NHSE Capacity Grants	-	1,966	(1,966)	-	-
HMRC Furlough Scheme	-	294	(294)		
ABC End of Life care for Learning Disabilities	5	-	(5)	-	-
BBC Children In Need	-	47	(46)	-	1
Berkhamsted School Music Event towards purchase of laptops for the Community Nursing Team	2	-	(2)	-	-
The Beatrice Laing Trust - towards the refurbishment of the Spring Centre	10	-	(10)	-	-
The Wolfson Foundation - towards Covid 19 costs	-	80	(80)	-	-
Other restricted donations	246	53	(89)	10	220
Total restricted funds	**263**	**3,610**	**(3,662)**	**10**	**221**

13d. FUNDS (continued)

RESTRICTED FUNDS (2020)	*01-Apr 2019*	*Income*	*Expenditure*	*Transfers*	*31-Mar 2020*
Group and charity	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Medical Cover at Watford General Hospital NHS Trust	-	45	(45)	-	-
Hertfordshire Community NHS Trust – Community Cardiology Work	-	3	(3)	-	-
Chiltern Continuing Care Contracts	-	84	(84)	-	-
Herts Valley Clinical Commissioning Group	-	587	(587)	-	-
Central London Community Health Care NHS Trust	-	345	(345)	-	-
Hillingdon Clinical Commissioning Group	-	2	(2)	-	-
ABC End of Life care for Learning Disabilities	30	-	(25)	-	5
BBC Children In Need	-	(37)	(37)	-	-
Berkhamsted Rotary towards post refurbishment paintwork	-	7	-	(7)	-
Berkhamsted School Music Event towards purchase of laptops for the Community Nursing Team	22	-	-	(20)	2
The John Apthorp Charity towards drainage works	-	31	-	(31)	-
The Albert Hunt Trust – towards the refurbishment of the Spring Centre	-	25	-	(25)	-
The Beatrice Laing Trust - towards the refurbishment of the Spring Centre	-	10	-	-	10
The Wolfson Foundation - towards the refurbishment of the Spring Centre	-	50	-	(50)	-
The Bernard Sunley Foundation - towards the refurbishment of the Spring Centre	-	10	-	(10)	-
Other restricted donations	161	267	(121)	(61)	246
Total restricted funds	**213**	**1,503**	**(1,249)**	**(204)**	**263**

Restricted funds
The restricted funds at 31 March 2021 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose.

Restricted donations comprised voluntary income given to the Hospice to be used for a specific purpose. The Hospice segregates these funds and matches them with expenditure when it is incurred. Transfers from restricted funds represent capital grants relating to items purchased where there is no continuing restriction as to use, and are, for this reason, transferred to unrestricted funds.

The Herts Valleys CCG and Central London Healthcare Community NHS Trust grants comprise an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Hillingdon CCG payment was towards the care of specific patients.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

The BBC Children in Need grant contributed towards the costs of the children's bereavement service support workers.

14. FUNDS

14a. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2021)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2021 £'000
Tangible fixed assets	433	4,829	-	5,262
Investments	2,768	-	-	2,768
Current assets	3,959	506	221	4,686
Creditors: falling due within one year	(506)	-	-	(506)
Total	**6,654**	**5,335**	**221**	**12,210**

14b. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2020)

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total 2020 £'000
Tangible fixed assets	247	4,993	-	5,240
Investments	2,722	-	-	2,722
Current assets	2,309	506	263	3,078
Creditors: falling due within one year	(414)	-	-	(414)
Total	**4,864**	**5,499**	**263**	**10,626**

15. RELATED PARTIES

Transactions between the Charity and Hospice of St Francis Trading Limited were as follows: £36k (2020: £150k), being the profits donated to the Charity under the Gift Aid scheme. Expenses paid to Trustees and donations from Trustees are shown in Note 6.

16. FINANCIAL COMMITMENTS	2021	2020
At 31 March the total commitments under operating leases were as follows:	£'000	£'000
Group and charity		
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	252	226
- from two to five years	453	531
- over five years	292	218
Total land and buildings	**997**	**975**
Equipment hire agreement		
Operating leases which expire:		
- within one year	18	15
- from two to five years	10	20
Total equipment	28	35
Total	**1,025**	**1,010**

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £237k were expensed in the year ended 31 March 2021 (2020: £236k).

17. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES

	2021	2020
	£'000	£'000
Net movement in funds	1,584	1,955
Unrealised (losses) / profits on investments	(502)	296
Profit on the sale of investments	(54)	(24)
Depreciation	241	233
Increase in stocks	-	(1)
Decrease / (Increase) in debtors	105	(2,113)
Increase / (Decrease) in creditors	92	(52)
Net cash provided by operating activities	1,466	294

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

18. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 2E.

	2021	2020
	£'000	£'000
Stocks	42	42
Debtors	6	37
Cash at bank and in hand	21	70
Creditors falling due within one year	(24)	(104)
Net Assets	45	45
Shareholders' equity	40	40
Profit and loss account	5	5
Total Shareholders' funds	45	45

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2020)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total 2020	Total 2019
	£'000	£'000	£'000	£'000	£'000
INCOME FROM (Note 2)					
Donations and legacies					
Donations	2,455	-	325	2,780	2,656
Legacies	2,582	-	-	2,582	1,347
Charitable activities					
NHS Grants for Hospice care	-	-	1,018	1,108	772
Other income from charitable activities	244	-	160	404	221
Other trading activities					
Trading and fundraising	157	-	-	157	289
Retail income	1,442	-	-	1,442	1,713
Investments	11	-	-	11	1
Other	608	-	-	608	2
Total income	**7,499**	**-**	**1,503**	**9,002**	**7,001**
EXPENDITURE ON:					
Raising funds (Note 3)					
Voluntary income	443	11	-	454	567
Trading activities	362	5	-	367	399
Retail activities	1,589	-	-	1,589	1,614
	2,394	**16**	**-**	**2,410**	**2,580**
Net income available for charitable activities	**5,105**	**(16)**	**1,503**	**6,592**	**4,421**
Charitable activities (Note 3)					
Inpatient unit	1,374	80	985	2,439	2,510
Community	808	8	90	906	757
Outpatients (Spring Centre)	426	32	14	472	483
Bereavement (Spring Centre)	62	8	90	160	155
Hospital	9	-	45	54	59
Education	269	16	25	310	288
	2,948	**144**	**1,249**	**4,341**	**4,252**
Total expenditure (Note 3)					
Carried forward	**5,342**	**160**	**1,249**	**6,751**	**6,832**

COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2020) (CONTINUED)

	Unrestricted Funds	Designated Funds	Restricted Income Funds	Total	Total
				2020	2019
	£000	£000	£000	£000	£000
Total Expenditure brought forward	**5,342**	**160**	**1,249**	**6,751**	**6,832**
	2157	(160)	254	2,251	169
Net gains on investments (Note 10)	(296)	-	-	(296)	124
Net income/(expenditure)	**1,861**	**(160)**	**254**	**1,955**	**293**
Transfers between funds	(553)	757	(204)	-	-
Net movement in funds	1,308	597	50	1,955	293
Total funds brought forward	3,556	4,902	213	8,671	8,378
Total funds carried forward	**4,864**	**5,499**	**263**	**10,626**	**8,671**