

ST HELENA HOSPICE LIMITED

England & Wales · Charity number 280919

Details

Other names	JOAN TOMKINS DAY CENTRE, MYLAND HALL EDUCATION CENTRE, TENDRING DAY CENTRE
Status	Registered
Legal form	Charitable company
Company number	01511841
Registered	1980-10-22
Register	View on the Charity Commission register

Contact

Address	St. Helena Hospice Barncroft Close Highwoods Colchester CO4 9JU
Phone	01206845566
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Website	www.sthelena.org.uk

Activities

Objects: To improve the quality of life of people in North Essex and other areas who are approaching end of life, whether through a life limiting disease, multiple co-morbidities or frailty. This includes support for immediate family and carers, and those affected by bereavement.

Activities: Serving North Essex. Providing specialist palliative end of life care & bereavement services to patients, families and friends, advice & education to colleagues working in palliative care. Co-ordination of end of life services 24/7 including hosting an electronic end of life register. Education short courses & conferences.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** THE COUNTY OF ESSEX AND ADJACENT AREAS
- Essex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£23,516,000	£22,836,000	£12,025,000	332
2024-03-31	£18,895,000	£20,008,000	£11,457,000	334
2023-03-31	£19,184,000	£20,061,000	£12,407,000	337
2022-03-31	£18,986,000	£17,755,000	£13,733,000	325
2021-03-31	£17,037,000	£16,147,000	£12,345,000	303

Trustees

Name	Role	Appointed
DAVID CRESSWELL		2012-12-10
Dr Frances Catherine Hyde		2019-09-19
Joanna Brown		2024-11-01
Joanne Tonkin		2024-09-01
KENNETH JOHN ALDRED		2012-12-10
Kevin Browning		2024-11-01
Richard Polom		2023-03-14
Timothy Field		2021-12-16

ST HELENA HOSPICE LIMITED

England & Wales - Charity number 280919

Accounts



ANNUAL REPORT AND ACCOUNTS

YEAR ENDING 31 MARCH 2025





The St Helena group consists of St Helena Hospice Limited, a UK based charity dedicated to delivering world-class care to our community - supporting people in the last phase of life, as well as their families, friends and carers – alongside its commercial subsidiaries, which exist to generate vital funds in support of the charity’s mission.

Our values

Bold

In an ever-changing world, we have the confidence and determination needed to innovate, stand out from the crowd and make a real difference every day.

Passionate

We love what we do and we are committed to our cause because it means everything to the people in our community who need our help.

Caring

People will always come first at St Helena. Everyone is welcome and everyone will be looked after as though they are a part of our extended family.

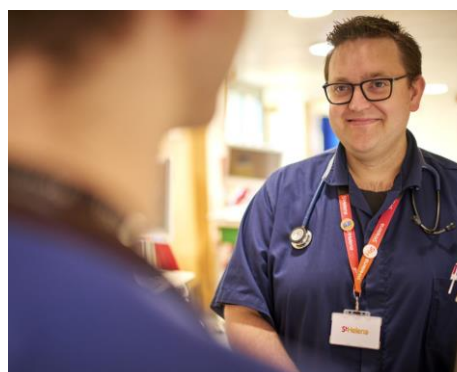
St Helena Hospice a company limited by guarantee.
Registered in England and Wales Number 01511841.
Registered Charity Number 280919.

Registered Office: Myland Hall, Barncroft Close,
Colchester, CO4 9JU.

www.sthelenahospice.org.uk

Contents

About St Helena	3
Message from Chief Executive	5
What we achieved	6
- Our Care	7
- Nicky’s Story	9
- Our Supporters	11
- Our Retail	12
- Our Lotteries	12
- Our Subsidiaries	13
- Our People	15
Financial Review	
- Income & Costs	16
- Investments	19
- Reserves & Going Concern	19
Risks & Uncertainties	21
Governance	22
Environmental & Social	
- SECR Disclosure	24
- Energy Efficient Actions	24
- Equality, Diversity & Inclusion	25
Securing Our Future	26
Statement of Trustee Responsibilities	28
Reference & Administrative Information	30
Independent Auditor’s Report	31
Financial Statements	35



ABOUT ST HELENA

Overview of the Hospice

Since opening our doors to our first patients in 1985, in this, our 40th anniversary year, St Helena remains committed to delivering world-class care for our community, supporting individuals in the final phase of life, alongside their families, friends, and carers.

By addressing physical, emotional, and spiritual needs, we provide comfort and relief to those who need it most, offering personalised, holistic care to the people of northeast Essex, regardless of diagnosis or personal circumstances.

While we respond to immediate medical needs, our work also extends to addressing the broader determinants of wellbeing across the region. We are dedicated to reducing health inequalities and ensuring that everyone in our community has fair and equitable access to the care and support they need.

Our Vision

Our Vision is to be a leader in caring. Our local community deserves world class care. We aspire to be the best, and to drive innovation, standards and excellence across everything we do. St Helena aims to foster integrated and person-centred care by aligning our efforts and sharing resources with others. We will actively work with health and care partners to ensure seamless coordination and cooperation across the healthcare system. Through these collaborative efforts, we will contribute to the overall improvement of population health outcomes and the delivery of high-quality end of life care in the region.

Our Approach

We measure the success of our work based on the '10 outcomes that matter', which were set following consultation with the local public and professionals.

1. To identify and recognise people in the last 12 months of life
2. To inform people thought to be within the last 12 months of life and their families of the likelihood of death within the next 12 months, sensitively and honestly
3. To elicit and record people's preferences for care during the last 12 months of life
4. To respect people's preferences for care during the last 12 months of their life
5. To ensure people's preferences for care are accessible to all parts of the health and social care system/end of life care system
6. To treat people at the end of life as individuals, with dignity, compassion and empathy
7. To control pain and manage symptoms for people during the last 12 months of life
8. To minimise inappropriate, unnecessary and futile medical intervention during the last 12 months of life

9. To ensure that people at the end of life have equitable access to flexible 24/7 end of life care services, irrespective of the place of care or the organisation/s providing care

10. To provide support to the families and other carers during and after their loved one's end of life

We track progress against these, striving to consistently improve these outcomes

Safety and quality are at the heart of the care and support we provide, and we are proud of our Care Quality Commission (CQC) rating of Outstanding



Message from the Chief Executive....

At St Helena, we embody our core values to be **bold**, **passionate**, and **caring**. These principles drive our commitment to providing compassionate care and support to local people and their families facing incurable illness and bereavement in northeast Essex.



We have a strong reputation for excellence in care delivery and were delighted to have our 'Outstanding' rating from the Care Quality Commission reconfirmed in May 2024.

Last year we supported a total of 4,891 individuals, the most we have ever supported in one year and a 10% increase on our previous busiest year (2022-23). This reflects the success of our integrated service model and the immense commitment of our clinical teams to rise to the challenge of ever-growing demand for palliative and end of life care in our area.

2024-25 was also a year of significant change as we have worked to turnaround the financial deficits of the previous 2 years. Our NHS grant funding has not been increasing either in line with inflation or Agenda for Change pay awards and our grant funding does not reflect the extra activity we have been delivering. So, this has been a year where we have been gradually reducing the number of hospice inpatient beds we are operating and where we have had to make efficiencies in all areas. As a result of these changes, we are pleased to be back into financial surplus.

Despite the progress made in the year, economic uncertainty and continuing cost pressures, exacerbated by the increase in employer National Insurance Contributions, National Minimum Wage and Agenda for Change (NHS) pay awards, mean we will have to go further in Securing Our Future by making more significant service changes to ensure all our care delivery is affordable and sustainable. 2024-25 is likely to be something of a high-water mark in the reach of our services, at least in the medium-term, as we ready ourselves for a programme of change in 2025-26 that will mean for the first time for several years we will be doing less not more.

We remain steadfast in our commitment to excellence and maintaining access to palliative care in line with the national Ambitions and the NHS specification for specialist palliative care. We will continue to work to deliver holistic and personalised care, and address inequalities in both access and outcomes.

I'm grateful to all our colleagues, volunteers, supporters, funders, and partners for their continuing support and goodwill.

Mark Jarman-Howe, May 2025

WHAT WE ACHIEVED 2024-25

The difference we made to local people

April 2024 to March 2025



The difference our supporters made

April 2024 to March 2025



OUR CARE

St Helena's service delivery revolves around two multi-disciplinary teams:

1. **Hospice MDT (Inpatient Care):** Providing comprehensive care within our hospice facility.
2. **Hospice in the Home MDT (Community and Home-Based Care):** Supporting patients and families in their own home.



In the last year we have also developed our **Virtual Ward**, providing medically led specialist palliative care in the home as an alternative to a hospital or hospice admission or to facilitate a shorter length of stay in one of those settings. This has been so successful we have transitioned over the course of the year to a hybrid model of 50% inpatient care and 50% Virtual Ward care giving us more flexibility to meet patient preferences and helping us operate more cost effectively.

Wrapping around these MDTs is our 24/7 SinglePoint palliative care coordination centre and end-of-life care hub which ensures seamless coordination across local providers, including GPs, district nursing, the acute hospital, out-of-hours services, and the ambulance service. From April 2024 we have also been delivering an integrated night community nursing service, having taken on district nursing activity overnight.

We also operate the My Care Choices Register which captures and shares individuals' wishes during their last year of life.

Compassionate Communities

In addition to the above services, we offer complementary and support services. We have a spiritual care team which support patients and families across denominations and beliefs. Our Spiritual Care Lead performs weddings and celebratory services, as well as funerals, for those under our care.

Our Compassionate Communities program fosters collaboration with local providers and community groups. During the year ending March 2025, the Compassionate Communities network in northeast Essex, anchored by St Helena, has directly engaged more than 2,000 people in co-produced activities and reached over 20,000 others indirectly. More than 500 individuals attended educational sessions like *Demystifying End-of-Life Care* and *Caring for Friends and Family*, with 97% of Compassionate Conversations attendees reporting increased confidence in dealing with end-of-life issues. Importantly, *My Care Choices* registrations at time of death have increased by approximately 2%, demonstrating real, measurable behaviour change in advance care planning. We were also very pleased to help secure Compassionate City accredited status for Colchester in June 2024 – the first city in the East of England to achieve this recognition, working with Colchester City Council and a range of local people and groups to achieve this.

Bereavement Support

We provide bereavement services for both adults and children, regardless of the cause of their loss. At the start of the year, we launched **Forget Me Not**, a private counselling service for fee-paying clients. This service operates separately from our charitable bereavement support, which continues to be offered free of charge. Last year, we received 1,474 referrals for our free bereavement service.

Forget Me Not was established in response to the growing demand for support, which our existing income could no longer fully meet. We recognised that some individuals are able and willing to pay for professional counselling, allowing us to extend our reach and offer support to more people. Importantly, all profits from Forget Me Not are reinvested into funding our core services at St Helena. We were able to support an additional 15 people through our fee-paying service last year with 77 sessions provided.

Family and friends meant the world to 40-year-old Jim Barrow. He enjoyed watching the football with his son Archie and dancing around the kitchen with his daughter Izzy in their family home. When he was diagnosed with stage 4 bowel cancer, Jim was determined to keep having adventures with his young children and wife, Nicky, 33.

The family had a rollercoaster couple of years with Jim's health as the cancer progressed. Jim was admitted to the Hospice for the third time, where he remained until he died in summer 2024.

Nicky's Story....

Jim was a big family man; all he wanted to do was to look after his family. He was amazing.

We had a Hospice clinical nurse specialist who would visit us at home. I spoke to SinglePoint probably once a week, they were brilliant. They would always come back to me if they didn't have the answer there and then.

A couple of times, we had rapid response nurses come out to see him just to check him over and just check he was OK, and they were amazing. Anytime that I was unsure, I never felt alone. I knew that there was always somebody I could call, even if I wasn't going to get an answer straight away. It was even just to unload a little bit, to explain this is what's going on. They were so kind and didn't make you feel like you were pestering them or anything like that.

When the pain became unmanageable, it was decided to take Jim to the Hospice for round the clock care. The plan was for him to be there for two weeks, but it was nearly 15 weeks in the end. The nurses and the doctors were just incredible, they would always have something ready to try. There was always a plan and a back up plan if that didn't work, which felt like it gave us that little bit of control back knowing there were options to try.

Jim and I went out for dinner one night from the Hospice and then I stayed with him here. Everyone just did anything they could to try and make Jim's life, well, all our lives, that bit better. We had Izzy's 5th birthday in the lounge with cake and balloons and presents. We did an Easter egg hunt in the garden. We just brought everything, our lives, to the Hospice.



It was the biggest relief that Jim was here at the Hospice. It was difficult managing the kids at home on my own, but it was one less stress for me knowing that he was here, safe and being looked after. We could come whenever we wanted. Some nights the kids would bring a pizza and we'd sit and have dinner together.

I thought that Jim being here at the Hospice would make things worse and harder for everyone, but it was the biggest relief, the biggest turning point, just to make things a bit more manageable.

He felt so safe here. I think that's why I've got such a connection to St Helena because for him it was his safe place. He was so well looked after, and his pain was managed, everyone just loved him and he loved everyone here as well.



We had family support from day one when we came in the first time. And later she helped me by giving me advice and support around how to tell the children that their daddy was going to die. Without her advice and support I would have put off the conversation, but she explained it's better to prepare them a little while before that daddy isn't going to get better so it didn't come as a complete shock. I was open and honest with the kids even though all I wanted to do was protect them, but she made that awful conversation that little bit easier.



So, it went from just checking in, seeing how we were, all the way through to now where the kids have had counselling with her. They've made memory boxes and lots of little keepsakes for different memories. They've worked on all their emotions and looked forward to coming to see her every week but now they don't feel like they need to because they're in a really good place. It's that whole cycle from the beginning, supporting us just checking in because Daddy's in here, to now supporting us because he is no longer here.

Now I feel it's the most surreal, up and down feeling. I've experienced grief before when I lost my dad, but this is different because I've got two kids to look after. I don't have a choice; I've just got to go with it. One day I'll think oh we're great, we've got this and another day I think, how am I going to do this? It's just another massive roller coaster, but I don't have that constant fear anymore. Before when Jim was sick, I didn't know what was happening one day to the next, I couldn't make a plan, I had no control over the situation, but now I can focus on the kids and making memories with them, that's all that Jim would want.

Before I knew what St Helena Hospice was, I thought it was going to be full of old people... dying. And there's an element of that, but it's so much more than that. The support isn't just for that person, it's for the whole family and the friends.

The whole pain management side of things, I don't know what we would have done if he wasn't able to be cared for by St Helena. We wouldn't have been able to continue at home. Well, we couldn't continue, basically, they saved us. It sounds silly because he was having palliative care but it helped us as a family. St Helena saved us as a family and I will forever be thankful.

OUR SUPPORTERS

We are forever thankful to our supporters!

This year saw the return of our flagship Midnight Walk event which raised nearly £60k and saw 681 walkers lighting up the streets of Colchester.

We held our first Community Fun Day in Colchester last summer which was so much fun we are broadening to two this year!

Pier to Pier returned raising £65k as 712 supporters walked for 7 or 14 miles along the beautiful Essex Coastline.



Christmas Treecycle was our best one yet with 2,453 trees collected and over £40k raised.



Each year, we feel so privileged and proud of the generosity of our community and the incredible support shown by those who turn out in their hundreds to attend our events or take part in regional and national fundraisers like the London Marathon on behalf of St Helena.

We are equally grateful to our corporate partners, whose support—whether through event sponsorship, volunteer services, or workplace fundraising—makes a meaningful difference. Thanks to your collective efforts, over £150,000 was raised for St Helena in 2024-25.

We are also fortunate to receive support from many Trusts, whose generous contributions totalled £334,171 in income last year. This vital funding provides essential budget relief and enables us to deliver services and opportunities that would otherwise not be possible.

We are deeply grateful to everyone who supports us - whether by participating in or contributing to events, choosing St Helena as the focus of philanthropic efforts, making regular or one-off donations, or giving in memory of loved ones - your generosity helped raise over **£1 million** in 2024-25 to support the daily running costs of St Helena.



It is always deeply humbling when individuals choose to leave a gift in their will or make a donation in memory of a loved one. In 2024-25, gifts in wills contributed an incredible **£2.3 million** - making a lasting difference to St Helena and helping us continue our vital work.



OUR RETAIL

Our Retail portfolio comprises 25 stores across northeast Essex, featuring specialist outlets for furniture, music, books, vintage items, and clearance stock.

In 2024-25, we welcomed two new additions, a general charity shop in Walton and our first-ever acquired café, Slice, located in Colchester town centre. Trading for the cafe is scheduled to begin in 2025-26.

We were proud to see our well-loved BBB (Books, Brew and Boutique) named the East of England's Favourite Charity Shop 2024 - a fantastic recognition of our team's hard work and community support.

While the sector has experienced a decline in revenue from donated sales despite an increase in transaction volumes, challenges with the continued reduction in rag rate (a drop of 30% since 2022), and overall performance against budget being below expectations, we are still celebrating nearly £1 million in profit generated for vital causes (excluding allocation of support and governance costs). Recovery strategies are already being developed to strengthen performance in the year ahead.

During the year, a strategy focused on expanding the variety and volume of new goods proved successful, resulting in a 55% increase in revenue and a 52% rise in profit.

"I support in lots of ways through donating to the charity shops, so am happy to play to do my bit." **St Helena supporter**

OUR LOTTERIES

We operate two national lotteries – **Your Hospice Lottery** supporting UK-based hospices, and **Make a Smile**, supporting UK-based charities. We are proud to help generate vital funds for our 36 partners, including St Helena. In 2024-25, St Helena supporters raised £782k for our charity through lottery ticket sales.

During the year, we made the strategic decision to outsource the administrative management of our lotteries to Starvale. This move aims to improve cost-effectiveness and allow our lottery team to concentrate on growth and expanding our partnership platform.

In December 2024, we launched our first-ever Superdraw which was a great success - generating an additional **£372,891** in ticket sales and awarding two lucky winners with Christmas bonuses of £5,000 and £10,000!

While canvassing challenges during the year caused a decline in overall draw numbers, attracting new players and driving growth remains a key priority for 2025-26. To address this, we have adapted our recruitment strategy, allowing us to collaborate in new ways with both trusted and new agencies to expand our player base and deliver greater returns for St Helena and our 35 partner organisations.

OUR SUBSIDIARIES

St Helena Care Services

Our private domiciliary care business experienced a year of significant change and growth. While we remain fully committed to delivering high-quality care to our fee-paying private clients, (which in 24-25 was delivered through our franchise arrangement with Radfield Home Care in support of St Helena), we also made a strategic decision to expand our reach. By leveraging our commissioning relationships with local NHS and Council partners, we began tendering for contracts via St Helena Hospice Limited, with care delivery outsourced to our specialist colleagues at St Helena Care Services.



This decision led to a 486% increase in income, rising from £216k in 2023-24 to £1,266k in 2024-25. While the service remained loss-making over the full year, the growth in commissioned services, alongside the stabilisation of an expanded staffing base, resulted in a turnaround in profitability in the latter part of the year. The business is now on track to meet its budgeted surplus for 2025-26, with all future profits to be fully gifted to St Helena in support of core charitable services.



St Helena Creative Services

Our franchise business in partnership with Creation Station commenced trading in early 2024, with this reporting period covering its first 15 months of operation through to 31 March 2025.

The business was launched with the aim of becoming a profit-generating venture, leveraging the established and well-recognised brand and operating model of Creation Station to offer creative outlet solutions in Colchester and the surrounding area. Its primary income streams came from children's parties, after-school clubs, and school holiday programmes, with ambitions to expand into delivering creative activities in care homes and, as a community interest company, secure funding to provide workshops and events in charitable settings such as our own hospice.

Whilst growth during the period was steady, it remained modest, and it was determined that significant further investment would be needed to scale the business to profitability. In the current challenging external economic climate, the decision was made for the company to terminate its franchise agreement on 31 March 2025. As part of the strategic review of the group's activities, the directors are considering longer term plans for the company. The company is not expected to trade in 2025-26, however the directors remain confident that in the longer term profitable opportunities can be developed in order to deliver returns to the ultimate parent charity St Helena Hospice Limited.

St Helena Cleaning Services

Our commercial cleaning business celebrated its first birthday in July 2024, and this reporting period reflects its first full year of trading. Growth has been rapid - though not without its challenges - as we worked to balance the recruitment of new staff with the establishment of effective operational processes. Thanks to the hard work, adaptability, and dedication of our teams, significant progress has been made, and the business is now on a stronger footing with growing signs of sustained success.

Deliberate investment was made during the year to strengthen our management infrastructure, ensuring appropriate support for the growing business and to allocate dedicated resources for a stronger sales focus to drive continued growth.

Income grew steadily from £108k in Quarter 1 to £323k in Quarter 4, resulting in a total annual turnover of £921k.

Financial performance for the year resulted in a loss, as anticipated, reflecting our strategic decision to invest in strengthening the business platform to support sustainable future growth.

The three-year business plan projects significant profitability, with 2025-26 on track to deliver financial results in line with the business model. All future profits will be fully reinvested in St Helena to help reduce the funding gap and support the sustainability of our core services.



"We have been customers of Total Clean since October 2023, and we are very pleased with the standards that they deliver. From the day-to-day cleaning standards to the monthly audits, I feel confident that we have made the right choice with our cleaning requirements. Thank you Total Clean!"

OUR PEOPLE

We have the very best people at St Helena – individuals who truly embody our values of being **bold**, **passionate**, and **caring**. Their empathy and dedication shine through as they support others through some of life's most difficult moments.

**475
Employees**

Whether employed in delivering world-class care as part of our frontline team, passionately driving income generation in increasingly challenging circumstances, or working diligently behind the scenes to support colleagues and operations - every individual plays a vital role. Together, we ensure that St Helena continues to fulfil its charitable mission with dedication and heart.

**19 Corporate
Volunteer
Organisations**



St Helena could not operate and achieve what it does without the incredible and selfless support of its volunteers.

As we celebrate our 40th year we are also recognising some volunteers who have amazingly been with us from the very beginning!

**906
Volunteers**

**A heartfelt thank
you to all our staff
and volunteers!**

We are truly grateful for your continued care, dedication, and commitment. Every act of kindness, every hour given, and every effort made helps us make a real difference. Thank you for being the heart of what we do.



**49 Work
Experience
Placements**

Our volunteers bring a range of skills from a wide and diverse background – from corporate volunteer days to those who give their time week after week, we are immensely grateful!

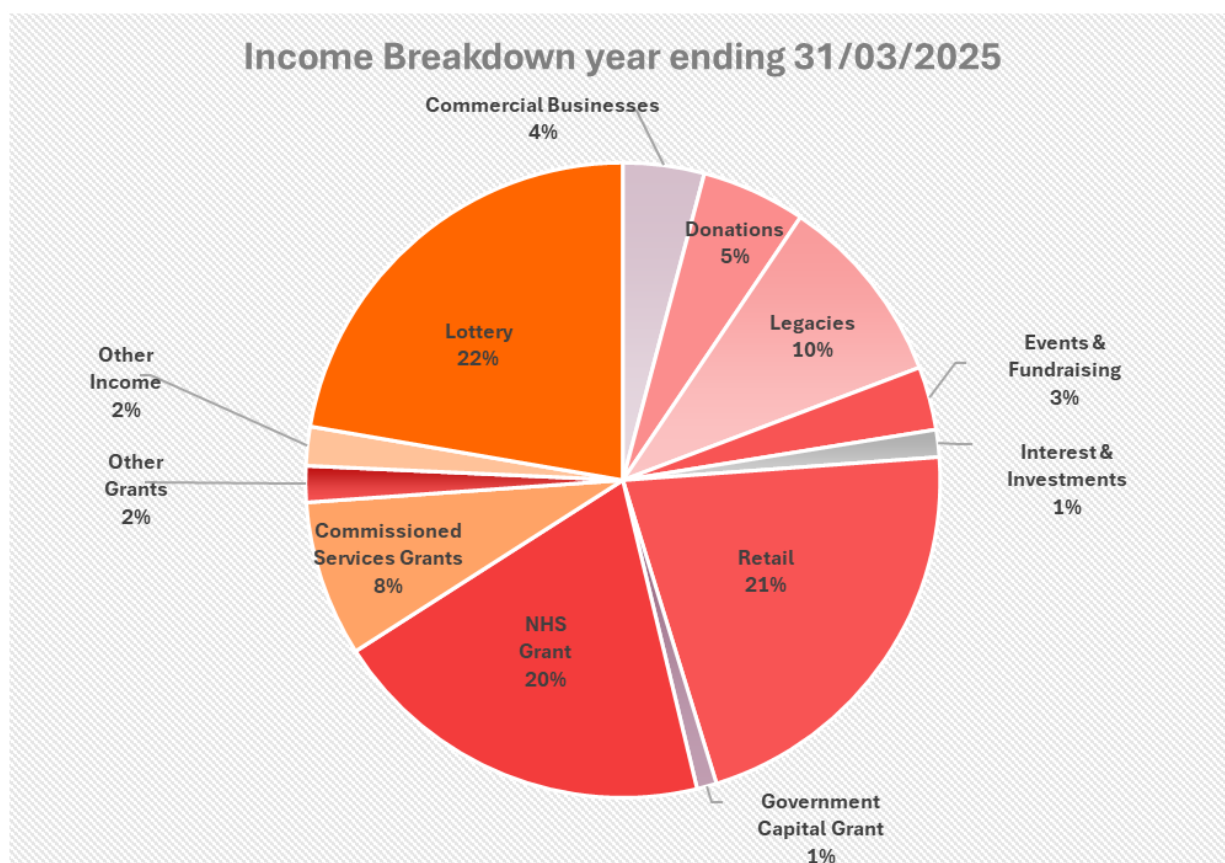
From maintaining our beautiful gardens, working in our Retail shops and cafes, supporting our Finance and People & Culture teams, marshalling and cheering on participants at events, to overseeing the governance of the whole charity – the generosity of our volunteers simply knows no bounds!

**200,000
Volunteering
Hours!**

FINANCIAL REVIEW

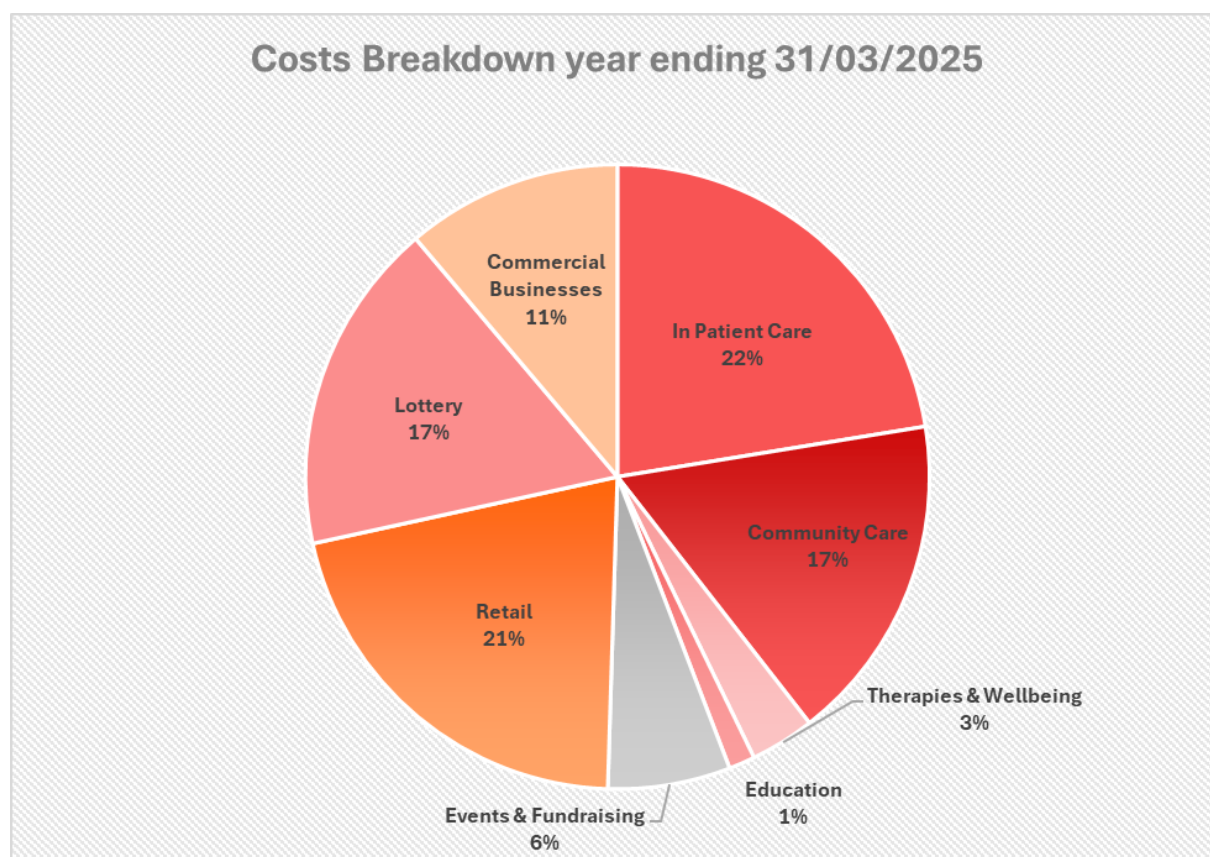
Despite the ongoing challenges St Helena continues to face, we have had a highly successful financial year, delivering a surplus of **£623k** compared to a budgeted deficit of £300k.

Income increased by 22%, rising from £18.8m in 2023-24 to over £23m in the year ending March 2025. This income has been generated across a range of revenue streams, with grants, retail, lottery and legacies accounting for 85% of income.



The main areas of year-on-year growth were a £1.4 million increase in legacy income and the expansion of our commercial activities, most notably through Total Clean in support of St Helena (£670k increase in turnover) and St Helena Care Services Ltd. The latter delivers private domiciliary care during the year, via Radfield in support of St Helena, alongside care services commissioned by the parent Charity. These commissioned services, funded through grant income, account for £1million increase in grant income during the year. A further £770k was achieved through a newly commissioned night integration service and supporting East Suffolk and Northeast Essex Foundation Trust with a 3 month winter resilience project to alleviate the pressures being faced with overcrowding in Colchester Hospital over the winter months.

Costs have also risen, but by 14%, growing to £22.8m in 2024-25 from £20m in the prior year.



The cost of delivering our medical and clinical services was maintained at the previous year's level. However, this was only possible by reducing the scope of services, including a decrease in available bed spaces in our in-patient unit from 18 to 12, then further reduced to 8 throughout the year. This adjustment allowed us to implement a recruitment freeze and align staffing levels with the reduced provision.

A significant increase in the National Minimum Wage was the primary driver behind the £829k rise in the cost of operating our Retail service. At the same time, income was constrained by the ongoing cost of living crisis and lower returns from donated goods, resulting in a modest income increase of just £69k. Collectively, these factors led to a real-term reduction in Retail profitability of £759k.

Our Lottery business continues to perform strongly, delivering £1.35 million in profitability (before allocation of support and governance costs) in 2024-25. An increase of £76k compared to the previous year, despite a decline in ticket sales. Effective cost management offset a £178k drop in income, preserving overall profitability. In the second half of the year, we implemented a strategy focused on expanding our player base and securing new partners. This investment will continue into 2025-26, with the aim of boosting revenue and supporting long-term growth.

In 2024-25, we made a deliberate and significant investment in our subsidiary commercial businesses to strengthen the infrastructure and establish a solid platform for future growth. These investments were approved in alignment with clearly defined income targets and three-

year business plans, ensuring that the path to sustainable profitability remains both realistic and measurable.

St Helena Care Services continues to provide private domiciliary care. During the year, services were expanded to include commissioned care in the home, delivered in partnership with the parent charity, St Helena Hospice. Over £1m of contracted care was delivered across a range of commissioned services including Home Ward, the Night Owls service and Transition of Continued Healthcare supporting patients being discharged from hospital. While the subsidiary did not achieve an overall profit for the year, this was expected as 2024-25 was a transition year for the business and it returned to profitably by the final months. With commissioned contracts already secured, the 2025-26 budget projects continued and growing profitability, positioning the enterprise to deliver an overall profit in the coming year.

St Helena Cleaning Services, which consists of the Total Clean in support of St Helena franchise business, completed its first full year of trading in 2024-25. Income grew steadily from £108k in Quarter 1 to £323k in Quarter 4, resulting in a total annual turnover of £921k. Of this, £139k was generated through services provided internally to the St Helena Group, bringing cleaning operations for several office premises in-house.

Although the business did not achieve profitability in its first full year (largely due to strategic investment in management infrastructure) a revised costing model has since been introduced. This model balances competitive pricing with appropriate contribution to St Helena. Combined with a targeted sales strategy that leverages Total Clean in support of St Helena's unique value proposition - offering high-quality, value-for-money cleaning services that also supports a local charitable cause - the business is on track to meet its profitability goals in 2025-26.

St Helena Creative Services C.I.C. incurred a loss during the extended reporting period covered by these accounts. As outlined in the preceding Subsidiaries section, there are no plans for the company to trade in 2025-26 however the directors remain confident that in the longer term profitable opportunities can be developed in order to deliver returns to the ultimate parent charity.

Investment Performance

During the year ended 31 March 2025, a previously dormant short-term investment account with CCLA was reactivated, and a more proactive investment strategy was adopted. This involved reducing the balance held in low-interest current accounts and reallocating funds into CCLA's high-interest short-term deposit account. As a result, interest income increased by 39% compared to the previous year.



In Summer 2024, a strategic decision was made to transfer our investment portfolio from Rathbones to Charles Stanley. As part of this transition, we chose to release cash held by fund managers, resulting in recognised disposal proceeds within the accounts. We also made the deliberate decision to lower the risk profile and recognised this would result in lower returns. By year-end, the value of the investment portfolio had declined by £57k—a disappointing yet unsurprising outcome given the global economic conditions in March 2025.

Despite this short-term reduction, the Trustees remain confident in the long-term strategy adopted, and it is anticipated that the portfolio will recover and grow in value over time.

Reserves & Going Concern

We end the year with a healthy £12 million in reserves, representing a £623k increase on the prior year.

Restricted funds total £452k and comprise various balances, the most significant of which is £387k raised through a capital appeal. These funds were originally intended for the new home for St Helena project, which has since been indefinitely paused. However, there remains potential to utilise this funding meaningfully to enhance or expand our assets. Other restricted balances relate to specific donations or Trust income, where projects are either underway or planned for future expenditure.

	At 31/03/2025 £'000
Restricted Funds	452
Designated Funds:	
Government Capital Grant	224
Fit for Future Fund	682
Fixed Asset Fund	3,225
Hospice Capital Fund	3,500
General Unrestricted	3,942
Total Reserves	12,025

During the year, the Board of Trustees approved the creation of a new designated fund, named **Fit for Future**, to recognise the need for investment in infrastructure following significant organisational growth in recent years. Existing resources and systems have become stretched, prompting the identification of key areas requiring support. A “wishlist” of potential investment opportunities was developed and assessed based on the value each would bring to the organisation. Examples include the replacement of outdated software and the introduction of new roles to support operations in recently launched commercial ventures.

An initial £700k was allocated to this fund, of which £18k was spent during the year to fund two new operational roles (with a part-year financial impact). Further investment utilising this fund is expected in the next 2-3 financial years.

To facilitate the creation of the new fund, the Board approved a £1.2 million reduction in the balance of the Fixed Asset Fund. This adjustment brought the remaining balance more in line with the net book value of freehold property, rather than the organisation’s total tangible assets. The revised balance was considered appropriate as it no longer reflects reserves that, while tied up in assets, are more immediately available in liquid form. The remaining £500k was transferred to increase the Hospice Capital Fund.

Towards the end of the financial year, the Government announced additional capital funding for hospices, to be administered and distributed by Hospice UK. The amount allocated to each hospice was determined using a formula based on organisational size and revenue levels. The funding came with strict conditions: it could only be used for capital investment and had to be fully spent by 31 March 2025 or otherwise returned.

While this funding does not address the ongoing shortfall in operational funding amidst rising costs, we are nonetheless appreciative of any additional income. Fortunately, we had undertaken sufficient capital investment during the year to meet the eligibility requirements.

As a result, we received a capital grant of £237,083, with the possibility of further funding in 2025-26, subject to continued eligibility. In accordance with accounting requirements, this grant was recognised as restricted income in the year through the Statement of Financial Activities. It was subsequently transferred to the newly created designated **Government Capital Grant** fund and will reduce over time in line with the depreciation of the related capital assets. £12,824 of depreciation has been allocated against these assets in the year ending 31 March 2025, reducing the fund balance at year end to £224,259.

The designated **Hospice Capital Fund** was increased by £500k during the year so the balance at year end is now £3,500k. The intention of this fund was initially to earmark reserves for investment in developing a new-build hospice at an alternative site, however, this project has been suspended due to the current financial challenges being faced. These funds remain designated as it is recognised that investment of some nature in the infrastructure of the hospice will be necessary in the medium term, whether that is at a different location or renovating and refurbishing existing premises.

At 31 March 2025 the charity’s free reserves (defined as undesignated, unrestricted general reserves not tied up as fixed assets) stood at £3,942k (2024 £3,468k) comfortably exceeding the agreed collar threshold of £3,300k. This strong reserve position, alongside the organisation’s overall financial health, provides the Board with sufficient assurance to confirm the organisation remains a going concern. There is no material uncertainty regarding our ability to continue operating for the foreseeable future.

PRINCIPAL RISKS & UNCERTAINTIES

St Helena has a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation. This identifies which risks need to be escalated across the organisation to the different levels of management
- Regular reviews of the risks the charity may face by Senior Leadership and the Boards of the main Charity and Trading company.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

The charity has identified the following significant strategic risks and manages them as follows:

Risk Identified	Mitigation
Potential reduction in year-on-year legacy income	Historically legacy income sat at a rolling 5-year average of c£1.7m. The year ending March 2025 has been a considerably favourable year for legacies, however, the two years prior had seen a decline (2023: £1.4m, 2024: £0.84m) and was a significant factor in the overall deficit for FY24, so we are mindful this remains a risk for the future. We have invested in a strong and experienced legacy team in house to better promote and manage our legacy income moving forward. In the shorter term, we are reducing our reliance on legacy income in our budgeting to manage this risk.
Failure to recruit and retain staff with appropriate skills and experience to deliver income targets	The charity offers competitive pay and conditions to attract high quality staff as well as providing extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation.
Degrading infrastructure on Myland Hall site	The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. Although plans for a new hospice building have been indefinitely paused, the charity remains committed to ensuring the existing facility is fit for purpose. It is currently exploring cost-effective infrastructure improvements that support the delivery of high-quality care and enhance patient comfort.

GOVERNANCE

St Helena is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980 with Articles of Association governing the charity and setting out its charitable objects and powers.

It has six wholly owned subsidiaries:

- St Helena Hospice Trading Limited, Company no. 7152341, a private limited company
- St Helena Care Services Limited, Company no. 12440509, a private limited company
- St Helena Cleaning Services Limited, Company no. 14757991, a private limited company
- St Helena Creative Services C.I.C., Company no. 14757991, a community interest company
- Your Hospice Lottery Limited, Company no. 08483098, a private limited company (this company is currently dormant)
- Make a Smile Lottery Limited, Company no. 10766472, a private limited company (this company is currently dormant)

Executive Leadership Team

Mark Jarman-Howe
Chief Executive Officer

Dr Karen Chumbley
Chief Clinical Officer

Catherine Heslegrave
Chief Finance & Operating Officer

Gemma Zweck
Chief Commercial Officer

(Mark Jarman-Howe will step down as CEO in August 2025. Kate Heslegrave and Dr Karen Chumbley have been appointed as Interim Co-CEOs following his departure.)

The constitution of St Helena Hospice Limited Board is made up of 10 independent Trustees.

Trustees oversee the strategic operations of the organisation and are appointed through a rigorous, transparent process. This includes identifying skills gaps, advertising targeted roles, reviewing CVs, conducting formal interviews, and confirming appointments via a Board vote. Trustee performance is regularly reviewed by the Chair to ensure continued effectiveness and accountability.

There are monthly formal Board meetings and additional Board business is carried out in between formal meetings through an on-line portal that allows for discussions, voting and further decisions to be made.

In addition to the Board of St Helena Hospice Limited, there is a separate St Helena Trading Limited (SHTL) Board that meets quarterly, independently of the charity's Board. This board reports directly to St Helena Hospice and is primarily focused on overseeing the performance and strategic direction of the commercial activities within the St Helena group.

SHTL is composed of the Directors of the subsidiary companies, independent non-executive directors unaffiliated with the St Helena Board, and Trustee representatives from the St Helena Board.

All trustees and non-executive directors serve on a voluntary basis and receive no remuneration, apart from reimbursement for modest expenses. Any related party transactions are disclosed to the Board on a quarterly basis.

Fundraising practises

Supporters are vital to St Helena's work, enabling the charity to assist people in north east Essex during some of the most challenging times in their lives. We are committed to conducting all fundraising activities in line with best practices, treating supporters and the wider public with fairness and respect.

St Helena is voluntarily registered with the Fundraising Regulator and follows the Code of Fundraising Practice. Its lotteries are regulated by the Gambling Commission, and the charity complies fully with its Licence Conditions and Codes of Practice.

Protecting vulnerable people

St Helena fundraisers are fully aware of the Code of Fundraising Practice, especially the need to protect vulnerable individuals from unreasonable intrusion, persistent approaches, or undue pressure to give. Our lottery operation maintains a responsible gambling policy that outlines measures to safeguard the most vulnerable members of society. This policy is integrated into the training all lottery team members receive upon joining and through regular refresher sessions.

Complaints

During the year, 28 complaints (2023-24: 22) were received and all have been resolved. St Helena regards complaints and supporter feedback as valuable insights into our impact, providing important opportunities to learn and improve our practices.

Working with third party fundraisers

To reach as many potential supporters as possible, St Helena engages with the public both in person and by telephone. We also partner with specialist external organisations under robust contracts that require compliance with all relevant laws and standards, including the Fundraising Regulator's Code of Fundraising Practice and data protection legislation. These partners are expected to reflect St Helena's values when acting on our behalf.

As part of our commitment to high standards—and in line with Gambling Commission requirements—St Helena has a range of quality assurance measures in place. This includes regular interventions such as spot checks of new supporters. All checks are documented, with detailed records of each interaction maintained.

Relationships with stakeholders

St Helena maintains regular dialogue and consultation with key stakeholders to foster strong, positive relationships and to ensure their views are considered in all decisions. Feedback from patients and families is collected via the Synapta electronic patient survey and other direct channels. Employees are regularly engaged through annual surveys and staff forums. The charity also sustains close relationships with local partners and commissioners, including ESNEFT, the local ICB, Northeast Essex Alliance, Colchester City Council, and other bodies. Additionally, St Helena actively pursues wider community engagement through initiatives such as its Compassionate Communities programme.

ENVIRONMENTAL & SOCIAL

Streamlined Energy & Carbon Reporting Disclosure

In accordance with the requirements set out in the Companies (Directors' Report) and Limited Liability Partnerships (Amendment) Regulations 2018, this section provides our annual disclosure under the Streamlined Energy and Carbon Reporting (SECR) framework.

The data detailed in the below table represents emissions and energy use for which St Helena is responsible, including energy used in our hospice, offices and shops, and fuel used in company-owned or operated vehicles or for company business. We have used the main requirements of the Greenhouse Gas Protocol Corporate Standard to calculate our emissions, along with the UK Government GHG Conversion Factors for Company Reporting 2021. Current data capture processes mean that at least 85% of figures captured were from actual data sources for energy consumption. Actual data was used for grey fleet and a mixture of actual and estimated figures were used to compile the owned transport.

Statement of Carbon Emissions

	Usage kWh		Carbon Emissions tCO ₂ e	
	2024-25	2023-24	2024-25	2023-24
Electricity (Scope 2)	631,685	(restated) 823,887	131	(restated) 171
Gas (Scope 1)	801,736	747,935	146	138
Transport Fuel (Scope 1)	99,213	64,687	25	16
Intensity Ratio: tCO ₂ e / FTE			0.91	1.08

Energy Efficient Actions

We continue to explore ways to improve our energy efficiency - not only to reduce costs, but also to lower our carbon footprint and contribute to protecting our planet.

In the last year we have:

- Inspected and serviced our **solar panels** to ensure the system operates at its optimal efficiency, leading to increased energy generation. Including trimming of surrounding trees which were overhanging panels.



- Purchased a **new electric oven** in the main IPU kitchen with thanks from our corporate supporters Tokio Marine Kiln for their generous contribution.
- Continued with our project to upgrade to **LED lighting** in our retail shops when replacing from natural deterioration.
- **Government's Energy Saving Opportunity Scheme (ESOS) Phase 3** submission was completed (Q2).
- **ESOS Action Plan** was also submitted (Q4) to monitor action progress.
- Our **Green group** continues to meet quarterly to initiate and promote new sustainable initiatives in the work environment.

Equality, Diversity & Inclusion

We are committed to fostering a culture of equality, diversity, and inclusion in everything we do. As both an employer and a care provider, we believe everyone deserves to be treated with dignity and respect. We strive to create an inclusive environment where our staff feel valued and supported, and where the care we provide reflects and respects the diverse backgrounds, identities, and needs of the individuals we serve.

St Helena is an equal opportunities employer, committed to treating all employees and applicants fairly and with respect. We value the diverse skills, experiences, and perspectives our people bring from a wide range of backgrounds.



Our workplaces are inclusive, and we welcome colleagues based on their abilities and qualifications - regardless of race, colour, nationality, ethnic or national origin, religion or belief (or lack thereof), disability, trade union membership or non-membership, sex, pregnancy or maternity, gender, gender identity or reassignment, sexual orientation, marital or civil partnership status, age, or employment status (such as part-time or fixed-term).

We actively oppose all forms of unlawful and unfair discrimination and are committed to fostering a culture where everyone can thrive.

As a specialist care provider, we are committed to delivering inclusive services where every patient and their family is treated with dignity, compassion, and respect. Our Safe Harbour programme focuses on reducing health inequalities within marginalised communities in our region. Through this work, we aim to ensure that everyone - regardless of their background or circumstances - has equitable access to the high-quality care and support they need.

SECURING OUR FUTURE

As we approach our 40th anniversary, St Helena is facing significant and unprecedented financial challenges that require decisive action to secure our future.

Like many hospices across the UK, St Helena has faced rising operational costs that have outpaced income growth. In response, we implemented a recovery plan, and in 2024-2025, we achieved a surplus despite originally budgeting for a deficit.

This positive outcome was driven by tight cost control, a recruitment freeze, and a particularly generous year for legacy gifts. However, this surplus is not guaranteed to continue without further changes.

From April 2025 we are faced with:

- National Insurance increases
- National Minimum Wage increases
- Full year impact of the October 2024 public sector pay award (which we matched through Agenda for Change)
- Continued inflation and rise in cost of living
- Increased pressure on fundraising and income generating activities.

Without action, these additional cost pressures would result in a projected loss of £1.7m for 2025-2026.

While we continue to advocate for recurring and long-term government support, current policies provide no relief for the financial burdens created by National Insurance increases. As such, St Helena must take proactive steps to secure our own future.

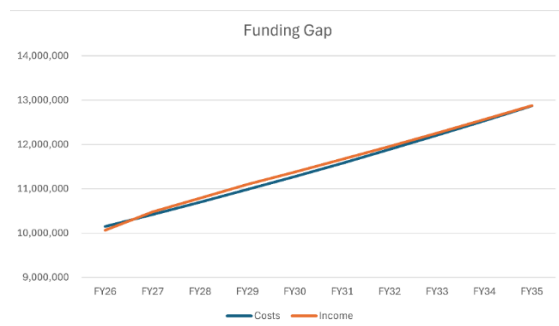
So, what are we doing?

- **No longer proceeding with plans for our new home**
We have made the difficult decision to pause plans for a new hospice facility with a potential care home and retail offer at a new site. These ambitions remain important to us but are not financially feasible in the current climate.
- **Restructuring services**
Over recent months, considerable work has taken place to evaluate our services, prioritise and define what our key aims and objectives are. In May 2025, the Board of Trustees approved a new model, this includes:
 - Reducing our in-patient unit to 8 beds
 - Provision of 8 Virtual Ward beds
 - Streamlining our community service provision

The new restructured service has sadly resulted in eleven redundancies, those being a mix of voluntary and compulsory; the redundancy numbers were minimised by swift action being taken in the autumn of 2024 when a recruitment freeze was put in place. Now consultations and any resulting redundancies have been finalised, the restructured clinical delivery model will be

in place from 1 September 2025 and has been designed to operate within available resources, while maintaining core care services.

While we anticipate a financial loss in 2025–2026, these changes are critical to restoring financial balance in the years ahead. Our new model has been stress-tested over a 10-year forecast and includes provisions for risk and uncertainty. This positions St Helena to remain a vital, sustainable presence in our community for decades to come.



Mark Jarman Howe has also taken the decision to leave St Helena following 12 years of leadership, having ensured a plan is in place to secure the future of the organisation. He made the following statement on his resignation:

“I wouldn't be leaving now if I wasn't confident St Helena is in a good place and able to grow and develop in the coming years. I also know that with the talented senior leadership team and experienced Board of Trustees we have in place that the organisation is in safe hands.”

Kate Heslegrave, current Chief Finance and Operating Officer, and Dr Karen Chumbley, current Chief Clinical Officer, have been appointed Interim Co-Chief Executives from 26th August 2025. Having worked closely with Mark and both playing an instrumental role in designing and implementing the newly restructured service, there is confidence that the skills and capabilities required to deliver the new model, while continuing to grow and develop St Helena, remain within the organisation.



STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

The role of external auditor was formally put out to tender during 2024-25, with expressions of interest received from three firms. Following a structured interview and presentation process, Larking Gowen LLP was selected and subsequently appointed as the new auditor by the Board. Sayer Vincent LLP formally tendered their resignation.

This Trustees' Annual Report, which includes the Strategic Report, was approved by the Trustees on 21 August 2025 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Fran Hyde', with a stylized, flowing script.

Dr Fran Hyde, Chair

REFERENCE & ADMINISTRATIVE INFORMATION FOR THE YEAR ENDING 31 MARCH 2025

Company number

01511841

Charity number

280919

Registered office

Myland Hall, Barncroft Close, Highwoods,
Colchester, Essex, CO4 9JU

Country of registration

England

Country of incorporation

United Kingdom

Website

www.sthelenas.org.uk

Executive Leadership Team

Chief Executive Officer

Mark Jarman-Howe

Chief Clinical Officer

Dr Karen Chumbley

Chief Finance & Operating Officer & Company Secretary

Catherine Heslegrave (prev. Bhuiya)

Chief Commercial Officer

Gemma Zweck

Trustees

The trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows:

Dr Frances Hyde, **Chair** from 21 February 2025, **Vice Chair** prior

Nigel Pye, **Chair** until 20 February 2025 then resigned as Trustee

Joanne Tonkin, **Vice Chair** from 21 February 2025 (appointed 30 October 2024)

Richard Polom, **Treasurer**

Kenneth Aldred

Dr Prahsant Aurora

Joanna Brown (appointed 28 August 2024)

Kevin Browning (appointed 28 August 2024)

David Cresswell

Carolyn Doyle (appointed 28 August 2024)

Timothy Field

James McCarthy (resigned 28 August 2024)

Michael Smith (resigned 28 August 2024)

Catherine Morgan (resigned 20 January 2025)

Bankers

NatWest, 25 High Street, Colchester, Essex,
CO1 1DG

Investment Managers

Charles Stanley, 55 Bishopsgate, London,
EC2N 3AS

Solicitors

Birkett Long LLP, 1 Amphora Place,
Sheepen Road, Colchester, Essex, CO3 9YA

Auditors

Larking Gowen LLP, 8 Wyncolls Road,
Colchester, CO4 9PE (appointed December
2024)

Sayer Vincent LLP, Chartered Accountants and
Statutory Auditor, Invicta House, 110 Golden
Lane, London, EC1Y 0TG (resigned 26 March
2025)

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. HELENA HOSPICE LIMITED

Opinion

We have audited the financial statements of St. Helena Hospice 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, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. HELENA HOSPICE LIMITED
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. HELENA HOSPICE LIMITED
(CONTINUED)

Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Due to the field in which the Company operates, we identified the areas most likely to have a direct material impact on the financial statements as compliance with UK tax legislation, UK accounting standards and the Companies Act 2006. In addition, we considered the provisions of other laws and regulations which whilst not having a direct impact on the financial statements, are fundamental to the Company's ability to operate including health and safety, employment law, and compliance with various other regulations relevant to the conduct of the Company's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, potential litigation or claims and fraud;
- reviewing legal and professional fees to confirm matters where the Company engaged lawyers;
- reviewing financial statement disclosures and tax matters, and testing to supporting documentation to assess compliance with applicable laws and regulations;
- reviewing board minutes and any relevant correspondence with external authorities;
- challenging assumptions and judgements made by management in their significant accounting estimates;
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of any significant transactions outside the normal course of business.

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

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

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. HELENA HOSPICE LIMITED
(CONTINUED)

Use of our report

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

Larking Gowen LLP

Julie Grimmer FCA DChA (Senior Statutory Auditor)

for and on behalf of

Larking Gowen LLP

Chartered Accountants
Statutory Auditors

1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

4 September 2025

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

		Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000	<i>As restated Total funds 2024 £000</i>
	Note				
Income from:					
Donations and legacies	3	230	3,317	3,547	1,929
Charitable activities	4	545	7,048	7,593	5,367
Other trading activities	5	7	12,043	12,050	11,230
Investments	6	-	326	326	324
Total income		782	22,734	23,516	18,850
Expenditure on:					
Raising funds	7	6	11,363	11,369	8,320
Charitable activities	8	596	9,482	10,078	10,325
Lottery partner charitable donations	10	-	1,389	1,389	1,390
Total expenditure		602	22,234	22,836	20,035
Net income/(expenditure) before net (losses)/gains on investments		180	500	680	(1,185)
Net unrealised gains on investments		-	(57)	(57)	180
Net income/(expenditure)		180	443	623	(1,005)
Transfers between funds	24	(237)	237	-	-
Net movement in funds		(57)	680	623	(1,005)
Reconciliation of funds:					
Total funds brought forward as previously stated		509	10,948	11,457	12,435
Prior year adjustment		-	(55)	(55)	(28)
Total funds brought forward as restated		509	10,893	11,402	12,407
Net movement in funds		(57)	680	623	(1,005)
Total funds carried forward		452	11,573	12,025	11,402

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 40 to 77 form part of these financial statements.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01511841

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £000	As restated 2024 £000
Fixed assets			
Intangible assets	16	76	49
Tangible assets	17	3,815	4,425
Investments	18	4,917	5,211
		<u>8,808</u>	<u>9,685</u>
Current assets			
Stocks	19	29	19
Debtors	20	3,201	2,181
Short term deposits		7,281	2,315
Cash at bank and in hand		785	1,943
		<u>11,296</u>	<u>6,458</u>
Creditors: amounts falling due within one year	21	(7,974)	(4,686)
Net current assets		<u>3,322</u>	<u>1,772</u>
Total assets less current liabilities		<u>12,130</u>	<u>11,457</u>
Creditors: amounts falling due after more than one year	22	(105)	(55)
Total net assets		<u><u>12,025</u></u>	<u><u>11,402</u></u>
Charity funds			
Restricted funds	24	452	509
Unrestricted funds	24	11,573	10,893
Total funds		<u><u>12,025</u></u>	<u><u>11,402</u></u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01511841

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

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

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


F C Hyde

R A Polom 

Date: 21 August 2025

The notes on pages 40 to 77 form part of these financial statements.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01511841

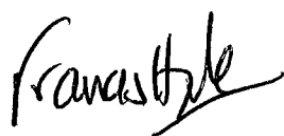
COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £000	2024 £000
Fixed assets			
Tangible assets	17	3,802	4,421
Investments	18	4,917	5,211
		8,719	9,632
Current assets			
Debtors	20	4,274	2,540
Short term deposits		7,281	2,315
Cash at bank and in hand		540	1,895
		12,095	6,750
Creditors: amounts falling due within one year	21	(8,066)	(4,632)
Net current assets		4,029	2,118
Total assets less current liabilities		12,748	11,750
Creditors: amounts falling due after more than one year	22	(105)	(55)
Total net assets		12,643	11,695
Charity funds			
Restricted funds	24	452	509
Unrestricted funds	24	12,191	11,186
Total funds		12,643	11,695

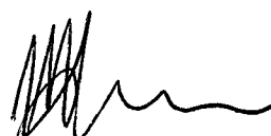
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F C Hyde



R A Polom



Date: 21 August 2025

The notes on pages 40 to 77 form part of these financial statements.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £000	2024 £000
Cash flows from operating activities		
Net cash used in operating activities	3,435	(1,356)
Cash flows from investing activities		
Dividends, interests and rents from investments	326	323
Purchase of tangible fixed assets	(296)	(850)
Proceeds from sale of investments	260	-
Investment in 2 year fixed term deposit	-	(500)
Investment in short term deposit	(4,965)	(2,315)
Net cash used in investing activities	(4,675)	(3,342)
Cash flows from financing activities		
New/(repayments of) borrowing	82	(49)
Net cash provided by/(used in) financing activities	82	(49)
Change in cash and cash equivalents in the year	(1,158)	(4,747)
Cash and cash equivalents at the beginning of the year	1,943	6,690
Cash and cash equivalents at the end of the year	785	1,943

The notes on pages 40 to 77 form part of these financial statements

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

St Helena Hospice Limited is a charitable company limited by guarantee and is incorporated in England and Wales. The registered address is St Helena Hospice Limited, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number: 280919.

The liability of each member in the event of winding up is limited to £1.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

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

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.2 Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

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

Critical areas of judgement:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the useful economic lives and residual value of the assets. These useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investment, economic utilisation and the physical condition of the asset. See note 17 for the carrying amounts of tangible fixed assets and accounting policy 2.10 for the useful economic lives for each class of asset.

Legacy recognition and measurement

The charity recognises legacy income when it is entitled to the income, receipt is considered probable, and the amount can be measured reliably. This may be before the final amount for distribution has been determined and communicated to the charity. As such, the legacy ultimately received may vary from the amount initially recognised in the accounts.

Grant recognition and measurement

The charity recognises income from government and other grants. Grants may be 'capital' or 'revenue' in nature. Recognition of grant income will depend on the detailed conditions attaching to the funding and these conditions will determine when the charity has entitlement to the fund. Grants are recognised on an accruals basis in the year to which they relate once any performance conditions have been met, it is probable that the income will be received and the amount can be reliably measured.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.3 Going concern

The trustees have reviewed the financial position and the short term net current assets and consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Following a strategic review of operations in the light of the unprecedented pressures on the organisation as set out more fully on page 26 of the Trustees' report the difficult decision was made to indefinitely pause plans to develop a new home for St Helena. The trustees have confirmed these ambitions remain important but are not considered to be financially feasible in the current climate. In recent months considerable work has been done to evaluate all services and to define key priorities. This new model is to be implemented from 1 September 2025 and is designed to operate to maintain core services whilst operating within available resources.

Despite the continuing economic pressures, the underlying reserves of the charity remain strong with these held in cash, short term deposits and listed investments. The trustees and management continue to review the financial position, updating budget forecasts on a monthly basis as well as monitoring net current assets and expected cashflow, including realisation of legacy entitlements. Taking all factors into account, as well as continuing economic uncertainties, the trustees consider the charity has sufficient resources and is able to continue the delivery of core services. Since the balance sheet date, there have been no subsequent events to give trustees or management any concerns about the charity and group's ability to continue to operate and there are considered to be no material uncertainties that could impact on this assessment. As a result trustees and management conclude the going concern basis of accounting remains appropriate.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Income

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

Legacies

Legacies income is recognised at the earlier of receipt of the funds, or when the charity has certainty and evidence of its entitlement to the income, the receipt of funds is considered probable and there is the ability to reliably quantify the value with reasonable accuracy.

Where entitlement to a future legacy exists but at the year end entitlement is conditional on future events, details are disclosed as a contingent asset until the criteria for income recognition are met.

Grants

Income from government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

Donated assets

Gifts donated for resale are included in income when they are sold.

Other Income

Income from events is recognised when the event has taken place. Donations are accounted for on a receivable basis. Deferred income includes amounts received in respect of services or events to be undertaken in the next financial year.

Retail gift aid

The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

Lottery

Lottery income is accounted for in respect of those draws that have taken place in the year.

Trading income

Income from the subsidiary organisations St Helena Care Services Ltd, St Helena Cleaning Services Limited and St Helena Creative Services C.I.C. is recognised at point of sale unless the service is to be provided in a later financial period, in which case, income is deferred until service delivery..

2.5 Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.6 Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. For fixed term investments where there is a fixed rate of interest, the interest is recognised on an accrual basis throughout the term of the investment.

Dividend income is recognised when the right to receive the payment has been established.

2.7 Expenditure

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

Costs of raising funds includes fundraising, retail, lottery, care, cleaning and creative activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated support costs. These can relate to the hosting, promotion and advertising of events, entrance costs to challenge events such as marathons or participation in third party organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities, new goods purchased for resale, online selling fees and postage costs, staff and associated support costs, and the expenses incurred in running the retail gift aid scheme.

Lottery costs include the prize fund, canvasser costs for recruitment and associated support costs. Royalty payments to Make a Smile lottery partners are recognised under Other Costs of Lottery (see Charitable Activities for treatment of Your Hospice Lottery royalty payments).

Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. New players are entered into the draw on a weekly basis for all future draws. To reflect the future income that these players will generate, the cost of recruitment is deferred over the 3 subsequent years, this deferment is reduced by 15% to adjust for players that may cancel during this time. A deferred bond is held for 12 months against some canvassers to recoup some of the costs for players that cancel in the initial few weeks of playing. Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.7 Expenditure (continued)

Care Services Ltd. costs relate to the subsidiary St Helena Care Services Limited and are the care staff, management team and associated costs of delivering the domiciliary care service. Costs also include the repayment of the initial franchise set up fee, which is being amortised over 5 years; together with the ongoing monthly franchise fee to Radfield Care which is based on a percentage of income generated.

Cleaning Services Ltd. costs relate to the subsidiary St Helena Cleaning Services Limited. Costs include staffing costs of management and cleaners and associated costs of delivering the commercial cleaning service. The initial franchise fee is being amortised over 10 years and there is a monthly franchise fee payable to Total Clean which is based on a percentage of income generated.

Creative Services C.I.C. costs relate to the subsidiary St Helena Creative Services C.I.C. Costs include staffing costs of management and creative play staff and associated costs of delivering the creative services. The initial franchise fee has been fully expensed due to the decision to terminate the agreement with the franchisor on 31 March 2025, and there is a monthly franchise fee payable to Creation Station which is based on a percentage of income generated.

Charitable Activities

Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint, Therapies and Wellbeing, Rehabilitation and Spirituality teams and their associated support costs.

Royalty payments to Your Hospice Lottery partners are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospices to enable partners to continue with their charitable activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

2.8 Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities..

2.9 Intangible assets and amortisation

Intangible fixed assets feature in subsidiary companies where a franchise arrangement is in place. The amount capitalised is the franchise investment charged for use of relevant brand, trademark and trade names, which are expected to generate future economic benefits. Amortisation is charged on a straight line basis over the duration of the various franchise contracts, ranging from 5 to 10 years.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.10 Tangible fixed assets and depreciation

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction activities are not depreciated until the asset is complete. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

Depreciation is provided on the following bases:

Freehold property	- 50 years
Freehold land	- Not depreciated
Leasehold improvements	- Remaining lease term to a maximum of 10 years
Furniture, green energy and other equipment	- 10 years
Motor vehicles	- 4 years
Computer hardware and electrical equipment	- 3 years

2.11 Investments

Listed investments:

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

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

2.12 Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.13 Debtors

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

2.14 Cash at bank and in hand

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

2.15 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.

2.16 Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.17 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The Group is a member of a multi-employer plan. Where it is not possible for the Group to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2025, is based on valuation data as 31 March 2023 updated to 31 March 2025 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020 and results were published on 19 October 2023. The employer contribution rate payable from April 2019 and relevant to this financial year has been 20.6% of pensionable pay; St Helena contributes 14.38% and the NHS pay 6.22% directly. The actuarial valuation carried out at 31 March 2020 will increase the employer contribution rate to 23.78% from April 2024.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

2. Accounting policies (continued)

2.18 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes. Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

3. Income from donations and legacies

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Donations	228	981	1,209
Legacies	2	2,294	2,296
Similar incoming resources	-	42	42
	<u>230</u>	<u>3,317</u>	<u>3,547</u>

	<i>Restricted funds 2024 £000</i>	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
Donations	264	815	1,079
Legacies	-	848	848
Similar incoming resources	-	2	2
	<u>264</u>	<u>1,665</u>	<u>1,929</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4. Income from charitable activities

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Course fees / education programmes	-	24	24
Hire of facilities	-	31	31
Placement fees	-	7	7
Catering income from staff and visitors	-	46	46
Other income	4	13	17
Home care contract income	-	77	77
Deanery income	-	85	85
Green energy	-	8	8
Clinical staff secondment income	-	88	88
Support services to other organisations	-	33	33
Insurance income for patient care	-	1	1
Grant Income (note 4.1)	541	6,635	7,176
	545	7,048	7,593

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

4. Income from charitable activities (continued)

	<i>Restricted funds 2024 £000</i>	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
Course fees / education programmes	-	21	21
Hire of facilities	-	29	29
Placement fees	-	10	10
Catering income from staff and visitors	-	45	45
Other income	2	15	17
Home care contract income	-	52	52
Income from charitable activities -	295	4,775	5,070
Deanery income	-	47	47
Green energy	-	13	13
Clinical staff secondment income	-	58	58
Support services to other organisations	-	5	5
Other	1	-	1
	<u>298</u>	<u>5,070</u>	<u>5,368</u>

4.1 Grant Income

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Grant Income			
NHS Grants	14	6,485	6,499
Capital Grants	237	-	237
Grants from other charities	239	-	239
Other Grant income	51	150	201
	<u>541</u>	<u>6,635</u>	<u>7,176</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

	<i>Restricted funds 2024 £000</i>	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
Grant Income			
NHS Grants	-	4,775	4,775
Grants from other charities	285	-	285
Other Grant income	10	-	10
	<u>295</u>	<u>4,775</u>	<u>5,070</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5. Income from other trading activities

Income from non charitable trading activities

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Retail income	-	5,030	5,030
Lottery income	-	5,239	5,239
Fundraising and marketing income	7	751	758
Private paid health services	-	50	50
Care services income	-	148	148
Cleaning services income	-	782	782
Creative services income	-	43	43
	<u>7</u>	<u>12,043</u>	<u>12,050</u>

	<i>Restricted funds 2024 £000</i>	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
Retail income	-	4,960	4,960
Lottery income	-	5,417	5,417
Fundraising and marketing income	1	536	537
Private paid health services	-	18	18
Care services income	-	189	189
Cleaning services income	-	109	109
	<u>1</u>	<u>11,229</u>	<u>11,230</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. Investment income

	Unrestricted funds 2025 £000	Total funds 2025 £000
UK listed investments	105	105
Bank interest	221	221
	326	326
	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
UK listed investments	165	165
Bank interest	159	159
	324	324

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

7. Analysis of raising funds expenses

2024/25	Fund-raising £'000	Retail £'000	Lottery £'000	Care services £'000	Cleaning services £'000	Creative services £'000	Total raising funds £'000
Staff costs	835	2,070	123	1,073	776	61	4,938
Cost of sales	-	382	-	105	157	4	648
Other costs	187	358	441	-	-	-	986
Premises costs	-	1,205	-	-	-	-	1,205
Business acquisition	-	50	-	-	-	-	50
Prizes	-	-	382	-	-	-	382
Royalty payments	-	-	686	-	-	-	686
Player recruitment	-	-	872	-	-	-	872
Fundraising events	132	-	-	-	-	-	132
Supporter costs	3	-	-	-	-	-	3
	1,157	4,065	2,504	1,178	933	65	9,902
Support costs	275	681	40	142	192	30	1,360
Governance costs	24	64	3	7	4	5	107
Total Raising Funds	1,456	4,810	2,547	1,327	1,129	100	11,369

At 31 March 2024 the group financial statements recognised a deferred tax asset in respect of tax losses of subsidiary companies totalling £55k. The recognition of this asset was on the basis that the value of the losses would be realised in future periods. As future group trading profits are expected to be distributed to the parent Charity by gift aid, no corporation tax liability is expected to arise. In view of this the directors conclude it is inappropriate to recognise a deferred tax asset. The comparative figures for 2024 therefore reflect a prior year adjustment to remove the deferred tax asset.

This has resulted in an increase in expenditure on raising funds of £Nil (2024 - £27k) and a reduction in general funds brought forward of £55k (2024 - £28k).

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

2023/2024 as restated	Fund- raising £'000	Retail £'000	Lottery £'000	Care services £'000	Cleaning services £'000	Total raising funds £'000
Staff costs	660	1,824	283	209	97	3,073
Cost of sales	-	296	-	24	9	329
Other costs	88	425	470	-	-	983
Premises costs	-	885	-	-	-	885
Prizes	-	-	367	-	-	367
Royalty payments	-	-	597	-	-	597
Player recruitment	-	-	1,040	-	-	1,040
Fundraising events	79	-	-	-	-	79
Supporter costs	8	-	-	-	-	8
	835	3,430	2,757	233	106	7,361
Support costs	184	512	79	58	63	896
Governance costs	12	39	5	5	2	63
Total Raising Funds	1,031	3,981	2,841	296	171	8,320

8. Expenditure on charitable activities

Summary by fund type

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total 2025 £000
Hospice care charitable expenditure	596	9,482	10,078

	Restricted funds 2024 £000	Unrestricted funds 2024 £000	Total 2024 £000
Hospice care charitable expenditure	420	9,905	10,325

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9. Analysis of Group expenditure

Analysis of charitable expenditure

2024/25

	In patient care £'000	Community care £'000	Therapies and wellbeing £'000	Education and research £'000	Total charitable activities £'000
Staff costs	3,179	2,729	523	147	6,578
Other costs	622	168	35	98	923
Premises costs	181	18	18	12	229
	3,982	2,915	576	257	7,730
Support costs	1,047	897	172	48	2,164
Governance costs	88	77	15	4	184
	5,117	3,889	763	309	10,078

Analysis of Group expenditure

2024/25

	Raising funds £'000	Charitable activities £'000	Other costs £'000	Governance costs £'000	Support costs £'000	Total costs £'000
Staff costs	4,938	6,578	-	141	2,144	13,801
Cost of sales	648	-	-	-	-	648
Other costs	986	923	-	103	1,415	3,427
Premises costs	1,205	229	-	-	12	1,446
Business acquisition	50	-	-	-	-	50
Prizes	382	-	-	-	-	382
Royalty payments	686	-	1,389	-	-	2,075
Player recruitment	872	-	-	-	-	872
Fundraising events	132	-	-	-	-	132
Supporter costs	3	-	-	-	-	3
	9,902	7,730	1,389	244	3,571	22,836
Support costs	1,360	2,164	-	47	(3,571)	-
Governance costs	107	184	-	(291)	-	-
	11,369	10,078	1,389	-	-	22,836

The decision was taken during the year to indefinitely pause the plans to develop a new home for St Helena. Therefore previously capitalised costs as above of £517,428 were aborted and are expensed under support costs.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

Analysis of charitable expenditure

2023/24	In patient care £'000	Community care £'000	Therapies and wellbeing £'000	Education and research £'000	Total charitable activities £'000
Staff costs	3,081	2,826	569	146	6,622
Other costs	581	778	58	69	1,486
Premises costs	188	19	19	12	238
	3,850	3,623	646	227	8,346
Support costs	863	791	159	41	1,854
Governance costs	57	53	11	3	124
	4,770	4,467	816	271	10,324

Analysis of Group expenditure

**2023/24
as restated**

	Raising funds £'000	Charitable activities £'000	Other costs £'000	Governance costs £'000	Support costs £'000	Total costs £'000
Staff costs	3,072	6,622	-	136	2,036	11,866
Cost of sales	329	-	-	-	-	329
Other costs	983	1,486	-	13	741	3,223
Premises costs	885	238	-	-	13	1,136
Prizes	367	-	-	-	-	367
Royalty payments	597	-	1,390	-	-	1,987
Player recruitment	1,040	-	-	-	-	1,040
Fundraising events	79	-	-	-	-	79
Supporter costs	8	-	-	-	-	8
	7,360	8,346	1,390	149	2,790	20,035
Support costs	897	1,854	-	38	(2,790)	-
Governance costs	63	124	-	(187)	-	-
	8,320	10,324	1,390	-	-	20,035

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

10. Other expenditure

	Unrestricted funds 2025 £000	Total funds 2025 £000
Lottery partner charitable donations	1,389	1,389
	<i>Unrestricted funds 2024 £000</i>	<i>Total funds 2024 £000</i>
Lottery partner charitable donations	1,390	1,390

11. Net income for the year

This is stated after charging:

12. Auditors' remuneration

	2025 £000	2024 £000
Fees payable to the Company's auditor for the audit of the Company's annual accounts	16	17
Fees payable to the Company's auditor in respect of:		
Audit of subsidiary companies	21	11
All non-audit services not included above	1	5

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. Staff costs

	Group 2025 £000	<i>Group 2024 £000</i>	Company 2025 £000	<i>Company 2024 £000</i>
Wages and salaries	11,728	9,977	9,989	9,700
Social security costs	994	861	880	843
Pension costs - defined contribution	695	641	638	630
Pension costs - defined benefit	384	385	384	385
	13,801	11,864	11,891	11,558

Wages and salaries costs includes redundancy and termination payments of £38k (2024 - £11k) and apprenticeship levy costs of £32k (2024 - £31k).

The average number of persons employed during the year was as follows:

	Group 2025 No.	<i>Group 2024 No.</i>
Patient and family care	161	180
Marketing, fundraising and lottery	22	27
Retail	98	93
Support services	51	48
	332	348

The average headcount expressed as full-time equivalents was:

	Group 2025 No.	<i>Group 2024 No.</i>
Patient and family care	126	140
Marketing, fundraising and lottery	21	25
Retail	75	72
Support services	47	44
	269	281

Full-time equivalent staff numbers exclude staff employed on zero hours contracts.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13. Staff costs (continued)

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

	Group 2025 No.	<i>Group 2024 No.</i>
In the band £60,001 - £70,000	5	3
In the band £70,001 - £80,000	1	4
In the band £80,001 - £90,000	2	1
In the band £100,001 - £110,000	1	-
In the band £110,001 - £120,000	-	2
In the band £120,001 - £130,000	1	-
In the band £130,001 - £140,000	1	-

The Hospice considers that the key management personnel comprises the trustees and the senior management team. This management team are the Chief Executive and 3 other key Chief Officers (2024 - CEO + 5).

The total employee benefits including employer's national insurance and pension contributions of the key management personnel of the Hospice were £556k (2024 - £640k).

14. Trustees' remuneration and expenses

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

During the year a total of £99 of expenses were paid to one Trustee (2024 - £236 to one Trustee), no costs were incurred in Trustee conference attendance (2024 - £140).

15. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

16. Intangible assets

Group

	Radfield Homecare £000	Total Clean £000	Total £000
Cost			
At 1 April 2024	32	40	72
Additions	-	40	40
At 31 March 2025	<u>32</u>	<u>80</u>	<u>112</u>
Amortisation			
At 1 April 2024	19	4	23
Charge for the year	7	6	13
At 31 March 2025	<u>26</u>	<u>10</u>	<u>36</u>
Net book value			
At 31 March 2025	<u>6</u>	<u>70</u>	<u>76</u>
<i>At 31 March 2024</i>	<u>13</u>	<u>36</u>	<u>49</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Tangible fixed assets

Group

	Freehold property £000	New home for St Helena £000	Leasehold improve- ments £000	Furniture & office equipment £000	Motor vehicles £000	Computer & electrical equipment £000	Total £000
Cost							
At 1 April 2024	4,663	517	1,931	675	90	520	8,396
Additions	-	-	117	7	-	132	256
Disposals	-	(517)	(33)	(2)	-	(287)	(839)
At 31 March 2025	4,663	-	2,015	680	90	365	7,813
Depreciation							
At 1 April 2024	1,978	-	1,002	503	90	398	3,971
Charge for the year	92	-	156	30	-	66	344
On disposals	-	-	(28)	(2)	-	(287)	(317)
At 31 March 2025	2,070	-	1,130	531	90	177	3,998
Net book value							
At 31 March 2025	2,593	-	885	149	-	188	3,815
At 31 March 2024	2,685	517	929	172	-	122	4,425

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Tangible fixed assets (continued)

Company

	Freehold property £000	New home for St Helena £000	Leasehold improve- ments £000	Furniture, office & specialist equipment £000	Motor vehicles £000	Computer & electrical equipment £000	Total £000
Cost							
At 1 April 2024	4,663	517	1,931	671	90	520	8,392
Additions	-	-	117	6	-	120	243
Disposals	-	(517)	(33)	(2)	-	(287)	(839)
At 31 March 2025	4,663	-	2,015	675	90	353	7,796
Depreciation							
At 1 April 2024	1,978	-	1,002	503	90	398	3,971
Charge for the year	92	-	156	29	-	63	340
On disposals	-	-	(28)	(2)	-	(287)	(317)
At 31 March 2025	2,070	-	1,130	530	90	174	3,994
Net book value							
At 31 March 2025	2,593	-	885	145	-	179	3,802
At 31 March 2024	2,685	517	929	168	-	122	4,421

Land with a value of £38,600 (2024 - £38,600) is included within freehold property and is not depreciated.

The decision was taken during the year to indefinitely pause the plans to develop a new home for St Helena. Therefore previously capitalised costs as above of £517,428 were aborted and are expensed under support costs.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. Fixed asset investments

Group and Company	Listed investments £000	2 year fixed term deposit £000	Total £000
Cost or valuation			
At 1 April 2024	4,711	500	5,211
Disposals	(260)	-	(260)
Interest received	-	23	23
Net loss on change in fair value	(57)	-	(57)
At 31 March 2025	<u>4,394</u>	<u>523</u>	<u>4,917</u>
Net book value			
At 31 March 2025	<u>4,394</u>	<u>523</u>	<u>4,917</u>
At 31 March 2024	<u>4,711</u>	<u>500</u>	<u>5,211</u>

In addition, the Group and Company held £10 (2024 - £10) of unlisted shares in UK registered companies.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. Fixed asset investments (continued)

Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Principal activity	Class of shares	Holding
St Helena Hospice Trading Limited	07152341	Operation of charity shops and cafes, administrative services and consultancy and care services	Ordinary	100%
St Helena Cleaning Services Limited	14757991	Commercial cleaning services	Ordinary	100%
St Helena Care Services Ltd	12440509	Provision of in-home care services	Ordinary	100%
St Helena Creative Services C.I.C.	15337763	Artistic creation services	Ordinary	100%

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Profit/(Loss))/ Surplus/ (Deficit) for the year £000	Net assets £000
St Helena Hospice Trading Limited	499,470	(478,417)	21,053	21,054
St Helena Cleaning Services Limited	921,166	(1,134,312)	(213,146)	(280,138)
St Helena Care Services Ltd	1,265,801	(1,331,315)	(65,514)	(297,234)
St Helena Creative Services C.I.C.	42,659	(103,894)	(61,235)	(61,135)

The Company directly owns St Helena Hospice Trading Limited with all other subsidiaries held indirectly through St Helena Hospice Trading Limited.

The registered offices of the subsidiaries are as follows:

St Helena Hospice Trading Limited - Unit 4 Phoenix Square, Wyncolls Road, Severalls Industrial Park, Colchester, CO4 9AS.

St Helena Cleaning Services Limited - Myland Hall, Barncroft Close, Highwoods, Colchester, CO4 9JU.

St Helena Care Services Ltd - Myland Hall, Barncroft Close, Highwoods, Colchester, CO4 9JU.

St Helena Creative Services C.I.C. - 6 The Atrium, Wyncolls Road, Severalls Industrial Park, Colchester, CO4 9AS.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

19. Stocks

	Group 2025 £000	<i>Group 2024 £000</i>
New and branded goods	29	19

20. Debtors

	Group 2025 £000	<i>Group As restated 2024 £000</i>	Company 2025 £000	<i>Company As restated 2024 £000</i>
Due within one year				
Trade debtors	230	206	165	173
Amounts owed by group undertakings	-	-	1,165	398
Other debtors	14	69	13	69
Prepayments and accrued income	1,600	1,691	1,574	1,685
Tax recoverable - VAT and gift aid	162	172	162	172
Legacies	1,195	43	1,195	43
	3,201	2,181	4,274	2,540

At 31 March 2025 the Charity had conditional entitlements to future legacies from two estates. As the conditions attracting to entitlements reflected continuing life interests in property, detailed valuations of these contingent assets is not available.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

21. Creditors: Amounts falling due within one year

	Group 2025 £000	<i>Group 2024 £000</i>	Company 2025 £000	<i>Company 2024 £000</i>
Big Issue Invest loan (see note 22)	55	51	55	51
Post Code Innovation Trust loan (see note 22)	29	-	29	-
Trade creditors	879	1,081	846	1,066
Amounts owed to group undertakings	-	-	434	40
Other taxation and social security	321	223	201	195
Deferred income	5,862	2,549	5,837	2,549
Pension fund loan payable	121	110	112	108
Other creditors	80	18	-	-
Accruals	627	654	552	623
	7,974	<i>4,686</i>	8,066	<i>4,632</i>

The deferred income relates to money received in advance. This includes a balance of £667k (2024 - £615k) for future lottery draws, £5,102k (2024 - £1,887k) for grants and trust income received in advance and £93k (2024 - £47k) for future fundraising events.

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

	Group 2025 £000	<i>Group 2024 £000</i>	Company 2025 £000	<i>Company 2024 £000</i>
Other loans	-	55	-	55
Payments received on account	105	-	105	-
	105	<i>55</i>	105	<i>55</i>

The Big Issue Invest Loan will be fully repaid in 2025-26. On 30 July 2024, St Helena received £150,000 from The Postcode Innovation Trust as part of a £300,000 funding arrangement aimed at supporting the development and mobilisation of a new medically led Virtual Ward. The funding was structured as 50% grant and 50% loan. The loan term is 5 years with interest payable at 3% on a quarterly basis.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

23. Prior year adjustments

At 31 March 2024 the group financial statements recognised a deferred tax asset in respect of tax losses of subsidiary companies totalling £55k. The recognition of this asset was on the basis that the value of the losses would be realised in future periods. As future group trading profits are expected to be distributed to the parent Charity by gift aid, no corporation tax liability is expected to arise. In view of this the directors conclude it is inappropriate to recognise a deferred tax asset. The comparative figures for 2024 therefore reflect a prior year adjustment to remove the deferred tax asset.

This has resulted in an increase in expenditure on raising funds of £Nil (2024 - £27k) and a reduction in general funds brought forward of £55k (2024 - £28k).

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

24. Statement of funds

Statement of funds - current year

	As restated Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Unrestricted funds						
Designated funds						
Fixed asset fund	4,425	-	-	(1,200)	-	3,225
Hospice capital fund	3,000	-	-	500	-	3,500
Government Capital Grant fund	-	-	(13)	237	-	224
Fit for future fund	-	-	(18)	700	-	682
	<u>7,425</u>	<u>-</u>	<u>(31)</u>	<u>237</u>	<u>-</u>	<u>7,631</u>
General funds						
General Funds	<u>3,468</u>	<u>22,734</u>	<u>(22,203)</u>	<u>-</u>	<u>(57)</u>	<u>3,942</u>
Total Unrestricted funds	<u>10,893</u>	<u>22,734</u>	<u>(22,234)</u>	<u>237</u>	<u>(57)</u>	<u>11,573</u>
Restricted funds						
Government Capital Grant fund	-	237	-	(237)	-	-
Specific donations	509	545	(602)	-	-	452
	<u>509</u>	<u>782</u>	<u>(602)</u>	<u>(237)</u>	<u>-</u>	<u>452</u>
Total of funds	<u>11,402</u>	<u>23,516</u>	<u>(22,836)</u>	<u>-</u>	<u>(57)</u>	<u>12,025</u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

24. Statement of funds (continued)

Statement of funds - prior year

	<i>As restated Balance at 1 April 2023 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>As restated Balance at 31 March 2024 £000</i>
Unrestricted funds					
Designated funds					
Fixed asset fund	3,941	810	(326)	-	4,425
Hospice capital fund	4,000	-	-	(1,000)	3,000
	<u>7,941</u>	<u>810</u>	<u>(326)</u>	<u>(1,000)</u>	<u>7,425</u>
General funds					
General Funds	<u>4,079</u>	<u>17,658</u>	<u>(19,269)</u>	<u>1,000</u>	<u>3,468</u>
Total Unrestricted funds	<u>12,020</u>	<u>18,468</u>	<u>(19,595)</u>	<u>-</u>	<u>10,893</u>
Restricted funds					
Specific donations	<u>387</u>	<u>562</u>	<u>(440)</u>	<u>-</u>	<u>509</u>
Total of funds	<u><u>12,407</u></u>	<u><u>19,030</u></u>	<u><u>(20,035)</u></u>	<u><u>-</u></u>	<u><u>11,402</u></u>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

24. Statement of funds (continued)

Movement between funds

'Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

Purposes of restricted funds

Specific donations

The **Specific Donations** funds comprise accumulated amounts given for the purchase of specified items, projects or other specific purposes. Income received into the Specific donations funds include grants and donations to fund specific services and projects; expenditure relating to these services and projects are identified against the individual funds.

Purposes of designated funds

The **Government Capital Grant fund** has been created to transparently recognise the capital grant funding awarded in 2024-25 administered and distributed by Hospice UK. The funding had strict conditions: it could only be used for capital investment and had to be fully spent by 31 March 2025. The grant was recognised as restricted income in the year through the Statement of Financial Activities. Funds were fully expended in the year as required by the funding criteria, and therefore a transfer of £237k was made into the designated fund. The balance on the designated fund will be determined by future depreciation charges on the assets acquired.

The **Fit for Future Fund** was created in 2024-25 following Trustees' decision to earmark funds for investment in infrastructure following significant organisational growth. £700k was authorised and allocated to this fund, of which £18k was spent during the year to fund two new operational roles (with a part-year financial impact). Further investment utilising this fund is expected in the next 2-3 financial years.

The **Fixed Asset Fund** was established to assist in identifying reserves tied up as fixed assets which are not freely available to spend. Trustees authorised a £1.2m reduction in this fund during 2024-25 to enable the creation of the Fit for Future fund and return funds to the Hospice Capital Fund. The adjustment brought the remaining balance more in line with the net book value of freehold property, rather than the organisation's total tangible assets. This is considered appropriate as continues to reflect reserves, that while tied up in assets, are now more immediately available in liquid form.

The **Hospice Capital Fund** has been established to provide initial funding for a new hospice, care home and commercial ventures. £500k was returned to the fund during 2024-25 having been reduced by £1,000k in the prior year due to the financial deficit incurred during the year. As part of our Securing Our Future strategy, the decision was also taken during 2024-25 to indefinitely pause our new development plans and prior capitalised costs were aborted and expensed in the year.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

25. Summary of funds

Summary of funds - current year

	As restated Balance at 1 April 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 March 2025 £000
Designated funds	7,425	-	(31)	237	-	7,631
General funds	3,468	22,734	(22,203)	-	(57)	3,942
Restricted funds	509	782	(602)	(237)	-	452
	11,402	23,516	(22,836)	-	(57)	12,025

Summary of funds - prior year

	<i>As restated Balance at 1 April 2023 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>As restated Balance at 31 March 2024 £000</i>
Designated funds	7,941	810	(326)	(1,000)	7,425
General funds	4,079	17,658	(19,269)	1,000	3,468
Restricted funds	387	562	(440)	-	509
	12,407	19,030	(20,035)	-	11,402

A restricted capital grant of £237k was received in the year from Hospice UK under a national government-funded programme to support hospice capital investment. The grant was fully utilised during the year in accordance with the criteria. As reflected above restricted funds reflect a transfer of the funding to a designated fixed asset fund, which will reduce in line with depreciation of the related assets over their useful life.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

26. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £000	Unrestricted funds 2025 £000	Total funds 2025 £000
Tangible fixed assets	-	3,815	3,815
Intangible fixed assets	-	76	76
Fixed asset investments	-	4,917	4,917
Current assets	452	10,844	11,296
Creditors due within one year	-	(7,974)	(7,974)
Creditors due in more than one year	-	(105)	(105)
Total	452	11,573	12,025

Analysis of net assets between funds - prior year

	<i>Restricted funds 2024 £000</i>	<i>Unrestricted funds 2024 £000</i>	<i>As restated Total funds 2024 £000</i>
Tangible fixed assets	-	4,425	4,425
Intangible fixed assets	-	49	49
Fixed asset investments	-	5,211	5,211
Current assets	509	5,949	6,458
Creditors due within one year	-	(4,686)	(4,686)
Creditors due in more than one year	-	(55)	(55)
Total As restated	509	10,893	11,402

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

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

	Group 2025 £000	<i>Group 2024 £000</i>
Net income/expenditure for the year (as per Statement of Financial Activities)	623	<i>(1,005)</i>
Adjustments for:		
Depreciation charges	344	<i>326</i>
Amortisation charges	13	<i>10</i>
Losses/(gains) on investments	57	<i>(180)</i>
Bank interest	(221)	<i>(159)</i>
Increase in stocks	(10)	<i>(11)</i>
(Increase)/decrease in debtors	(1,020)	<i>1,128</i>
Increase/(decrease) in creditors	3,255	<i>(1,300)</i>
Aborted capitalised new home costs	517	<i>-</i>
Loss on disposal of written back assets	5	<i>-</i>
Investment income	(128)	<i>(165)</i>
Net cash provided by/(used in) operating activities	3,435	<i>(1,356)</i>

28. Analysis of cash and cash equivalents

	Group 2025 £000	<i>Group 2024 £000</i>
Cash in hand	785	<i>1,943</i>
Total cash and cash equivalents	785	<i>1,943</i>

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

29. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£000	£000	£000
Cash at bank and in hand	1,943	(1,158)	785
Debt due within 1 year	(162)	(15)	(177)
Debt due after 1 year	(55)	55	-
Liquid investments	2,315	4,966	7,281
	<u>4,041</u>	<u>3,848</u>	<u>7,889</u>

30. Pension commitments

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The charity contribution is restricted to the contributions disclosed in note 13. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

ST. HELENA HOSPICE LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

31. Operating lease commitments

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

	Group 2025 £000	<i>Group 2024 £000</i>	Company 2025 £000	<i>Company 2024 £000</i>
Not later than 1 year	642	<i>597</i>	63	<i>62</i>
Later than 1 year and not later than 5 years	966	<i>1,103</i>	61	<i>121</i>
Later than 5 years	117	<i>167</i>	-	<i>-</i>
	1,725	<i>1,867</i>	124	<i>183</i>

32. Related party transactions

2 Trustees (2024 - 2) are connected to companies from which the Charity and Group purchased services, full details are provided below:

Tim Field is a Solicitor at Birkett Long who provide legal services to the St Helena group. Birkett Long have charged £535 in the year (2024 - £13,700).

David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £3,780 during the year (2024 - £11,997).

2 Trustees (2024 - none) received remuneration from St Helena for services provided outside of their Trustee responsibilities. Carrie Doyle provides education and services as part of the Compassionate Communities programme. She received £1,383 during the year (2024 - £Nil). Jo Tonkin provides ad hoc project work as commissioned by the Senior Leadership Team. She received £1,000 during the year (2024 - £Nil).

During the year 4 trustees donated £543 (2024 - £64) to the charity. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

A SPECIAL THANK YOU...

St Helena wouldn't exist – let alone be able to deliver the vital care we do – without the incredible generosity of those who support us. From every pound dropped into a collection pot, to bake sales, group challenges, committed monthly giving, sponsored events, our amazing volunteers, gifts in wills, and philanthropic contributions, we are humbled by the many ways people choose to stand with us. We are truly grateful.

This year, we would like to offer special recognition to our key corporate sponsors and supporters named below:

Arc Legal Assistance Ltd
Automatic Transmission Services Ltd
Birkett Long Solicitors
Boydens
Bright Selection Ltd
Capel Court
CWSE
DK Moriarty Ltd
Fenwick
Fisher Jones Greenwood
Gallagher
Graham the Plumbers' Merchant
Holmes & Hills LLP Solicitors Braintree
Horizon Construction
HSBC
Informa UK Ltd
Ingleton Wood LLP
John Fowlers
Jones & Whymark Engineering
Kier Construction Eastern & Midlands
Lidl Peterborough Regional Distribution Centre
Managementors
Matthew Douglas Ltd
MHA
MKM Building Supplies
Pickering Interfaces Ltd
Porsche Centre Colchester
Reeman Dansie
Rose Calendars
SGN Ltd
The Howden Group Foundation

Thrive Gyms
Tiptree Patisserie
Tokio Marine Kiln
Total Clean
Tree and Lawn Company
UK Plumbing Supplies
Weeks Construction

ST HELENA HOSPICE LIMITED

England & Wales - Charity number 280919

Accounts

Company number: 01511841

Charity Number: 280919

St Helena Hospice Limited

Report and financial statements

For the year ended 31 March 2024

St Helena Hospice Limited
Contents
For the year ended 31 March 2024

Reference and administrative information 1

Trustees’ annual report 3

Independent auditor’s report 19

Statement of financial activities (incorporating an income and expenditure account) 24

Balance sheet 25

Statement of cash flows 26

Notes to the financial statements 27

St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2024

Company number	01511841
Charity number	280919
Registered office	Myland Hall, Barncroft Close, Highwoods, Colchester, Essex, CO4 9JU
Country of registration	England
Country of incorporation	United Kingdom

Trustees The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Nigel Pye	Chairman, Chair of Remuneration Committee
Dr Frances Hyde	Vice Chairman, Chair of Corporate Governance and Risk Committee
Richard Polom	Treasurer & Chair Finance & Operations Committee
Ken Aldred	Chair of Patient and Family Services Committee
David Cresswell	
Timothy Field	
James McCarthy	
Dr David Milne	
Catherine Morgan	
Mike Smith	
Victoria Fields	
Prashant Aurora	(Appointed August 2023)

Key management Personnel	Mark Jarman-Howe	Chief Executive
	Karen Chumbley	COO (appointed February 2023)
	Catherine Bhuiya – Heslegrave	Director Finance & Strategy
	Lisa Parrish	Director of Care (resigned February 2024)
	Dr Emma Tempest	Medical Director
	Gemma Zweck	Commercial Director
	Mike Thompson	Director Brand and Culture (resigned March 2024)

St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2024

Bankers	NatWest 25 High Street, Colchester, Essex, CO1 1DG
Solicitors	Birkett Long LLP, 1 Amphora Place, Sheepen Road, Colchester Essex, CO3 3WG Fisher Jones Greenwood LLP, Charter Court, Newcomen Way, Colchester, Essex, CO4 9YA
Investment Managers	Rathbone Brothers PLC 8 Finsbury Circus, London, EC2M 7AZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 110 Golden Lane London, EC1Y 0TG
Website	www.sthelenahospice.org.uk

Directors Report

The trustees present their report and the audited financial statements for the year ended 31 March 2024. Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purposes & Aims

This report covers the achievements and outcomes of the charity in the reporting period. The trustees review the aims, objectives and activities of the charity each year. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The purposes of the charity as set out in its articles of association (2023) are "to promote the relief of illness and suffering in such ways as the company from time to time thinks fit in Essex and adjacent areas and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

- (a) By establishing, maintaining and conducting residential, inpatient, outpatient, outreach and community-based care for any persons of any gender (without regard to race or creed or sexual orientation) who are suffering (at any age) 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.
- (b) By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and by providing for the dissemination of the results of such research.
- (c) By promoting and encouraging or assisting in the teaching or training of any health or social care professionals or other persons engaged in any branch of medicine, surgery, nursing or allied services, or social or personal care, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services, or social or personal care.
- (d) By providing or assisting or encouraging spiritual help and guidance for any persons under our care.
- (e) By promoting and providing family support and bereavement care services for those affected by illness, suffering and death.

- (f) Through community engagement, volunteering, and generating its own resources and funding to ensure that it retains its independence in setting and pursuing its priorities and fulfilling its objects.”

We are St Helena Hospice

We strive to provide world class care for our community, supporting those in the last phase of life, along with their family, friends and carers.

By focusing on physical, emotional and spiritual needs, we aim to bring comfort and relief to all those who need it, offering the people of northeast Essex individual care and holistic support, regardless of their diagnosis or personal circumstances.

We focus on the immediate medical needs of those we help, but we also focus on wider determinants of wellbeing across the entire population of northeast Essex. We strive to reduce inequalities and ensure access to our care for all who need it within our local community.

Our Vision & Values

Our vision is to be a leader in caring. Our local community deserves world class care. We aspire to be the best, and to drive innovation and excellence across everything we do. St Helena aims to foster integrated and person-centred care by aligning our efforts and sharing resources with others. We actively work with health and care partners to ensure seamless coordination and cooperation across the healthcare system. Through these collaborative efforts, we contribute to the overall improvement of population health outcomes and the delivery of quality end of life care in the region.

Our amazing team live by our values every day and we seek to embed them in everything we do:

Bold

In an ever-changing world, we have the confidence and determination needed to innovate, stand out from the crowd and make a real difference every day.

Passionate

We love what we do and we are committed to our cause because it means everything to the people in our community who need our help.

Caring

People will always come first at St Helena. Everyone is welcome and everyone will be looked after as though they are a part of our extended family.

Our Approach

We measure the success of our work based on the '10 outcomes that matter', which were set following consultation with the local public and professionals.

- 1 To identify and recognise people in the last 12 months of life
- 2 To inform people thought to be within the last 12 months of life and their families of the likelihood of death within the next 12 months, sensitively and honestly
- 3 To elicit and record people's preferences for care during the last 12 months of life
- 4 To respect people's preferences for care during the last 12 months of their life
- 5 To ensure people's preferences for care are accessible to all parts of the health and social care system/end of life care system
- 6 To treat people at the end of life as individuals, with dignity, compassion and empathy
- 7 To control pain and manage symptoms for people during the last 12 months of life
- 8 To minimise inappropriate, unnecessary and futile medical intervention during the last 12 months of life
- 9 To ensure that people at the end of life have equitable access to flexible 24/7 end of life care services, irrespective of the place of care or the organisation/s providing care
- 10 To provide support to the families and other carers during and after their loved one's end of life

We track progress against these, striving to consistently improve these outcomes

Safety and quality are at the heart of the care and support we provide, and we were delighted to retain our Care Quality Commission (CQC) rating of Outstanding following their visit to us this year



Strategic Report

Our Year in Review

The difference we made to local people

April 2023 to March 2024



Care & Support

We received 4,045 new referrals and supported 4,248 people this year. However, like people and organisations up and down the country, our finances have been challenging. So, one of the key efforts of this year was to address our budget deficit whilst continuing to support our community by delivering quality services.

Our SinglePoint service supported 2,540 people, taking 41,924 calls and making 2,359 home visits and our community nurse specialist team supported 2,093 people. We collaborated with the East of England Ambulance service hosting shared roles for 4 paramedics, enabling skill sharing between the organisations. This project received excellent feedback from patients and staff and enabled people to avoid hospital admission if that was their preference.

There were 406 admissions to our inpatient unit and we maintained an average wait for admission of only 3 days.

Our Compassionate Community programme thrived this year with a wide variety of events to promote death literacy within our community, sharing information about services, collaborating with colleagues in other organisations and our community to support people and their carers in the last years of life.

The My Care Choices Register grew, with 4,394 people currently recording their care preferences including over 1,000 local people who are living with frailty.

Our Safe Harbour programme continued to work with local under-served communities improving access to St Helena services and addressing inequalities.

Unfortunately, the increasing costs of running our services continue to outpace the uplift we receive from our NHS grant. That means we have to work even harder to find the additional funds to simply maintain our current levels of service, let alone expand them. As a result of this, we have taken time this year to refocus on where we are able to generate additional funds moving forward to protect our services and our staff. We are excited to have launched a new respite service toward the end of the year. This allows patients to privately pay for respite care at the hospice. We believe that this service has significant potential for growth and will enable us to utilise a small number of our Inpatient Unit beds to help fund the free care we provide in the others. The income from this will also help to fund our new Medical-led Virtual Ward, providing specialist medical care to patients in their homes.

We have also launched a new bereavement service; Forget Me Not. This service provides one-on-one bereavement counselling to the community. It is a service that clients pay for, but sits alongside our free charitable bereavement service, helping us to continue to fund that free service provision.

Financial Review

The financial year to 31st March 2024 saw another challenging year for the Hospice Sector in general with a collective deficit of c£77m forecast by Hospice UK. St Helena has felt these challenges itself, with a deficit for the year of £1.2m (2023: 0.88m). This is driven by a number of factors, including the cost-of-living crisis, which has impacted our lottery and fundraising income, high inflation causing costs to increase dramatically and the need to support our colleagues financially through this time with appropriate pay increases and wider support.

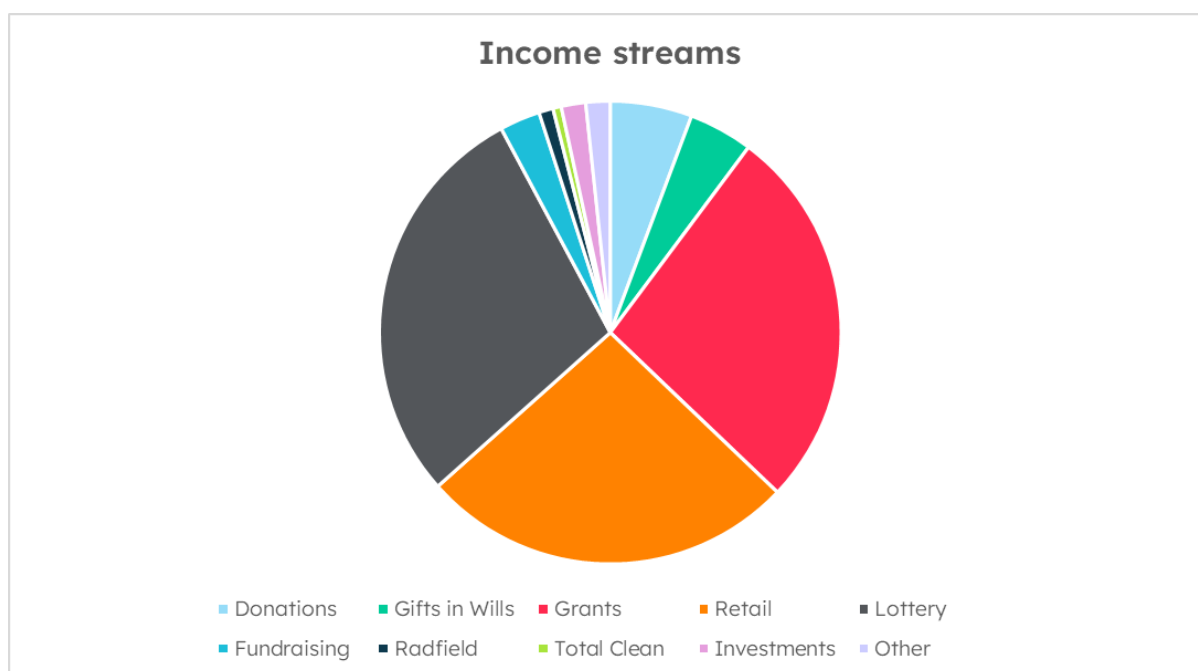
The predominant factor in our deficit this year was an unusually low year for income received from gifts in wills. Historically, the rolling 5-year average for legacy income was c£1.7m. This year we received just £0.84m (2023: £1.4m). This is an unpredictable income stream but one that has historically rebounded following previous weak years. We have a strong pipeline for the coming year, however we are also committed to reducing our reliance on legacy income in the future to de-risk this income stream.

Where Does our Income Come From?

Our total income for the year was £18.9m (2023: £19.2m).

In FY24, 27% of our income came from NHS and related grants (2023; 29%). As a result of this declining contribution, we have therefore had to identify ways to generate additional income to close this funding gap, as well as meet inflationary cost increases. We have done this by focusing on driving growth of our existing income generation activities and businesses, and have also launched 2 new commercial businesses in the year.

In FY24, 57% (£10.7m) of our total income was raised through our commercial businesses (2023; £10.1m). Income from direct fundraising activities and gifts in wills fell in the year to contribute just 13% of our income, compared to 35% in 2023. These figures emphasise the importance of continuing to invest in and grow our commercial income streams.



Retail

Our retail portfolio consists of 23 stores (2023: 21) and delivered a net contribution in the year of £1.53m (2023: £1.37m). We opened two new shops in the year and saw growth across nearly all of our shops. We continue to focus on growth, with several more shops being investigated for this coming year, as well as further expansion of our café offering and online retail.

Lottery

Our lottery business delivered a net contribution of £1.27 m for 2024 (2023: £1.18m), exceeding budget. In addition to this, it delivered £1.99m royalty donations to our lottery charity partners across the country. It was another challenging year for this income stream, which relies on regular plays made through players' direct debits. With the current economic challenges, many players have been cancelling 'non-essential' direct debits and we have felt the impact of this. Despite this, our team has worked diligently to secure new players, manage costs and promote single ticket sales. The year ahead will continue to be challenging for lottery, but we are securing new partners and are confident of meeting budget.

Radfield Homecare in support of St Helena

Radfield delivers homecare services to private clients in and around northeast Essex. It's mission aligns strongly with St Helena's, providing quality care to those in need. 100% of the profits from this business flow back into the charity. We are delighted to announce that the

business achieved its first CQC rating this year, being awarded a rating of 'Good', the highest rating that a newly established care business can receive for its first inspection.

Although the business was loss-making this year, it is forecast to deliver profit in FY25 and beyond.

Total Clean in Support of St Helena

Launched in June 2023, this is a franchise business delivering commercial cleaning services to business' in Colchester, Ipswich and Chelmsford. Our customers know that in using Total Clean's services, they are ultimately supporting St Helena, as well as receiving an exceptional cleaning service. The business had a very strong first 10 months of trading and is expected to deliver a profit in FY25.

The Creation Station in Support of St Helena

Toward the end of the year, we also launched a new creative play business, The Creation Station in support of St Helena. This business is offering creative experiences for children and adults in Colchester and surrounding areas. We believe that this business has significant potential and already appears very popular

Investment policy

St Helena works closely with its fund managers to ensure our investment portfolio is responsibly managed. This means managed in line with the charities own risk profile, by reputable traders, and in accordance with the purposeful integration of environmental, social and corporate governance (ESG) considerations into investment management processes and ownership practices. We continue to adopt the following non-exhaustive definitions of the underlying components of ESG:

- 1 - environmental: issues relating to the quality and functioning of the natural environment
- 2 - social: issues relating to the rights, well-being and interests of people and communities
- 3 - governance: issues relating to corporate governance and corporate behaviour

In addition to applying the above general principles the charity will hold no direct investment in companies whose main source of revenues and profits is derived from tobacco.

St Helena seeks to produce the best possible financial return within an acceptable level of risk, which is classified as a level 2-3 (2023: level 4) by our professional investment managers (with level 1 being the lowest risk level and 6 being the highest). This risk appetite rating was lowered towards the end of the year with the agreement of Trustees, to reflect the current market risks and also St Helena's wider strategy over the coming years.

The investment objective is to generate a total return of CPI plus 3% per annum over the long-term, net of all fees. The Charity adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Due to the challenging economic environment, this objective has not been achieved this year. The Trustees remain confident in this investment approach however and it is expected that, in the long term, the real value of the portfolio will be maintained in accordance with the investment objective above.

Reserves and Going Concern

Our deficit position this year will impact our reserves. Despite this, our reserves remain in a healthy position, with free reserves at 31st March 2024 of £6.47m (2023: £8.08m), of which £3m is allocated to a Hospice Development Fund to support potential new capital works for a future development of the Hospice. Excluding this designated fund, free reserves at year end are £3.47m, which falls within the upper and lower collar of our reserves policy (of between £3.3m and £4.9m).

We recognise that a deficit position is not sustainable in the long-term and we have worked hard this year to address this issue. We are forecasting a significant improvement in the year end position for FY25. This is as a result of work to refocus the way in which we deliver some of our clinical services, including identifying new income generating opportunities from some of them, and launching new and growing existing commercial income streams. We are committed to delivering a strong set of results this year, bringing us back to a financially and clinically sustainable position moving forward.

Principle Risks and Uncertainties

St Helena has a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation. This identifies which risks need to be escalated across the organisation to the different levels of management
- Regular reviews of the risks the charity may face by Senior Leadership and the Boards of the main Charity and Trading company.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

St Helena Hospice Limited
Trustees' annual report
For the year ended 31 March 2024

The charity has identified the following significant strategic risks and manages them as follows:

Risk Identified	Mitigation
Potential reduction in year-on-year legacy income	Historically legacy income sat at a rolling 5-year average of c£1.7m. The last 2 years has seen this decline (2023; £1.4m, 2024: £0.84m). This has been a significant factor in our deficit for FY24. We have invested in a strong and experienced legacy team in house in the year to better promoted and manage our legacy income moving forward. In the shorter term, we are reducing our reliance on legacy income in our budgeting to manage this risk.
Failure to eliminate structural deficit	The budget for FY25 has been developed with a specific focus on eliminating the structural deficit. New income streams have been identified and actioned to drive income and budget is being delivered in the initial months of the new financial year. A 10-year forecast has been developed to enable us to manage our cost base and this evidences the long term sustainability of our services.
Failure to recruit and retain staff with appropriate skills and experience to deliver income targets	The charity offers competitive pay and conditions to attract high quality staff as well as providing extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation.
Degrading infrastructure on Myland Hall site	The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. The charity is currently working through a strategic plan to ensure that it has a hospice building that meets its long-term vision and values.

There has been no significant change in the risk profile of the charity.

Structure

The Charity has 4 active and 2 dormant, wholly owned subsidiaries. The active subsidiaries are:

- St Helena Care Services Limited (12440509), wholly owned by St Helena Hospice Limited and delivering the Radfield in support of St Helena business
- St Helena Hospice Trading Limited (07152341) which has a separate Board of Directors (appointed January 2024) and oversees the commercial activity within the charitable group
- St Helena Cleaning Services Limited (14757911) and St Helena Creative Services Limited (15337763) which are wholly owned by St Helena Hospice Trading Limited, and therefore ultimately the main charity.

St Helena Creative Services Limited only started trading in the final months of this financial year and so will report a 15-month period to 31 March 2025 for the first time next year. The other 3 active entities have all been consolidated into these Group accounts.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980 with Articles of Association governing the charity and setting out its charitable objects and powers.

The Board of Trustees for St Helena Hospice Ltd meets a minimum of 4 times annually and is responsible for overseeing the strategic operations of the organisation. Additional Board business is carried out in between formal meetings through its on-line portal that allows for discussions, voting and further decisions to be made.

In addition to attending Board meetings, every Trustee sits on at least 1 committee, determined by their core skills:

- Finance & Operations Committee (FOC) – overseeing the financial performance of the charity, in addition to people & culture, marketing & brand, and IT & digital.
- Corporate Governance & Risk Committee (CG&R) – overseeing governance, compliance and risk across the organisation, in addition to estates management.
- Patient & Family Services (PFS) – overseeing all areas of clinical services and patient welfare.
- Remuneration Committee – overseeing the remuneration of senior management.

The Committees meet a minimum of 4 times yearly and are responsible for reporting any significant issues or recommendations related to their areas of oversight to the main Board. Additional Board business is carried out in between formal meetings through its on-line portal that allows for discussions, voting and further decisions to be made.

Trustees are appointed following a strict process. This includes a formal process of identification of any skill gaps within the Board, a job description being issued externally relevant to the skills being sought, submission of CVs from applicants, a formal interview process, and a vote at the Board of Trustees to confirm appointment. Trustee performance is reviewed on a regular basis by the Chair of Trustees and Committee leads.

Fundraising Practices

St Helena's supporters are very important and it is their support that enables St Helena to do what it does to help the people of north east Essex at a very difficult time in their lives. We aim to ensure that all of our fundraising activities are carried out in accordance with best fundraising practice and our supporters and wider public are treated fairly and with respect.

The charity voluntarily registered with the Fundraising Regulator and works within the Code of Fundraising Practice. Its lottery is regulated by the Gambling Commission and it adheres to the Licence Conditions and Codes of Practice as set out by the Gambling Commission.

Working with third party fundraisers

So that we can engage with as many potential supporters as possible, St Helena's staff talk with members of the public both on the telephone and in person. We also work with external organisations who have specific expertise in this area. All such arrangements are under robust contracts which specify that the activities must be carried out by suitably trained staff and in accordance with applicable laws and codes such as the Fundraising Regulator's Code of Fundraising Practice and data protection laws. We expect these organisations to reflect our values when working on our behalf. In addition to this and as part of our compliance with the Gambling Commission, St Helena has a series of interventions in place to ensure that the work being carried out is to the highest possible standards. This includes, but is not limited to, spot checking of new supporters who sign up in support of the organisation. All spot checking is logged and narratives kept of each communication with a particular supporter.

Protecting vulnerable people

St Helena Fundraisers are aware of the Code of Fundraising Practice and in particular, the importance of protecting vulnerable people (and others) from unreasonable intrusion on privacy, unreasonably persistent approaches or undue pressure to give. Our lottery operation has a responsible gambling policy in place which identifies the actions taken to protect the most vulnerable in society. This is also covered in the training that every member of the lottery team has when they join the organisation and at regular intervals.

Complaints

During the year, 22 (2023-27) complaints were received, all of which have been resolved. St Helena views complaints and supporter feedback as important information about the impact on our supporters and an opportunity to learn about and improve our practice.

Remuneration policy for key management personnel

The Remuneration Committee, which consists of the Chair, Vice Chair and Treasurer, has delegated responsibility from the Board for pay and remuneration of the senior management team. An external agency undertakes benchmarking of salaries with reference to hospice, public, charity and private sectors. The agreed pay policy for senior employees is to aim for salaries and rewards within the range of lower to middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

Diversity, Equity & Inclusion

The charity is an equal opportunities employer and committed to a policy of treating all employees and job applicants equally. The aim is for a workforce that will be truly representative of all sections of society, in which all colleagues feel respected and able to give their best.

It is the policy of the charity to provide equality and fairness for all. This includes taking all reasonable steps to employ and promote employees based on their abilities and qualifications without regard to race, colour, nationality, ethnic or national origin, religion or belief, disability, trade union membership or non-membership, sex, pregnancy/maternity, gender reassignment, sexual orientation, married or civil partnership status, age, or being a part-time or fixed term worker. It opposes all forms of unlawful and unfair discrimination.

The charity strives to prevent unfair treatment by operating fair, objective and systematic procedures including:

- Good communication through the organisation.
- Recruitment and selection policies
- Internal promotion opportunities.
- Robust performance management processes including training and development.
- Access to support systems such as Employment Support Programme and Occupational Health.
- Grievance and whistleblowing policy with access to Freedom to Speak Up Guardians.
- Ensuring the fair treatment and dignity of employees at work and making sure our workplaces are free from harassment, victimisation and bullying.

The charity treats everyone with dignity and respect and is committed to creating a work environment free of harassment and bullying.

Relationships with Stakeholders

St Helena maintains frequent dialogue and consultation with its key stakeholders, ensuring that it maintains strong and positive relationships, and has regard for its stakeholders in all decisions that it makes. Unsolicited positive feedback is regularly received from patients and families, employees are engaged with frequently, including through annual surveys and staff forums, the charity maintains very strong relationships with its local partners and commissioners, including ESNEFT, the local ICB, Northeast Essex Alliance, Colchester City Council and other bodies, and St Helena regularly seeks wider community engagement through pathways including its Compassionate Communities work.

Streamlined Energy & Carbon Reporting Disclosure

Element	2023-2024 (tCO2e)	2022-2023 (tCO2e)
Total Energy Consumption - Total energy used to calculate emission in KWh	1,472,516	2,716,773
Gas consumption - at premises where St Helena holds control over metering and invoicing (SCOPE 1)	943	798
Owned transport - for vehicles owned and used by St Helena for work purposes (SCOPE 1)	177	9
UK Electricity - emissions from purchased for premises where St Helena holds control over metering and invoicing (SCOPE 2)	527	434
Business Travel - Emissions from employee owned vehicles where St Helena is responsible for purchasing fuel (SCOPE 3)	177	63
Total gross tCO2e based on above	1824	1304
Intensity ratio: tCO2e / FTE	5.2	4.7

Methodology

As a charitable organisation, St Helena is required to report its energy use and carbon emissions in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. The data detailed in this table represent emissions and energy use for which St Helena is responsible, including energy used in our hospice, offices and shops, and fuel used in company-owned or operated vehicles or for company business. We have used the main requirements of the Greenhouse Gas Protocol Corporate Standard to calculate our emissions, along with the UK Government GHG Conversion Factors for Company Reporting 2021. Current data capture processes mean that at least 85% of figures captured were from actual data sources for energy consumption. Actual data was used for grey fleet and a mixture of actual and estimated figures were used to compile the owned transport, and with this first benchmark we will be reviewing the comparator to understand the calculation from the previous year.

Energy-efficient actions

The following energy efficiency measures were implemented during the reporting period of 2023-2024:

- **Water pipe lagging** throughout the Myland Hospice Inpatient loft to reduce heat loss
- **Electrical heating** installed in 2 x new shops
- **LED lighting** installed in 2 x new shops and new warehouse
- **St Helena Green Group** set up and meeting quarterly
- **'Switch off when not in use'** signage erected in clinical offices
- **Inverters for solar panel generation** serviced and repaired for main hospice site
- **4 x EV charging points available to staff and visitors**
- **New salary sacrifice scheme** for EV cars available to all staff (Knowles) to help reduce carbon monoxide in vehicular movements

Statement of Responsibilities of the Trustees

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

The auditor during the year was Sayer Vincent LLP and they have expressed their willingness to continue in that capacity. The trustees' annual report which includes the strategic report has been approved by the trustees on 28 August 2024 and signed on their behalf by

Nigel Pye
Chairman

Independent auditor's report to the members of St Helena Hospice Limited

Opinion

We have audited the financial statements of St Helena Hospice Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including 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, including 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of 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 in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;

- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities 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 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

Independent auditor's report
To the members of
St Helena Hospice Limited

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.

Judith Miller (Senior statutory auditor)
Date: 5 December 2024
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

St Helena Hospice

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)
For the year ended 31 March 2024

		2024			2023 - Restated		
	Notes	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's
Income from:							
Donations		815	264	1,079	750	86	836
Legacies		848	-	848	1,410	-	1,410
Donated Services		2	-	2	-	-	-
Charitable activity Income	2	5,070	297	5,367	5,825	110	5,934
Other trading activities	3	11,229	1	11,230	10,796	16	10,811
Investment Income	4	324	-	324	193	-	193
Total income		18,288	562	18,850	18,973	211	19,184
Expenditure on:							
Raising funds	5a	8,273	20	8,293	7,802	33	7,835
Hospice Care charitable expenditure		9,905	420	10,324	10,568	129	10,697
Lottery partner charitable donations		1,390	-	1,390	1,501	-	1,501
Total expenditure	5b	19,568	440	20,008	19,871	162	20,033
Net income before net gains on investments							
		(1,280)	122	(1,158)	(898)	49	(849)
Net unrealised gains/(loss) on investments		180	-	180	(449)	-	(449)
Net income / (expenditure) for the year after net losses on investments							
	7	(1,100)	122	(978)	(1,347)	49	(1,298)
Transfers between funds		-	-	-	100	(100)	-
Net movement in funds		(1,100)	122	(978)	(1,247)	(51)	(1,298)
Total funds brought forward		12,048	387	12,435	13,295	438	13,733
Total funds carried forward		10,948	509	11,457	12,048	387	12,435

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

St Helena Hospice

Balance sheet

Company no. 01511841
As at 31 March 2024

		GROUP 2024 £000's	GROUP 2023 £000's (Restated)	CHARITY 2024 £000's	CHARITY 2023 £000's
	Notes				
Fixed assets:					
Tangible assets	12	4,425	3,941	4,421	3,941
Intangible assets	13	49	19	-	-
Investments	14	5,211	4,531	5,211	4,531
		9,685	8,491	9,632	8,472
Current assets:					
Stock	15	19	8	-	-
Debtors	16	2,236	3,338	2,540	3,551
Short term deposits		2,315	-	2,315	-
Cash at bank and in hand		1,943	6,690	1,895	6,591
		6,513	10,036	6,750	10,142
Liabilities:					
Creditors: amounts falling due within one year	17a	(4,686)	(5,985)	(4,632)	(5,964)
Net current assets		1,827	4,051	2,118	4,178
Total assets less current liabilities		11,512	12,542	11,750	12,650
Creditors: amounts falling due after one year	17b	(55)	(107)	(55)	(107)
Total net assets	18	11,457	12,435	11,695	12,543
The funds of the charity:					
Restricted income funds	19	509	387	509	387
Unrestricted income funds:					
Designated funds		7,425	7,941	7,426	7,941
General funds		3,523	4,107	3,759	4,215
Total unrestricted funds		10,948	12,048	11,186	12,156
Total charity funds		11,457	12,435	11,695	12,543

Approved by the trustees on 28 August 2024 and signed on their behalf by

Nigel Pye
Chairman

Richard Polom
Treasurer

St Helena Hospice

Consolidated statement of cash flows

For the year ended 31 March 2024

	Notes	2024 £ 000's	£ 000's	2023 (Restated) £ 000's	£ 000's
Cash flows from operating activities					
Net cash provided by operating activities	20		(1,356)		(1,346)
Cash flows from investing activities:					
Dividends and interest		323		193	
Investment in 2 year fixed term deposit		(500)		-	
Investment in short term deposits		(2,315)		-	
Purchase of fixed assets		(850)		(579)	
Disposal of fixed assets		-		1,201	
Net cash provided by investing activities			(3,342)		815
Cash flows from financing activities:					
Repayments of borrowing		(49)		(43)	
Net cash provided by / (used in) financing activities			(49)		(43)
Change in cash and cash equivalents in the year			(4,747)		(574)
Cash and cash equivalents at the beginning of the year			6,690		7,264
Cash and cash equivalents at the end of the year			1,943		6,690

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

a) Statutory information

St Helena Hospice is a charitable company limited by guarantee and is incorporated in the United Kingdom. Registered Address - St Helena Hospice, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number : 280919

b) Basis of preparation

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 FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. These accounts consolidate the results of the charity and its wholly owned trading subsidiaries, St Helena Hospice Trading Limited, St Helena Care Services Limited and St Helena Cleaning Services Limited, on a line by line basis. St Helena Creative Services Limited was incorporated on 9 December 2023 and launched services in January 2024. Permission has been granted to have an extended first accounting period and the first accounts for the entity and full consolidated accounts will be prepared to 31 March 2025. An intercompany loan from St Helena Hospice Limited to the new entity has been treated as a general debtor for the purposes of these consolidated accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have reviewed the financial position and the short term net current assets and consider that there are no material

uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

e) Income

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the terms of the will can no longer be challenged, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts donated for resale are included in income when they are sold.

Income from events is recognised when the event has taken place. Donations are accounted for on a receivable basis.

Deferred income includes amounts received in respect of services or events to be undertaken in the next financial year.

The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Trading income is recognised on point of sale for both donated and purchased goods and services.

Care Services income in respect of the subsidiary St Helena Care Services Ltd. is recognised at point of sale of care service.

Cleaning Services income in respect of the subsidiary St Helena Cleaning Services Ltd. is recognised at point of sale of service.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

g) Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. For fixed term investments where there is a fixed rate of interest, the interest is recognised on an accrual basis throughout the term of the investment.

Dividend income is recognised when the right to receive the payment has been established.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes. The aim and use of each designated and restricted fund is set out in the notes to the accounts. (see note 19)

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds includes fundraising, retail, lottery and care activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated hosting, promotion and advertising of events, entrance costs to challenge events such as organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities; new goods purchased for resale, online selling fees and postage costs, staff and associated support costs, and the expenses incurred in running the retail gift aid scheme.

Lottery costs include the prize fund, canvasser costs for recruitment and associated support costs. Royalty payments to Make a Smile lottery partners are recognised under Other Costs of Lottery (see Charitable Activities for treatment of Your Hospice Lottery royalty payments).

Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. New players are entered into the draw on a weekly basis for all future draws. To reflect the future income that these players will generate, the cost of recruitment is deferred over the 3 subsequent years, this deferment is reduced by 15% to adjust for players that may cancel during this time. A deferred bond is held for 12 months against some canvassers to recoup some of the costs for players that cancel in the initial few weeks of playing.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT (continued)

Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

Care Services Ltd. costs relate to the subsidiary St Helena Care Services Limited and are the care staff, management team and associated costs of delivering the domiciliary care service. Costs also include the repayment of the initial franchise set up fee , which is being amortised over 5 years; together with the ongoing monthly franchise fee to Radfield Care which is based on a percentage of income generated.

Cleaning Services Ltd. costs relate to the subsidiary St Helena Cleaning Services Limited. Costs include staffing costs of management and cleaners and associated costs of delivering the commercial cleaning service. The initial franchise fee is being amortised over 10 years and there is a monthly franchise fee payable to Total Clean which is based on a percentage of income generated.

- Charitable Activities

Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint, Therapies and Wellbeing, Rehabilitation and Spirituality teams and their associated support costs.

Royalty payments to Your Hospice Lottery partners are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospices to enable partners to continue with their charitable activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Support and governance costs are re-allocated to each of the activities on the basis of staff costs.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction activities are not depreciated until the asset is complete . Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset. The useful lives are as follows:

Freehold land	Not depreciated
Freehold buildings	50 years
Leasehold improvements	The remaining lease term to a maximum of
Furniture, Green Energy and other equipment	10 years
Computer hardware and electrical equipment	3 years
Motor Vehicles	4 years

l) Intangible fixed assets

Intangible fixed assets feature in subsidiary companies where a franchise arrangement is in place. The amount capitalised is the franchise investment charged for use of relevant brand, trademark and trade names, which are expected to generate future economic benefits. Amortisation is charged on a straight line basis over the duration of the various franchise contracts, ranging from 5 to 10 years.

m) i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised “Net gains/(losses) on investments” in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

ii) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

o) Debtors

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

p) Cash at bank and in hand

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

q) 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.

r) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The charity contribution is restricted to the contributions disclosed in note 9. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme. Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)
s) Pensions (continued)

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020 and results were published on 19 October 2023. The employer contribution rate payable from April 2019 and relevant to this financial year has been 20.6% of pensionable pay; St Helena contributes 14.38% and the NHS pay 6.22% directly.

The actuarial valuation carried out at 31 March 2020 will increase the employer contribution rate to 23.78% from April 2024.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

	Unrestricted	Restricted	2024 Total	Unrestricted	Restricted	2023 Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
2 Income from Charitable Activities						
2a Grants						
NHS Grants	4,775	-	4,775	5,084	-	5,084
Grants from other charities	-	285	285	481	-	481
Other Grant Income	-	10	10	-	64	64
iBCF / GSF Grant Education Income	-	-	-	-	20	20
Sub-total for Grants	4,775	295	5,070	5,565	84	5,649
2b Education						
Course fees/Education programmes	21	-	21	8	-	8
Hire of facilities	29	-	29	25	-	25
Other (Placement Fees)	10	-	10	10	-	10
Sub-total for Education Income	60	-	60	43	-	43
2c Other income from charitable activities						
Catering income from staff and visitors	45	-	45	28	-	28
Other	15	2	17	40	25	66
Home Care Contract Income	52	-	52	15	-	15
Insurance Income for Patient care	-	-	-	8	-	8
Deanery Income	47	-	47	-	-	-
Green Energy	13	-	13	14	-	14
Clinical Staff secondment income	58	-	58	105	-	105
Support services provided to other organisations	5	-	5	6	-	6
Sub-total for Other Income	235	2	237	216	25	241
Total income from charitable activities	5,070	297	5,367	5,824	109	5,934

A contract with ESNEFT commissioning St Helena Hospice Limited to provide a Homecare Service delivered by Swan Housing Association (a subsidiary of Sanctuary) continued during the financial year under the local NICS commissioning arrangement. The funding is received by St Helena and paid over to Swan, with a management fee deducted and recognised in Home Care Contract Income above. The income and cost have been netted off so as to not distort turnover, and only the fee retained is recognised as income.

Formal notice to terminate the agreement was issued to Swan in December 2023, and they will cease delivering the service on behalf of St Helena on 30 June 2024. On 1 July 2024, St Helena will commission delivery of the service to St Helena Care Services Limited, a wholly owned subsidiary within the St Helena group.

3 Income from other trading activities

Retail Income	4,960	-	4,960	4,532	-	4,532
Lottery Income	5,417	-	5,417	5,467	-	5,467
Fundraising and Marketing Income	536	1	537	685	16	701
Private Paid Health Services	18	-	18	-	-	-
Care Services Income	189	-	189	111	-	111
Cleaning Services Income	109	-	109	-	-	-
	11,229	1	11,230	10,795	16	10,811

4 Income from investments

UK listed investments	165	-	165	165	-	165
Bank Interest	159	-	159	27	-	27
	324	-	324	193	-	193

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

5 Analysis of expenditure

a Analysis of Raising Funds Costs 2023/24

	Fundraising	Retail	Lottery	Care Services Ltd.	Cleaning Services Ltd.	Raising funds
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs	660	1,823	283	209	97	3,072
Cost of Sales	-	296	-	24	9	329
Other costs	88	425	470	-	-	983
Premises costs	-	885	-	-	-	885
Prizes	-	-	367	-	-	367
Royalty payments to lottery partners	-	-	597	-	-	597
Player recruitment	-	-	1,040	-	-	1,040
Fundraising events and appeals	79	-	-	-	-	79
Supporter communication	8	-	-	-	-	8
	835	3,429	2,757	233	106	7,361
Support costs	185	512	79	58	63	897
Governance costs	12	39	5	5	2	63
Corporation Tax - Charge for the year	-	-	-	(13)	(14)	(27)
Total Expenditure	1,032	3,980	2,841	283	158	8,294

a Analysis of Raising Funds Costs 2022/23 (Restated)

	Fundraising	Retail	Lottery	Care Services Ltd.	Cleaning Services Ltd.	Raising funds
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs	694	1,659	423	154	-	2,930
Cost of Sales	-	272	-	18	-	290
Other costs	113	338	427	-	-	878
Premises costs	-	886	-	-	-	886
Prizes	-	-	358	-	-	358
Royalty payments to lottery partners	-	-	505	-	-	505
Player recruitment	-	-	1,071	-	-	1,071
Fundraising events and appeals	96	-	-	-	-	96
Supporter communication	9	-	-	-	-	9
	912	3,155	2,784	172	-	7,023
Support costs	183	439	112	35	-	769
Governance costs	17	41	10	3	-	71
Corporation Tax - Charge for the year	-	-	-	(28)	-	(28)
Total Expenditure	1,112	3,635	2,906	182	-	7,835

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

b Analysis of Expenditure 2023/24

	Charitable activities						Governance costs	Support costs	2024 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (note 8)	3,072	3,081	2,826	569	146	-	136	2,036	11,866
Cost of Sales	329	-	-	-	-	-	-	-	329
Other costs	983	581	778	58	69	-	13	741	3,223
Premises costs	885	188	19	19	12	-	-	13	1,136
Prizes	367	-	-	-	-	-	-	-	367
Royalty payments to other Charities	597	-	-	-	-	1,390	-	-	1,987
Player recruitment	1,040	-	-	-	-	-	-	-	1,040
Fundraising events and appeals	79	-	-	-	-	-	-	-	79
Supporter communication	8	-	-	-	-	-	-	-	8
	7,360	3,850	3,623	646	227	1,390	149	2,790	20,035
Support costs	897	863	791	159	41	-	38	(2,790)	-
Governance costs	63	57	53	11	3	-	(187)	-	-
Corporation Tax - Charge for the year	(27)	-	-	-	-	-	-	-	(27)
Total Expenditure 2023/24	8,293	4,770	4,467	816	271	1,390		-	20,008

b Analysis of Expenditure 2022/23 (Restated)

	Charitable activities						Governance costs	Support costs	2023 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (note 8)	2,930	3,132	2,957	599	47	-	128	1,530	11,323
Cost of Sales	290	-	-	-	-	-	-	-	290
Other costs	877	780	912	29	56	-	78	1,038	3,771
Premises costs	886	188	19	19	13	-	-	13	1,136
Prizes	358	-	-	-	-	-	-	-	358
Royalty payments to other Charities	505	-	-	-	-	1,501	-	-	2,006
Player recruitment	1,071	-	-	-	-	-	-	-	1,071
Fundraising events and appeals	96	-	-	-	-	-	-	-	96
Supporter communication	9	-	-	-	-	-	-	-	9
	7,023	4,100	3,888	647	116	1,501	205	2,581	20,061
Support costs	769	827	781	158	12	-	34	(2,581)	-
Governance costs	72	77	74	15	1	-	(239)	-	-
Corporation Tax - Charge for the year	(28)	-	-	-	-	-	-	-	(28)
Total Expenditure 2022/23	7,836	5,005	4,743	820	129	1,501		-	20,033

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

6 Investment in Subsidiary Companies

Summary financial information for St. Helena Hospice Trading Limited

The Charity holds a £1 investment in one share representing 100% of the equity in St Helena Hospice Trading Limited, company registration number 07152341.

	2024 £ 000's	2023 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Sale of goods and services	161	117
Café and external catering sales	175	127
Consultancy Income	5	4
Private Paid Healthcare	18	
Cost of sales	(138)	(79)
Gross Profit	221	169
InterCo Charges	-	-
Intercompany Charges	(172)	(131)
Direct Charges	-	-
Administration and other expenses	(42)	(26)
Profit for the financial year	7	12
Changes in equity		
Total equity brought forward	12	31
Total comprehensive income for the year	7	12
Gift Aid distribution to parent charity	(12)	(31)
Total equity carried forward	7	12
Balance Sheet		
Fixed Assets	-	-
Stock	19	8
Debtors	2	-
Intercompany	15	(3)
Cash	-	12
Current liabilities	(29)	(5)
Net current assets	7	12
Net Assets	7	12
Reserves	7	12
Share Capital	-	-
Capital and Reserves	7	12

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

6 Investment in Subsidiary Companies

Summary financial information for St Helena Care Services Limited

The Charity holds a £100 investment in one share representing 100% of the equity in St Helena Care Services Limited, company registration number 12440509.

	2024 £ 000's	2023 £ 000's (Restated)
Statement of income and retained earnings (including comprehensive income)		
Turnover	215	111
Cost of sales	(140)	(67)
Gross Profit	75	44
InterCo Charges	-	-
Intercompany Charges	-	(2)
Direct Charges	-	-
Administration and other expenses	(160)	(141)
Corporation Tax - Charge for the year	14	28
Profit for the financial year	(71)	(71)
Balance Sheet		
Fixed Assets	13	19
Stock	-	-
Debtors	77	36
Cash	36	87
Current Assets	113	123
Inter company < 1 year	(31)	(2)
Current liabilities	(41)	(15)
Net current assets	41	106
	(244)	(244)
Net Assets	(190)	(119)
Reserves	(190)	(119)
Share Capital	-	-
Capital and Reserves	(190)	(119)

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

6 Investment in Subsidiary Companies

Summary financial information for St Helena Cleaning Services Limited

The Charity owns 100% equity in St Helena Trading Limited, which in turn holds a £100 investment in one share representing 100% of the equity in St Helena Cleaning Services Limited, company registration number 14757991.

	2024 £ 000's	2023 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	109	-
Cost of sales	(68)	-
Gross Profit	41	-
Intercompany Charges	-	-
Direct Charges	-	-
Administration and other expenses	(108)	-
Corporation Tax - Charge for the year	14	-
Profit for the financial year	(53)	-
Balance Sheet		
Tangible fixed asset	5	-
Intangible fixed asset	36	-
Fixed Assets	41	-
Stock	-	-
Debtors	42	-
Cash	12	-
Current Assets	53	-
Inter company < 1 year	(23)	-
Current liabilities	(25)	-
Net current assets	6	-
Inter company > 1 year	(100)	-
Net Assets	(53)	-
Reserves	(53)	-
Share Capital	-	-
Capital and Reserves	(53)	-

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2024

The Charity also holds investments in two dormant companies.
The Charity holds a £1 investment in one share representing 100% of the equity of Your Hospices Lottery Ltd.
The Charity holds a £1 investment in one share representing 100% of the equity of Make a Smile Lottery Ltd.

New Subsidiary - St Helena Creative Services Limited.

On 9 December 2023, St Helena Creative Services Limited was incorporated with Companies House, company registration number 15337763.

The company forms part of the St Helena Group with St Helena Hospice Trading Limited holding 100% of the equity. A franchise agreement with The Creation Station was signed in December 2023. The initial fee of £10,000 excluding VAT, was paid by St Helena Hospice Limited on behalf of St Helena Creative Services Limited in December 2023 with the intention of being repaid once the subsidiary has sufficient funds. Operations began in January 2025 but activity was limited in the first few weeks, therefore the decision was taken to apply for an extended accounting period. This was granted by Companies House and the first reporting period will run to 31 March 2025.

Parent Charity

	2024	2023
	£ 000's	£ 000's
Income for the year	18,430	18,825
Result for the year	(859)	(1,239)

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

	2024	2023
	£ 000's	£ 000's
7 Net income for the year		
This is stated after charging:		
Depreciation	326	306
Amortisation	10	-
Operating lease rentals:		
Property	633	626
Other	54	36
Auditor's remuneration (excluding VAT where recoverable):		
Audit - St Helena Hospice Group	17	15
Audit - Subsidiary company	11	6
Other services - St Helena Hospice Group	5	7

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel for the St Helena Group	2024	2023
	£ 000's	£ 000's
Staff costs were as follows:		
Salaries and wages	9,936	9,458
Social security costs	861	841
Apprenticeship Levy	31	30
Pension - Defined Contribution	642	590
Pension - Defined Benefit	385	354
Redundancy and termination payments	11	50
	11,866	11,323

During the year 12 staff received redundancy and termination payments (Prior Year: 8)
Three employees from the senior management team signed COT3 Agreements agreeing their roles would become redundant
Two were completed in April 2023 (and disclosed in the 2022-23 statutory accounts). A further one completed in March 2024.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024	2023
	No.	No.
£60,000 - £69,999	3	2
£70,000 - £79,999	4	3
£80,000 - £89,999	1	-
£90,000 - £99,999	-	1
£100,000 - £109,999	-	-
£110,000 - £119,999	2	1

The Hospice considers that the key management personnel comprises the trustees and the senior management team.
This management team are the Chief Executive and 5 other key directors (Prior Year: CEO + 6).

	2024		2023	
	Actual Number	FTE	Actual Number	FTE
Chief Executive Officer	1.0	1.0	1.0	1.0
Senior Management Team	5.0	4.8	6.0	5.4
	6.0	5.8	7.0	6.4

The total employee benefits including employer's national insurance and pension contributions of the key management personnel of the Hospice were £640k in the current year. (Prior Year: £636k).
Trustees are not remunerated for the work they undertake fulfilling their Trustee duties for the charity.
During the year a total of £236 expenses were paid to one Trustee (Prior Year: £405 to two Trustees), and £140 cost incurred in Trustee conference attendance (Prior Year: nil).

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

9 Staff numbers

The average number of employees for St Helena Hospice Ltd. (head count based on number of staff employed) was 348 (Prior Year: 365).

	2024		2023	
	Actual Number	FTE	Actual Number	FTE
Patient and Family Care	180.1	139.8	210.0	146.2
Marketing, Fundraising and Lottery	26.9	24.9	29.0	27.6
Retail	93.3	72.3	83.0	65.2
Support Services	47.8	44.5	43.0	37.9
	348.1	281.5	365.0	276.9

10 Related party transactions

2 Trustees (Prior Year: 2) are connected to companies from which the Charity and Group purchased services, full details are provided below:
Tim Field is a Solicitor of Birkett Long who provide legal services to the St Helena group. Birkett Long have charged £13,700 in the year (Prior Year: £1,800).
David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £11,997 (Prior Year: £30,507) during the year.
During the year 3 trustees donated £64 to the charity. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets - group and charity

	Freehold Property	New Home for St Helena	Leasehold Improvements	Computer & Electrical Equipment	Furniture & Office Equipment	Motor Vehicles	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Cost							
At the start of the year	4,663	159	1,562	442	670	90	7,586
Additions in year	-	358	369	78	5	-	810
Disposals in year	-	-	-	-	-	-	-
At the end of the year	4,663	517	1,931	520	675	90	8,396
Depreciation							
At the start of the year	1,886	-	870	342	466	81	3,645
Charge for the year	92	-	132	56	37	9	326
Disposals in year	-	-	-	-	-	-	-
At the end of the year	1,978	-	1,002	398	503	90	3,971
Net book value							
At the end of the year	2,685	517	929	122	172	-	4,425
At the start of the year	2,777	159	692	100	204	9	3,941

Land with a value of £38,600 (Prior Year: £38,600) is included within freehold property and not depreciated.
All of the above assets are used for charitable purposes, with exception of £4,717 NBV specialist equipment used in St Helena Cleaning Services Limited for the purposes of generating profit to be gifted back to the Charity.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

13 Intangible fixed assets - group

	Radfield Homecare	Total Clean	Total
	£ 000's	£ 000's	£ 000's
Cost			
At the start of the year	32	-	32
Additions in year	-	40	40
At the end of the year	32	40	72
Amortisation			
At the start of the year	13	-	13
Charge for the year	6	4	10
At the end of the year	19	4	23
Net book value			
At the end of the year	13	36	49
At the start of the year	19	-	19

Prior to this year, the franchise investment in St Helena Care Services Limited (Radfield Homecare) had been treated as a prepayment in current assets, with cost being expensed annually. It was decided to change the treatment to recognise as an intangible fixed asset for the year ending 31 March 2024, and restate the accounts for the year ending 31 March 2023 to reflect the change in treatment.

14 Investments

Listed Investments

	2024 £ 000's	2023 £ 000's
Fair value at the start of the year	4,531	4,980
Disposal proceeds	-	-
Realised Gains	-	-
Net Gain/(loss) on change in fair value	180	(449)
Total Listed Investments at the end of the year	4,711	4,531

	2024 £ 000's	2023 £ 000's
Investment - 2 year fixed term deposit	500	-

	2024 £	2023 £
Unlisted shares in UK registered companies	10	10

	2024 £ 000's	2023 £ 000's
Total Investments at the end of the year	5,211	4,531

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

14 Investments (continued)

Other Investments comprise:		2024	2023
Charity:		£	£
Unlisted shares in St Helena Trading Limited (subsidiary)		1	1
Unlisted shares in St Helena Care Services Limited (subsidiary)		100	100
Unlisted shares in subsidiary companies yet to trade		3	3
		<u>104</u>	<u>104</u>
Trading:			
Unlisted shares in St Helena Cleaning Services Limited (subsidiary)		100	-
Unlisted shares in St Helena Creative Services Limited (subsidiary)		100	-
		<u>200</u>	<u>-</u>
		2024	2023
		£ 000's	£ 000's
Total Fixed Asset Investments - Charity		<u>5,211</u>	<u>4,531</u>
Historic cost at the end of the year		<u>4,358</u>	<u>3,858</u>

15 Stock	Group 2024	Group 2023	Charity 2024	Charity 2023
	£ 000's	£ 000's	£ 000's	£ 000's
New and Branded Goods	19	8	-	-
	<u>19</u>	<u>8</u>	<u>-</u>	<u>-</u>

16 Debtors	Group 2024	Group 2023 -	Charity 2024	Charity 2023
	£ 000's	Restated £ 000's	£ 000's	£ 000's
Trade debtors	206	1,137	173	1,132
Other debtors	69	6	69	6
Amounts due from subsidiary company	-	-	398	249
Prepayments	1,615	1,923	1,613	1,923
Accrued income	76	17	72	14
Income Tax recoverable	54	74	54	74
Value Added Tax	118	74	118	74
Legacies	43	79	43	79
Deferred Tax Asset	55	28	0	-
	<u>2,236</u>	<u>3,338</u>	<u>2,540</u>	<u>3,551</u>

As at 31 March 2024 the Charity has been notified of 26 legacies with an estimated value of £977k (Prior Year - 4 - £305K) which have not been included in debtors because the accounting policy conditions for recognition have not been met. In addition, 9 further legacy notifications have been received with no indication of value.

17a Creditors: amounts falling due within one year	Group 2024	Group 2023	Charity 2024	Charity 2023
	£ 000's	£ 000's	£ 000's	£ 000's
Big Issue Invest loan (see note 17b)	51	48	51	48
Trade Creditors	1,081	758	1,066	757
Accruals	654	888	623	871
Deferred Income	2,549	3,989	2,549	3,989
Value Added Tax	22	-	-	-
Other Taxes and Social Security	329	302	303	299
Amounts due to subsidiary company	-	-	40	-
	<u>4,686</u>	<u>5,985</u>	<u>4,632</u>	<u>5,964</u>

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

	Group 2024 £ 000's	Group 2023 £ 000's	Charity 2024 £ 000's	Charity 2023 £ 000's
17b Creditors: amounts falling due after one year				
Big Issue Invest loan	55	107	55	107
Amounts due to subsidiary company	-	-	-	-
	<u>55</u>	<u>107</u>	<u>55</u>	<u>107</u>

The deferred income relates to money received in advance. This includes a balance of £615K (Prior Year - £564K) for future lottery draws, £1,887K (Prior Year - £3,387K) for Grants and Trusts income received in advance and £47K (Prior Year - £38K) for future fundraising events.

St Helena Hospice entered into a loan agreement with Big Issue Invest Social Investments Ltd on 28th August 2019. This agreement is for a loan facility of £1.5M, to be drawn down in minimum £250K amounts between 28th September 2019 and 28th February 2021. Interest is payable at 7.5% on a quarterly basis, with repayment of the loan facility in 20 equal quarterly payments from 31st March 2021 until 28th February 2026.

18a Analysis of net assets between funds 2024

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds £ 000's
Tangible fixed assets	-	4,425	-	4,425
Intangible fixed assets	49	-	-	49
Investments	2,211	3,000	-	5,211
Net current assets	1,318		509	1,827
Long term liabilities	(55)	-	-	(55)
Net assets at 31 March 2024	<u>3,523</u>	<u>7,425</u>	<u>509</u>	<u>11,457</u>

18b Analysis of net assets between funds 2023

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds (Restated) £ 000's
Tangible fixed assets	-	3,941	-	3,941
Intangible fixed assets	19			19
Investments	531	4,000	-	4,531
Net current assets	3,664	-	387	4,051
Long term liabilities	(107)	-	-	(107)
Net assets at 31 March 2023	<u>4,107</u>	<u>7,941</u>	<u>387</u>	<u>12,435</u>

19a Movements in funds (current year)

	At 1 April 2023 £ 000's	Income & gains £ 000's	Expenditure & losses £ 000's	Transfers £ 000's	At 31 March 2024 £ 000's
Restricted funds:					
Specific Donations	387	562	(440)	-	509
Total restricted funds	<u>387</u>	<u>562</u>	<u>(440)</u>	<u>-</u>	<u>509</u>
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	3,941	810	(326)	-	4,425
Hospice Capital Fund	4,000	-	-	(1,000)	3,000
Total designated funds	<u>7,941</u>	<u>810</u>	<u>(326)</u>	<u>(1,000)</u>	<u>7,425</u>
General funds	4,107	17,658	(19,242)	1,000	3,523
Total unrestricted funds	<u>12,048</u>	<u>18,468</u>	<u>(19,568)</u>	<u>-</u>	<u>10,948</u>
Total funds	<u>12,435</u>	<u>19,030</u>	<u>(20,008)</u>	<u>-</u>	<u>11,457</u>

The narrative to explain the purpose of each fund is given at the foot of the note below.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

19b Movements in funds (prior year) - Restated

	At 1 April 2022	Income & gains	Expenditure & losses	Transfers	At 31 March 2023
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Specific Donations	438	211	(162)	(100)	387
Total restricted funds	438	211	(162)	(100)	387
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	4,895	553	(1,507)	-	3,941
Hospice Capital Fund	4,000	-	-	-	4,000
Total designated funds	8,895	553	(1,507)	-	7,941
General funds	4,400	17,972	(18,365)	100	4,107
Total unrestricted funds	13,295	18,525	(19,872)	100	12,048
Total funds	13,733	18,736	(20,034)	-	12,435

Movement between funds

Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

Purposes of restricted funds

Specific donations

The Specific donations funds comprise accumulated amounts given for the purchase of specified items, projects or other specific purposes. Income received into the Specific donations funds include grants and donations to fund specific services and projects; expenditure relating to these services and projects are identified against the individual funds.

Purposes of designated funds

The **Fixed Asset Fund** was established to assist in identifying funds that are not free. The value represents the net book value of tangible fixed assets. Fund movements reflect the purchase, disposal, depreciation charges and adjustments to all unrestricted tangible fixed assets. The value of fixed assets that have a non-maintaining restriction are moved to the designated fund on purchase.

The **Hospice Capital Fund** has been established to provide initial funding for a new hospice, care home and commercial ventures. A potential site has been located and RIBA stage 2 work completed. Final sign off from Trustees is expected late 2024/25 or early 2025/26

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2024 £ 000's	2023 £ 000's
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(978)	(1,298)
Depreciation charges	326	307
Amortisation charges	10	6
(Gains)/Losses on investments	(180)	449
Bank interest	(159)	(27)
Investment Income	(165)	(165)
(Increase) / Decrease in stocks	(11)	(7)
Decrease / (Increase) in debtors	1,102	761
(Decrease) / Increase in creditors	(1,302)	(1,371)
Net cash (used in) by / provided operating activities	(1,357)	(1,346)

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2024

21 Operating lease commitments

The Charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2024	2023	2024	2023
	£ 000's	£ 000's	£ 000's	£ 000's
Less than one year	597	623	62	58
One to five years	1,103	1,341	121	164
Over five years	167	218	-	5
	<u>1,867</u>	<u>2,182</u>	<u>183</u>	<u>227</u>

22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

ST HELENA HOSPICE LIMITED

England & Wales - Charity number 280919

Accounts

Company number: 01511841
Charity Number: 280919

St Helena Hospice Limited

Report and financial statements
For the year ended 31 March 2023

St Helena Hospice Limited
Contents
For the year ended 31 March 2023

Reference and administrative information 1

Trustees’ annual report 3

Independent auditor’s report 19

Statement of financial activities (incorporating an income and expenditure account) 23

Balance sheet 24

Statement of cash flows 25

Notes to the financial statements 26

St Helena Hospice Limited
Contents
For the year ended 31 March 2023

Company number	01511841
Charity number	280919
Registered office	Myland Hall, Barncroft Close, Highwoods, Colchester, Essex, CO4 9JU
Country of registration	England
Country of incorporation	United Kingdom

Trustees The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Nigel Pye	Chairman, Chair of Remuneration Committee
Dr Frances Hyde	Vice Chairman, Chair of Corporate Governance and Risk Committee
Richard Polom	Treasurer & Chair Finance & Operations Committee (appointed March 2023)
Ken Aldred	Chair of Patient and Family Services Committee
David Cresswell	
Timothy Field	
James McCarthy	
Dr David Milne	
Catherine Morgan	
Mike Smith	Appointed October 2022
Victoria Fields	Appointed October 2022
Ken Rolls	Retired October 2022)
John Hawkins	Vice Chairman, Chair of Corporate Governance and Risk Committee (retired October 2022)
Mary Northrop	Retired October 2022
Catherine Bhuiya	Treasurer, Chair of Finance Committee (retired July 2022)

Key management Personnel	Mark Jarman-Howe	Chief Executive
	Catherine Bhuiya – Heslegrave	Director Finance & Strategy (appointed August 2022)
	Lisa Parrish	Director of Care
	Dr Emma Tempest	Medical Director
	Gemma Zweck	Commercial Director (appointed May 2022)
	Mike Thompson	Director Brand and Culture (appointed October 2022)
	Hayley Joshua	Director of People & Culture (retired March 2023)
	Brian Bolt	Finance Director (retired October 2022)
	Alison Lanchester	Director of Fundraising (retired April 2022)

St Helena Hospice Limited
Contents
For the year ended 31 March 2023

Bankers	NatWest 25 High Street, Colchester, Essex, CO1 1DG
Solicitors	Birkett Long LLP, 1 Amphora Place, Sheepen Road, Colchester Essex, CO3 3WG Fisher Jones Greenwood LLP, Charter Court, Newcomen Way, Colchester, Essex, CO4 9YA
Investment Managers	Rathbone Brothers PLC 8 Finsbury Circus, London, EC2M 7AZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane London, EC1Y 0TL
Website	www.sthelenahospice.org.uk

The trustees present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and Activities;

Purposes & Aims

This report covers the achievements and outcomes of the charity in the reporting period. The trustees review the aims, objectives and activities of the charity each year. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The purposes of the charity as set out in its articles of association (2015) are "to promote the relief of illness and suffering in such ways as the company from time to time thinks fit in Essex and adjacent areas and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

- (a) By establishing, maintaining and conducting residential, inpatient, outpatient, outreach and community-based care for any persons of any gender (without regard to race or creed or sexual orientation) who are suffering (at any age) 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.
- (b) By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and by providing for the dissemination of the results of such research.
- (c) By promoting and encouraging or assisting in the teaching or training of any health or social care professionals or other persons engaged in any branch of medicine, surgery, nursing or allied services, or social or personal care, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services, or social or personal care.
- (d) By providing or assisting or encouraging spiritual help and guidance for any persons under our care.
- (e) By promoting and providing family support and bereavement care services for those affected by illness, suffering and death.
- (f) Through community engagement, volunteering, and generating its own resources and funding to ensure that it retains its independence in setting and pursuing its priorities and fulfilling its objects."

The statement of purpose for the charity is:

Helping local people face incurable illness and bereavement.

Its values are: *Bold, Passionate & Caring*

St Helena wants end of life care to be better for everyone across north east Essex, regardless of where they live, how old they are, or their diagnosis. It has worked with partners in the north east Essex Health and Wellbeing Alliance to develop a new population approach to end of life care focused on the '10 Outcomes That Matter' most to people in the last phase of life and their families.

These are ...

1. To identify and recognise people in the last 12 months of life
2. To inform people thought to be within the last 12 months of life and their families of the likelihood of death within the next 12 months, sensitively and honestly
3. To elicit and record people's preferences for care during the last 12 months of life
4. To respect people's preferences for care during the last 12 months of their life
5. To ensure people's preferences for care are accessible to all parts of the health and social care system/end of life care system
6. To treat people at end of life as individuals, with dignity, compassion and empathy
7. To control pain and manage symptoms for people during the last 12 months of life
8. To minimise inappropriate, unnecessary and futile medical intervention during the last 12 months of people's life
9. To ensure that people at end of life have equitable access to flexible 24/7 end of life care services, irrespective of the place of care or the organisation/s providing care
10. To provide support to the families and other carers during and after their loved one's end of life

Main Activities

St Helena has established a 10-year vision to 'double our reach'. To achieve this, it continues to explore new ways to provide enhanced care, ease access and provide support to more local people. This includes developing new services and programmes, working with community groups and voluntary organisations, and making sure its facilities are sustainable and future proofed. St Helena recognises that others have an essential role to play in good palliative and end of life care, so it embraces partnership working; and to get the most from this it provides leadership and coordination on behalf of our population.

Service delivery is organised around two multi-disciplinary teams (MDTs) – The Hospice MDT (inpatient care) and Hospice in the Home MDT (community and home based care). Support is offered to patients, family members, and professionals through the 24/7 SinglePoint palliative care coordination centre and end of life care hub. SinglePoint coordinates end of life care services across local providers including GPs, district nursing, the acute hospital, out of hours services and the ambulance service. It also coordinates the My Care Choices Register, a means of capturing and sharing the wishes of people in the last year of life.

In addition, St Helena provides a range of complementary and support services, including spiritual care, through its own teams and in partnership with community groups and other local providers as part of the Compassionate Communities programme.

Last year St Helena supported over 4,400 people. It wants to do more, and it continues to strive to further strengthen work to personalise care, widen access, and tackle inequalities in both access and outcomes.

The charity generates c71% of its income through voluntary, commercial, and charitable means including:

- Operating the 'Your Hospice Lottery' and the 'Make a Smile lottery', both partnership lottery models that involve St Helena providing lotteries to 17 hospices and 19 more good causes from across the country.
- Retailing through a network of 22 charity shops, online and via the trading subsidiary's activities.
- Operating a franchised Domiciliary Care business which provides at home support for private paying clients
- Operating a commercial contract cleaning business.
- Gifts in wills.
- Fundraising through community events, challenges, appeals, corporate and major donors, and individual giving.
- Submitting bids for specific funding from charitable trusts, the Department of Health and other funders.
- Building support with the local community to fund specific services.
- Income from its investment portfolio and interest on temporary surplus cash balances.

C27% of St Helena's income is provided through a grant from Suffolk and north east Essex NHS Integrated Care Board.

The charity is a partner in the Hospice Quality Partnership and procures via available national frameworks organised by this venture or alternatively will conduct tenders for local services. The trustees and executive team review support service and management structures and arrangements regularly.

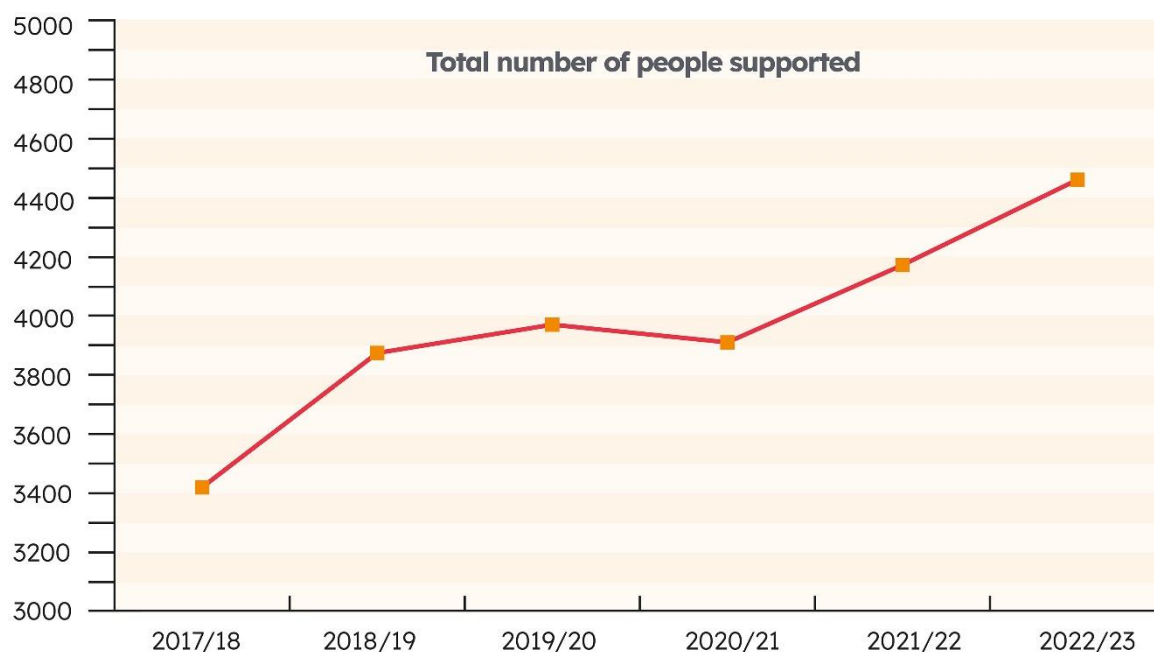
During the year, St Helena partnered with Swan Housing Association (acquired by Sanctuary Housing Association in February 2023) to sub-contract to them a range of new services, including an homecare, contracted by the North East Essex Community Services (NICS) collaborative.

During the year, 234 people began volunteering for St Helena and at the year-end there were 805 volunteers generously giving their time for free.

Strategic Report

Clinical Achievements and Performance

This year has seen St Helena support more people than ever before across each of its In-Patient Unit (IPU), Virtual Ward and SinglePoint services.



St Helena's inpatient unit supported 405 patients this year, maintaining an average wait time for a bed of just three days.

It has increased the amount of capacity available in its Virtual Ward, offering more care hours per day and enabling more people to be cared for at home at the end of their life. An admission avoidance audit demonstrated that admission to acute care was avoided in 80% of patients referred to the Virtual Ward.

Its SinglePoint service, which provides 24/7 access to advice and crisis support, also supported more people this year, taking over 45,500 calls and making 1,588 rapid response visits to patients and families in crisis.

To improve inclusivity, St Helena partnered with SignVideo so deaf people can video call us via a BSL interpreter. It has also introduced on demand video remote interpreting, which means staff will be able to communicate with deaf patients and visitors on the spot, as and when needed.

The Safe Harbour project continues to work with local communities to understand and address barriers to accessing end of life care. St Helena held a 'Hospice for all' event which invited members of local communities to visit the Hospice to increase their understanding of hospice care and explore some of the issues they experience in accessing hospice services. New partnerships with marginalised communities have been created to help it better understand, co-produce and provide better end-of-life support for all.

Recognising a gap in local service provision, St Helena has been able to secure funding for a children's bereavement service which has launched to support children who have been bereaved, regardless of the cause or place of death.

Working with the East of England Ambulance Service, St Helena secured funding for a pilot project for a paramedic role within its SinglePoint service. The pilot involves four rotational paramedics splitting their working time 50/50 between SinglePoint and their usual role within the Ambulance Service.

The charity remains Outstanding rated by the Care Quality Commission and under their new monitoring regime had no concerns flagged last year. Feedback from Alliance and Suffolk and North East Essex Integrated Care System partners is positive.

Feedback from service users is very important to the charity. During 2022/23, the charity received an overall rating of 5 out of 5 stars on iWantGreatCare.

A comprehensive annual Quality Account is published on the charity's website.

Financial Achievements and Performance

The year to 31st March 2023 was a challenging year financially. Significant inflation in areas that directly affect the hospice caused major cost and margin pressures which are continuing into the next financial year.

Considering the economic backdrop, St Helena performed well across its income generation operations with total income increasing in the year to £19.2m (2022: £18.9m). This increase was, however, not enough to counter the cost rises brought about by the cost of living crisis, leaving St Helena with an operating deficit of 0.88m for the year (2022: Surplus of £1.23m).

St Helena's retail business once again exceeded budget with a net contribution of £1.37m (2022: £0.94m). It opened two new shops in the year and saw growth across nearly all of its stores. It continues to focus on expanding this operation, with several more units being investigated for this coming year, as well as further expansion of its café offering and online retail operations.

St Helena's lottery business delivered a net contribution of £1.18m (2022: £1.21m). It was a challenging year for this income stream, which relies on regular plays through player direct debits. With the current economic challenges, many players have been cancelling 'non-essential' direct debits and this business has felt the impact of this. Despite this, the team has worked diligently to secure new players and promote single ticket sales. The year ahead will continue to be challenging for lottery, but St Helena is securing new partners and is confident of meeting budget.

St Helena's fundraising activities delivered a net contribution of £0.63m (2022: £0.64m), exceeding budget.

Radfield Home Care in support of St Helena (its domiciliary care business) has just completed its first year of trading and is forecast to break even this coming year, in line with its business plan. St Helena also established a new commercial cleaning business, toward the end of the year which commenced trading in FY24.

St Helena Hospice Trading Limited, also traded in the year, acquiring new goods on behalf of the retail operation and generated a profit in the year of £11.6k (2022: £31.4k).

NHS grants amounted to 27% of total income at £5.08m (2022: £4.37m).

St Helena's success in income generation was tempered by an increase in costs across the organisation as a result of the economic climate. Significant areas of impact included electricity and gas costs, increased salary costs (both aligning with the NHS's Agenda for Change wage increase in the year, as well as providing staff

with two separate cost of living payments amounting to £750 per employee), and some unexpected works at the Hospice site.

The end result was an operating deficit of £0.88m for the year (2022: Surplus of £1.23m). Despite this, St Helena's reserves remain in a healthy position, with free reserves at 31st March 2023 of £8.079m (2022: £8.4m), of which £4m is sitting in a Hospice Development Fund to support potential new capital works for a future development of the Hospice. Excluding this designated fund, free reserves at year end are £4.079m, which falls within the upper and lower collar of its reserves policy (of between £3.3m & £4.9m – Reserves Policy outlined below). This does place significant pressure on our reserves moving into the coming year where cost pressures are expected to continue.

Structure & Governance

The organisation is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980.

The Articles of Association govern the charity and set out its charitable objects and powers.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

The Board of Trustees governs the charity through its committee structure and contributes to decisions regarding the appointment of senior staff, and those impacting on budgets and the allocation of resources. Trustees appoint from among their number a Chair, Vice Chair, Treasurer and Chairs of Committees. The Chair of the Board serves a maximum of two three-year terms.

The Board of Trustees for St Helena Hospice Ltd meets a minimum of 4 times annually and is responsible for overseeing the strategic operations of the organisation. Additional Board business is carried out in between formal meetings through its on-line portal that allows for discussions, voting and further decisions to be made.

In addition to attending Board meetings, every Trustee sits on at least 1 committee, determined by their core skills:

- Finance & Operations Committee (FOC) – overseeing the financial performance of the charity, in addition to people & culture, marketing & brand, and IT & digital.
- Corporate Governance & Risk Committee (CG&R) – overseeing governance, compliance and risk across the organisation, in addition to estates management.
- Patient & Family Services (PFS) – overseeing all areas of clinical services and patient welfare.
- Remuneration Committee – overseeing the remuneration of senior management.

The Committees meet a minimum of 4 times yearly and are responsible for reporting any significant issues or recommendations related to their areas of oversight to the main Board. Additional Board business is carried out in between formal meetings through its on-line portal that allows for discussions, voting and further decisions to be made.

The charity currently has three active wholly owned subsidiaries, St Helena Hospice Trading Limited, for the purposes of trading new goods and gift aid maximisation, St Helena Care Services Ltd, a commercial provider of domiciliary care, and St Helena Cleaning Services Limited, a provider of commercial cleaning services. The directors of the subsidiaries are the Chief Executive and Finance Director from within the charity senior leadership team.

The senior leadership team and Board of Trustees are currently reviewing this legal structure with a view to refining it to maximise efficiency of decision making.

Appointment of Trustees

The Board elects or co-opts all trustees from amongst the members of the company. Trustees are appointed following a strict process. This includes a formal process of identification of any skill gaps within the Board, a job description being issued externally relevant to the skills being sought, submission of CVs from applicants, a formal interview process, and a vote at the Board of Trustees to confirm appointment.

All Trustees undergo a review at the end of their 3-year term, prior to commencing their second term. This is led by the Chair of Trustees and the CG&R Committee.

Trustee induction and training

All new trustees of the charity meet with the Chair of the Board and Chief Executive and have a tour of the hospice. Trustees can attend all Committees but are required, at a minimum, to attend Board meetings, as well as the meetings of their assigned Committee. The Chair provides all trustees with The Twenty-Minute Guide to being a Hospice Trustee and a St Helena Hospice Handbook for Trustees, containing all key information about the organisation. In addition, trustees receive safeguarding and general trustee training.

Principle Risks and Uncertainties

St Helena has a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation. This identifies which risks need to be escalated across the organisation to the different levels of management
- Regular reviews of the risks the charity may face.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

The charity has identified the following significant strategic risks and manages them as follows:

Risk Identified	Mitigation
Insufficient funding to run the charity.	The charity maintains and develops a diverse range of income sources to spread the risk of shortfalls of income and over dependency on any one source. This includes including its retail, fundraising, lottery, homecare and new cleaning businesses. The largest income streams are funding from the NHS under a grant agreement and legacies, which by their nature are unpredictable and volatile.

	The charity maintains a level of reserves to enable it to cope with short-term fluctuations in income levels. NHS North East Essex ICB have extended their grant agreement with the charity to the end of March 2026. The charity is an active partner in the North East Essex Health and Wellbeing Alliance, one of three alliances in the Suffolk and north east Essex Sustainability and Transformation Partnership.
Maintain competitive pay to attract and retain skilled colleagues.	The charity offers competitive pay and conditions to attract high quality staff as well as providing extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation.
To ensure IT systems are fit for purpose	The charity is currently developing a detailed Digital Strategy to align with its 10-year vision. This involved a number of system changes and upgrades and is a key pillar of the charities strategy.
Infrastructure not fit for purpose	The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. The charity is currently working through a strategic plan to ensure that it has a hospice building that meets its long-term vision and values.
Diminished quality of services provided	The Care Quality Commission (CQC) regulate all clinical and care services provided by the charity. St Helena is rated Outstanding by the CQC. The Clinical Governance Committee monitors clinical policies and practice. The Patient and Family Services Committee monitors medical and clinical activity. St Helena measures patient feedback via the iWantGreatCare system and is rated 5 out of 5.

There has been no significant change in the risk profile of the charity.

The Year Ahead

With a new 10-year vision in place, to double its reach, St Helena is looking to be increasingly innovative in its approach to supporting its community through the model of care it delivers, as well as how it funds it.

It has forged close working relationships with the local NHS and wider system bodies and is seeking new ways to partner with them to support it in expanding its reach and service offering.

St Helena is conscious that as it works towards doubling its reach, it also needs to significantly expand its income streams to fund the high proportion of work that it does not receive NHS grant funding for. To this end, following year-end, it established a new commercial cleaning business; Total Clean in support of St Helena, which will provide commercial cleaning services into local businesses. It is also proactively investigating a number of other income generating businesses.

St Helena is reviewing its current organisational structure to ensure that it is able to separate its charitable activities from its commercial trading ones. All commercial businesses will be 100% owned by the charity and will gift aid profits back to St Helena, however St Helena wants to ensure that the charitable entity is focused primarily on delivering its charitable objects with the trading subsidiaries focused on generating commercial income to fund them.

To support St Helena's 10-year vision, it has developed a strategic plan based on 5 interlinked pillars of transformation:

Pillar 1; Ensure St Helena has a home fit for the future

Ensuring that its estate is future-proofed and capable of delivering St Helena's vision of doubling its reach and providing world class care.

Pillar 2; Grow the outcomes-based population health model for the last phase of life

This will be linked to the NHS triple aim: better population health and wellbeing; safe and quality services; and more effective use of available resources. St Helena will work with its partners across health and social care to deliver integrated, person-centred and high-quality care for people in their last phase of life, while improving population health outcomes and reducing costs.

St Helena aims to foster integrated and person-centred care by aligning its efforts and sharing resources with others. The charity will actively participate in provider collaboratives, workgroups and forums to ensure seamless coordination and cooperation across the healthcare system. Through these collaborative efforts, St Helena will contribute to the overall improvement of population health outcomes and the delivery of high-quality end of life care in the region.

Pillar 3; Embrace Technology & digital transformation in all aspects of its work

St Helena will use technology and digital tools to enhance its care delivery, improve its efficiency and effectiveness in all areas of its operations, and reach more people in need. It will invest in innovative solutions that enable St Helena to provide personalised and integrated care across different settings and platforms. It will also use technology and digital channels to communicate better with its patients, families, staff, volunteers, supporters and partners.

This pillar plays a vital role in supporting St Helena's business and commercial income generation activities, as well as enhancing the effectiveness of its support services. By leveraging innovative digital solutions, the organisation can streamline its operations, optimise resource allocation and improve cost-effectiveness. Technological advancements not only enhance the efficiency of support services but also enable St Helena to explore new avenues for revenue generation and expanded digital engagement with patients, families, and supporters.

Pillar 4; Be commercially disciplined and enterprising

Through the adoption of commercial discipline and an enterprising ethos, St Helena will secure the necessary resources to fulfil its mission and continue providing exceptional care and support to individuals in need. By diversifying income streams (whether from charitable, public or private sources), maximising fundraising potential, managing costs effectively, optimising resources and demonstrating value for money, the charity will ensure its long-term financial sustainability while maintaining a steadfast commitment to its vision of being a leader in caring.

This may involve forging partnerships with corporate partners, trusts, foundations and other organisations that share its vision and values. By cultivating these collaborations, St Helena can access additional funding opportunities and expand our financial resources.

Pillar 5; Support our colleagues to grow and thrive as we change

St Helena is committed to supporting its colleagues to not only adapt to change but also to grow and thrive in an ever-evolving environment. Recognising that change can be challenging, it will provide comprehensive support to foster personal and professional development, empower employees and promote their overall wellbeing.

One of the ways St Helena will support its colleagues is by offering ongoing education opportunities. It understands the importance of equipping its staff and volunteers with the knowledge and skills necessary to excel in their roles.

In addition to education, St Helena will foster a culture of continuous learning. It will encourage its staff and volunteers to engage in professional development activities such as career planning, attending conferences and participating in workshops.

St Helena also places a strong emphasis on employee wellbeing and work-life balance. It acknowledges the importance of creating a positive and supportive work environment that nurtures the physical, mental and emotional health of its colleagues. Initiatives such as wellness programs, flexible work arrangements and employee assistance programmes are in place to support the wellbeing of employees and address their diverse needs. St Helena recognises the emotional burden associated with much of its work and will ensure support is provided, including through clinical supervision.

Fundraising Practices

St Helena's supporters are very important and it is their support that enables St Helena to do what it does to help the people of north east Essex at a very difficult time in their lives. It aims to ensure that all its fundraising activities are carried out in accordance with best fundraising practice and its supporters and wider public are treated fairly and with respect.

Fundraising standards

The charity voluntarily registered with the Fundraising Regulator and works within the Code of Fundraising Practice. Its lottery is regulated by the Gambling Commission and it adheres to the Licence Conditions and Codes of Practice as set out by the Gambling commission.

Working with third party fundraisers

So that it can engage with as many potential supporters as possible, St Helena's staff talk with members of the public both on the telephone and in person. It does also work with external organisations who have specific expertise in this area. All such arrangements are under robust contracts which specify that the activities must be carried out by suitably trained staff and in accordance with applicable laws and codes such as the Fundraising Regulator's Code of Fundraising Practice and data protection laws. The charity expects these organisations to reflect its values when working on St Helena's behalf. In addition to this and as part of its compliance with the Gambling Commission, St Helena has a series of interventions in place to ensure that the work being carried out is to the highest possible standards. This includes, but is not limited to, spot checking of new supporters who sign up in support of the organisation. All spot checking is logged and narratives kept of each communication with a particular supporter.

Complaints

During the year 27 (2022-35) complaints relating to St Helena's fundraising were received, all of which have been resolved. St Helena views complaints and supporter feedback as important information about the impact on our supporters and an opportunity to learn about and improve our practice.

Protecting vulnerable people

St Helena Fundraisers are aware of the Code of Fundraising Practice and in particular, the importance of protecting vulnerable people (and others) from unreasonable intrusion on privacy, unreasonably persistent approaches or undue pressure to give. Our lottery operation has a responsible gambling policy in place which identifies the actions taken to protect the most vulnerable in society. This is also covered in the training that every member of the lottery team has when they join the organisation and at regular intervals.

Investment policy

The Charity works closely with its fund managers to ensure its investment portfolio is responsibly managed. This means managed in line with the charities own risk profile, by reputable traders, and in accordance with the purposeful integration of environmental, social and corporate governance (ESG) considerations into investment management processes and ownership practices, and have adopted the following non-exhaustive definitions of the underlying components of ESG:

- 1 - environmental: issues relating to the quality and functioning of the natural environment
- 2 - social: issues relating to the rights, well-being and interests of people and communities
- 3 - governance: issues relating to corporate governance and corporate behaviour

In addition to applying the above general principles the charity will hold no direct investment in companies whose main source of revenues and profits is derived from tobacco.

The Charity seeks to produce the best possible financial return within an acceptable level of risk, which is classified as a level 4 by their professional investment managers (with level 1 being the lowest risk level and 6 being the highest).

The investment objective is to generate a total return of CPI plus 3% per annum over the long- term, net of all fees. The Charity adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Due to the challenging economic environment, this objective has not been achieved this year. The Trustees remain confident in this investment approach however and it is expected

that, in the long term, the real value of the portfolio will be maintained in accordance with the investment objective above.

Reserves policy and going concern

The charity needs financial resources to achieve its purposes and must plan for the longer term to ensure continuity of its services to patients.

The trustees regularly monitor the reserves policy and the level of reserves required having regard to the following:

- The charity forecasts of expenditure based on planned activity and the analysis of future needs.
- The reliability and volatility of income.
- Funds required for replacing assets.
- The need to cover contingencies and the ability to be able to respond to unexpected events or opportunities.

The trustees utilise a risk-based approach for assessing the appropriate level of free reserves (fair value and general reserves). The policy is based on an assessment of the volatility and certainty of each of the organisation's main income streams; a potential need for unplanned or unexpected expenditure; and the requirement to maintain sufficient working capital to ensure the continuing smooth running of the charity. This assessment produced figures of £1.7m for income volatility and uncertainty, £0.6m for unplanned or unexpected expenditure and £1.8m for working capital requirements, giving £4.1m in total. The trustees consider that it would be appropriate in normal times to maintain free reserves within a range of plus or minus 20% of this figure, giving a free reserves range of £3.3m to £4.9m. Free reserves at 31 March 2023 stood at £8.079mm. This includes £4.0m set aside in a new designated fund, Hospice Capital Fund, to support potential capital infrastructure works for future development of the hospice as described in future plans below. Excluding this designated fund, free reserves amount to £4.079mm.

The trustees have considered the financial position of the charity, its investment portfolio, its reserves, as well as its cash flow and liquid resources and they believe the charity is able to manage its business risks successfully.

There are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. The trustees having reviewed the evidence have a reasonable expectation that the charity has adequate resources to continue in operational existence for the near future and can continue to meet its liabilities for the next twelve months. Therefore, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Related Parties Transactions

The charity is the sole adult hospice and lead provider for community end of life care in north east Essex. The charity is a shareholder in the Hospice Quality Partnership, a trading company wholly owned by hospices established to maximise value for hospice care through collaborative procurement and income generation.

Remuneration policy for key management personnel

The Remuneration Committee, which consists of the Chair, Vice Chair and Treasurer, has delegated responsibility from the Board for pay and remuneration of the senior management team. An external agency undertakes benchmarking of salaries with reference to hospice, public, charity and private sectors. The agreed pay policy for senior employees is to aim for salaries and rewards within the range of lower to middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

Diversity, Equity & Inclusion

The charity is an equal opportunities employer and committed to a policy of treating all employees and job applicants equally. The aim is for a workforce that will be truly representative of all sections of society, in which all colleagues feel respected and able to give their best.

It is the policy of the charity to provide equality and fairness for all. This includes taking all reasonable steps to employ and promote employees based on their abilities and qualifications without regard to race, colour, nationality, ethnic or national origin, religion or belief, disability, trade union membership or non-membership, sex, pregnancy/maternity, gender reassignment, sexual orientation, married or civil partnership status, age, or being a part-time or fixed term worker. It opposes all forms of unlawful and unfair discrimination.

The charity strives to prevent unfair treatment by operating fair, objective and systematic procedures including:

- Good communication through the organisation.
- Recruitment and selection policies
- Internal promotion opportunities.
- Robust performance management processes including training and development.
- Access to support systems such as Employment Support Programme and Occupational Health.
- Grievance and whistleblowing policy with access to Freedom to Speak Up Guardians.
- Ensuring the fair treatment and dignity of employees at work and making sure our workplaces are free from harassment, victimisation and bullying.

The charity treats everyone with dignity and respect and is committed to creating a work environment free of harassment and bullying.

Employee information

As at 31 March 2023 there was 337 staff employed (158 full-time and 179 part-time) excluding bank and sessional employees.

The charity regularly monitors sickness absence, vacancy rates and turnover and continues to perform favourably with NHS and charity sector comparators. In 2022/23, the charity had an average rate of sickness absence of 5.0% and an average turnover rate per month was 1.58%.

The charity evaluates job descriptions and salaries for all roles externally and uses external benchmarks to ensure that pay policy is consistent and competitive. Pay policy is for salaries to be in the range between the lower and middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

The charity has an employee forum with representatives from across the organisation chosen by employees. It has an Organisational Change Policy that sets out the consultation arrangements used when proposals might affect employment or terms and conditions.

Internal communications with employees include an online business communication platform from Meta, internal communication emails, regular team meetings, and a quarterly Chief Executive briefing open to all employees and volunteers. The charity ensures information is provided to employees on matters of concern to them including financial and operational performance, changes in the operating environment and new developments or activities.

Annual appraisals for all staff in the charity include organisational objectives to encourage individual employees to contribute to the overall charity performance and success.

St Helena also regularly seeks feedback from employees with a view to continuously improving its employee support offering.

Relationships with Stakeholders

St Helena maintains frequent dialogue and consultation with its key stakeholders, ensuring that it maintains strong and positive relationships, and has regard for its stakeholders in all decisions that it makes. Patients and family's feedback through the iWantGreatCare system, as well as other direct pathways, employees are engaged with frequently, including through annual surveys and staff forums, the charity maintains very strong relationships with its local partners and commissioners, including ESNEFT, the local ICB, Northeast Essex Alliance, Colchester City Council and other bodies, and St Helena regularly seeks wider community engagement through pathways including its Compassionate Communities work.

Streamlined Energy & Carbon Reporting

As a charitable organisation, St Helena is required to report its energy use and carbon emissions in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. The data detailed in this table represent emissions and energy use for which St Helena is responsible, including energy used in our hospice, offices and shops, and fuel used in company-owned or operated vehicles or for company business. We have used the main requirements of the Greenhouse Gas Protocol Corporate Standard to calculate our emissions, along with the UK Government GHG Conversion Factors for Company Reporting 2021. Current data capture processes mean that over 92% of figures captured were from actual data sources for energy consumption.

Element	2022-2023 (tCO ₂ e)
Total Energy consumption - Total energy used to calculate emissions in kWh	2,716,773
Gas consumption - at premises where St Helena holds control over metering and invoicing (SCOPE 1)	798
Owned transport - for vehicles owned and used by St Helena for work purposes (SCOPE 1)	9.18
UK Electricity - emissions from purchased for premises where St Helena holds control over metering and invoicing (SCOPE 2)	434
Business Travel - Emissions from employee owned vehicles where St Helena is responsible for purchasing fuel (SCOPE 3)	63
Total gross tCO₂e based on above	1304
Intensity ratio: gross tCO₂e / FTE	4.7

Energy-efficient actions

The following energy efficiency measures were implemented during the reporting period of 2022–2023:

- **Window repairs** conducted in Myland Farmhouse to improve insulation
- **Low energy LED lighting** installed in 2 shops
- **Insulation** installed in 1 shop
- **Low energy Infra red heating** installed in 2 shops
- **Energy reduction** through 2 x new replacement calorifiers installed in Hospice IPU
- **Energy reduction** through removal of shower pumps
- **Removal of gas appliances** at Myland Hall to reduce reliance on fossil fuel energy

Statement of Responsibilities of the Trustees

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2023 was 48 (2022: 48). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

The auditor during the year was Sayer Vincent LLP and they have expressed their willingness to continue in that capacity. The trustees' annual report which includes the strategic report has been approved by the trustees on 23 August 2023 and signed on their behalf by

Nigel Pye
Chairman

Independent auditor's report to the members of St Helena Hospice

We have audited the financial statements of St Helena Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group 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 St Helena Hospice's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees

Independent auditor's report
To the members of
St Helena Hospice Limited

are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group 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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including 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, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires 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 in the trustees' annual report, 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 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in

Independent auditor's report
To the members of
St Helena Hospice Limited

making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities 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 charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Judith Miller (Senior statutory auditor)

10 October 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

St Helena Hospice

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2023

		2023			2022		
	Notes	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's
<u>Income from:</u>							
Donations		750	86	836	718	130	848
Legacies		1,410	-	1,410	1,942	-	1,942
Charitable activity Income	2	5,825	110	5,934	4,782	297	5,079
Other trading activities	3	10,796	16	10,811	9,419	31	9,450
Investment Income	4	193	-	193	155	-	155
Covid support funding	5	-	-	-	68	1,444	1,512
Total income		18,973	211	19,184	17,084	1,902	18,986
<u>Expenditure on:</u>							
Raising funds	6a	7,830	33	7,863	6,859	30	6,889
Hospice Care charitable expenditure		10,568	129	10,697	7,566	1,851	9,417
Lottery partner charitable donations		1,501	-	1,501	1,448	-	1,448
Total expenditure	6b	19,899	162	20,061	15,874	1,881	17,755
Net income/(expenditure) before net gains on investments		(926)	49	(877)	1,210	21	1,231
Net unrealised gains/(loss) on investments	14	(449)	-	(449)	157	-	157
Net income / (expenditure) for the year after net losses on investments	8	(1,375)	49	(1,326)	1,367	21	1,388
Transfers between funds		100	(100)	-	-	-	-
Net movement in funds		(1,275)	(51)	(1,326)	1,367	21	1,388
Total funds brought forward		13,295	438	13,733	11,928	417	12,345
Total funds carried forward	19	12,020	387	12,407	13,295	438	13,733

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

St Helena Hospice

Balance sheet

Company no. 01511841

As at 31 March 2023

		GROUP 2023 £000's	GROUP 2022 £000's	CHARITY 2023 £000's	CHARITY 2022 £000's
	Notes				
Fixed assets:					
Tangible assets	13	3,941	4,895	3,941	4,895
Investments	14	4,531	4,980	4,531	4,980
		8,472	9,875	8,472	9,875
Current assets:					
Stock	15	8	1	-	-
Debtors	16	3,329	4,099	3,551	4,141
Cash at bank and in hand		6,690	7,264	6,591	7,259
		10,027	11,364	10,142	11,400
Liabilities:					
Creditors: amounts falling due within one year	17	(5,985)	(7,363)	(5,964)	(7,382)
Net current assets		4,042	4,001	4,178	4,018
Total assets less current liabilities		12,514	13,876	12,650	13,893
Creditors: amounts falling due after one year	17b	(107)	(143)	(107)	(143)
Total net assets	18	12,407	13,733	12,543	13,750
The funds of the charity:	19				
Restricted income funds		387	438	387	438
Unrestricted income funds:					
Designated funds		7,941	8,895	7,941	8,895
General funds		4,079	4,400	4,215	4,417
Total unrestricted funds		12,020	13,295	12,156	13,312
Total charity funds		12,407	13,733	12,543	13,750

Approved by the trustees on 23 August 2023 and signed on their behalf by

Nigel Pye
Chairman

Richard Polom
Treasurer

St Helena Hospice

Consolidated statement of cash flows

For the year ended 31 March 2023

		2023		2022	
		£ 000's	£ 000's	£ 000's	£ 000's
	Notes				
Cash flows from operating activities					
Net cash provided by operating activities	20		(1,370)		3,416
Cash flows from investing activities:					
Dividends and interest		193		155	
Purchase of fixed assets		(553)		(318)	
Disposal of fixed assets		<u>1,201</u>		<u></u>	
Net cash provided by investing activities			<u>840</u>		<u>(163)</u>
Cash flows from financing activities:					
Repayments of borrowing		(44)		(41)	
Net cash provided by / (used in) financing activities			<u>(44)</u>		<u>(41)</u>
Change in cash and cash equivalents in the year			(574)		3,212
Cash and cash equivalents at the beginning of the year			7,264		4,052
Cash and cash equivalents at the end of the year			<u><u>6,690</u></u>		<u><u>7,264</u></u>

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

a) Statutory information

St Helena Hospice is a charitable company limited by guarantee and is incorporated in the United Kingdom. Registered Address - St Helena Hospice, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number : 280919

b) Basis of preparation

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 FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. These accounts consolidate the results of the charity and its wholly owned trading subsidiaries, St Helena Hospice Trading Limited and St Helena Care Services Ltd., on a line by line basis. St Helena Cleaning Services Ltd. was incorporated on 25 March 2023 but was dormant for the period of these accounts and therefore not consolidated.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have reviewed the financial position and the short term net current assets and consider that there are no material

uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Donations are accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the terms of the will can no longer be challenged, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts donated for resale are included in income when they are sold.

Donations are accounted for on a receivable basis.

Deferred income includes amounts received in respect of work to be undertaken in the next financial year.

The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Trading income is recognised on point of sale for both donated and purchased goods and services.

Care Agency income in respect of the subsidiary St Helena Care Services Ltd. is recognised at point of sale of care service.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

g) Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividend income is recognised when the right to receive the payment has been established.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes. The aim and use of each designated and restricted fund is set out in the notes to the accounts. (see note 19)

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds includes fundraising, retail, lottery and care activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated support costs. These can relate to the hosting, promotion and advertising of events. Entrance costs to challenge events such as marathons or participation in third party organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities; new goods purchased for resell, online selling fees and postage costs. There are staff and associated support costs, and the expenses incurred in running the retail gift aid scheme.

Lottery costs include the prize fund, canvasser costs for recruitment and associated support costs. Royalty payments to Make a Smile lottery partners are recognised under Other Costs of Lottery (see Charitable Activities for treatment of Your Hospice Lottery royalty payments).

Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. New players are entered into the draw on a weekly basis for all future draws. To reflect the future income that these players will generate, the cost of recruitment is deferred over the 3 subsequent years, this deferment is reduced by 15% to adjust for players that may cancel during this time. A deferred bond is held for 12 months against some canvassers to recoup some of the costs for players that cancel in the initial few weeks of playing.

Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

Care Agency costs relate to the subsidiary St Helena Care Services Ltd and are the care staff, management team and associated costs of delivering the domiciliary care service. Costs also include the repayment of the initial franchise set up fee paid at the time by the parent company St Helena, which is being recognised over 5 years; together with the ongoing month franchise fee to Radfield Care which is based on income generated.

- Charitable Activities

Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint and Virtual Ward, Therapies and Wellbeing Team and their associated support costs.

Royalty payments to Your Hospice Lottery partners are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospices to enable partners to continue with their charitable activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Support and governance costs are re-allocated to each of the activities on the basis of staff costs.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

k Tangible fixed assets

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction costs are not depreciated until the asset is complete. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset. The useful lives are as follows:

Freehold land	Not depreciated
Freehold buildings	50 years
Leasehold improvements	The remaining lease term to a maximum of 10 years
Furniture, Green Energy and other equipment	10 years
Computer hardware and electrical equipment	3 years
Motor Vehicles	4 years

Assets under course of construction are not depreciated until in use.

l) i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

ii) Investments in subsidiaries

Investments in subsidiaries are at cost.

m) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

n) Debtors

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

o) Cash at bank and in hand

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

p) 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.

q) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

r) Pensions

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The charity contribution is restricted to the contributions disclosed in note 9. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as 31 March 2022, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The actuarial valuation as at 31 March 2020 is currently underway and will set the new employer contribution rate due to be implemented from April 2024.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

	Unrestricted	Restricted	2023 Total	Unrestricted	Restricted	2022 Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
2 Income from Charitable Activities						
2a Grants						
NHS Grants	5,084	-	5,084	4,365	-	4,365
Grants from other charities	481	-	481	253	6	259
Other Grant Income	-	64	64	-	-	-
iBCF / GSF Grant Education Income	-	20	20	-	9	9
Sub-total for Grants	5,565	84	5,649	4,618	15	4,633
2b Education						
Course fees/Education programmes	8	-	8	2	-	2
Hire of facilities	25	-	25	-	-	-
Catering	-	-	-	4	-	4
Other (Placement Fees)	10	-	10	4	-	4
Sub-total for Education Income	43	-	43	10	-	10
2c Other income from charitable activities						
Catering income from staff and visitors	28	-	28	13	-	13
Other	40	25	66	32	13	45
Home Care Contract Income	15	-	15	-	-	-
Insurance Income for Patient care	8	-	8	-	-	-
Deanery Income	-	-	-	44	-	44
Green Energy	14	-	14	10	-	10
Clinical Staff secondment income	105	-	105	47	263	310
Support services provided to other organisations	6	-	6	8	7	15
Sub-total for Other Income	216	25	241	154	283	437
Total income from charitable activities	5,824	109	5,934	4,782	298	5,080

A contract was signed with ESNEFT during the financial year commissioning St Helena Hospice Ltd. to provide a Homecare Service already being provided by Swan Housing Association (recently acquired by Sanctuary) under the local NICS commissioning arrangement. The funding is received by St Helena and paid over to Swan, with a management fee deducted and recognised in Home Care Contract Income above. The income and cost have been netted off so as to not distort turnover, and only the fee retained is recognised as income.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

3 Income from other trading activities

Retail Income	4,532	-	4,532	3,820	-	3,820
Lottery Income	5,467	-	5,467	5,063	-	5,063
Fundraising and Marketing Income	685	16	701	534	31	565
Care Services Income	111	-	111	2	-	2
	10,795	16	10,811	9,419	31	9,450

4 Income from investments

UK listed investments	165	-	165	155	-	155
Bank Interest	27	-	27	-	-	-
	193	-	193	155	-	155

5 Covid support funding

Hospice UK grants	-	-	-	-	1,444	1,444
Small business grants	-	-	-	46	-	46
Job retention scheme	-	-	-	15	-	15
Landlords relief	-	-	-	7	-	7
	-	-	-	68	1,444	1,512

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

6 Analysis of expenditure

a Analysis of Raising Funds Costs

	2023					2022				
	Fundraising	Retail	Lottery	Care Agency	Raising funds	Fundraising	Retail	Lottery	Care Agency	Raising funds
	£ 000's	£ 000's	£ 000's	£	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs	694	1,659	423	154	2,930	603	1,484	458	36	2,581
Cost of Sales	-	272	-	18	290	-	222	-	13	235
Other costs	113	1,224	932	-	2,269	111	1,174	715	-	2,000
Prizes	-	-	358	-	358	-	-	330	-	330
Player recruitment	-	-	1,071	-	1,071	-	-	903	-	903
Fundraising events and appeals	96	-	-	-	96	53	-	-	-	53
Supporter communication	9	-	-	-	9	5	-	-	-	5
	912	3,155	2,784	172	7,023	772	2,880	2,406	49	6,107
Support costs	183	439	112	35	769	154	397	132	-	683
Governance costs	17	41	10	3	71	19	49	16	16	100
Total Expenditure	1,112	3,635	2,906	210	7,863	945	3,326	2,554	65	6,890

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

b Analysis of Expenditure 2022/23

	Charitable activities						Governance costs	Support costs	2023 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,930	3,132	2,957	599	47	-	128	1,530	11,323
Cost of Sales	290	-	-	-	-	-	-	-	290
Other costs	2,269	968	931	48	69	-	77	1,051	5,413
Prizes	358	-	-	-	-	-	-	-	358
Royalty payments to other Charities	-	-	-	-	-	1,501	-	-	1,501
Player recruitment	1,071	-	-	-	-	-	-	-	1,071
Fundraising events and appeals	96	-	-	-	-	-	-	-	96
Supporter communication	9	-	-	-	-	-	-	-	9
	7,023	4,100	3,888	647	116	1,501	205	2,581	20,061
Support costs	769	827	781	158	12	-	34	(2,581)	
Governance costs	71	78	74	15	1	-	(239)	-	-
Total Expenditure 2023	7,863	5,005	4,743	820	129	1,501		-	20,061

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

b Analysis of Expenditure 2021/22

	Charitable activities						Governance costs	Support costs	2022 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,581	2,712	2,415	414	14	-	174	1,292	9,604
Cost of Sales	235	-	-	-	-	-	-	6	241
Other costs	2,000	1,053	1,001	118	33	-	52	915	5,171
Prizes	330	-	-	-	-	-	-	-	330
Royalty payments to other Charities	-	-	-	-	-	1,448	-	-	1,448
Player recruitment	903	-	-	-	-	-	-	-	903
Fundraising events and appeals	53	-	-	-	-	-	-	-	53
Supporter communication	5	-	-	-	-	-	-	-	5
Payments to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Organisations	-	-	-	-	-	-	-	-	-
	6,107	3,765	3,416	533	47	1,448	226	2,213	17,755
Support costs	683	729	641	110	7	-	44	(2,213)	-
Governance costs	99	88	81	14	(14)	-	(270)	-	-
Total Expenditure 2021/22	6,889	4,582	4,138	657	40	1,448	-		17,755

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

7 Investment in Subsidiary Companies

Summary financial information for St. Helena Hospice Trading Limited

The Charity holds a £1 investment in one share representing 100% of the equity in St Helena Hospice Trading Limited, company registration number 07152341.

	2023 £ 000's	2022 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	201	116
House Clearance	43	48
Consultancy income	4	6
Cost of sales	(79)	(45)
Gross Profit	169	125
InterCo Charges	-	-
Intercompany Charges	(131)	(84)
Direct Charges	-	-
Administration and other expenses	(26)	(10)
Profit for the financial year	12	31
Changes in equity		
Total equity brought forward	31	17
Total comprehensive income for the year	12	31
Gift Aid distribution to parent charity	(31)	(16)
Total equity carried forward	12	32
Balance Sheet		
Fixed Assets		
Stock	8	1
Debtors	0	1
Cash	12	4
Current Assets		
Intercompany	-3	35
Current liabilities	(5)	(10)
Net current assets	12	31
Net Assets	12	31
Reserves	12	31
Share Capital	-	-
Capital and Reserves	12	31

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2023

7 Investment in Subsidiary Companies

Summary financial information for St Helena Care Services Limited

The Charity holds a £100 investment in one share representing 100% of the equity in St Helena Care Services Limited, company registration number 12440509.

	2023	2022
	£ 000's	£ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	111	2
Cost of sales	(67)	-
Gross Profit	44	2
InterCo Charges	-	-
Intercompany Charges	(2)	(6)
Direct Charges	-	-
Administration and other expenses	(141)	(44)
Profit for the financial year	(99)	(48)
Balance Sheet		
Fixed Assets	-	-
Stock	-	-
Debtors	27	27
Cash	87	2
Current Assets	-	-
Intercompany	(244)	(70)
Current liabilities	(17)	(7)
Net current assets	(147)	(48)
Net Assets	(147)	(48)
Reserves	(147)	(48)
Share Capital	-	-
Capital and Reserves	(147)	(48)

The Charity also holds investments in two dormant companies.

The Charity holds a £1 investment in one share representing 100% of the equity of Your Hospices Lottery Ltd.

The Charity holds a £1 investment in one share representing 100% of the equity of Make a Smile Lottery Ltd.

New Subsidiary - St Helena Cleaning Services Ltd.

On 25 March 2023, St Helena Cleaning Services Ltd was incorporated with Companies House, company registration number 14757991. The company will form part of the St Helena Group with St Helena Trading Ltd holding 100% of the equity. A franchise agreement with Total Clean was signed in March 2023. The initial fee of £70,000 excluding VAT, was paid by St Helena Hospice Ltd. on behalf of St Helena Cleaning Services Ltd. in April 2023 with the intention of being repaid once the subsidiary has sufficient funds. Operations are expected to begin in 2023/24.

Parent Charity

	2023	2022
	£ 000's	£ 000's
Income for the year	18,825	18,814
Result for the year	(1,239)	1,405

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

	2023 £ 000's	2022 £ 000's
8 Net income/(expenditure) for the year		
This is stated after charging:		
Depreciation	306	340
Loss/(Gain) on disposal of fixed assets	-	-
Operating lease rentals:		
Property	626	518
Other	36	37
Auditor's remuneration (excluding VAT):		-
Audit - St Helena Hospice Group	15	13
Audit - Subsidiary company	6	6
Other services - St Helena Hospice Group	7	2

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

Salaries and wages	9,458	7,892
Social security costs	841	695
Apprenticeship Levy	30	23
Pension - Defined Contribution	590	505
Pension - Defined Benefit	354	350
Redundancy and termination payments	50	140
	11,323	9,605

During the year 8 staff received redundancy and termination payments (Prior Year: 7)

In January 2023, 2 employees who were also members of the senior management team, signed COT3 Agreements agreeing their roles would become redundant in April 2023; the redundancy and termination payments were made to them in April 2023.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023	2022
	No.	No.
£60,000 - £69,999	2	2
£70,000 - £79,999	3	3
£80,000 - £89,999	-	1
£90,000 - £99,999	1	-
£100,000 - £109,999	-	-
£110,000 - £119,999	1	1

The Hospice considers that the key management personnel comprises the trustees and the senior management team. This management team are the Chief Executive and 6 other key directors (Prior Year: CEO + 5).

	2023		2022	
	Actual Number	FTE	Actual Number	FTE
Chief Executive Officer	1.0	1.0	1.0	1.0
Senior Management Team	6.0	5.4	5.0	5.0
	7.0	6.4	6.0	6.0

The total employee benefits including employer's national insurance, pension contributions and termination payments of the Key management personnel of the Hospice were £636k in the current year. (Prior Year: £567k).

Trustees are not remunerated for the work they undertake fulfilling their Trustee duties for the charity.

During the year a total of £405 expenses (Prior Year: £nil.) were paid to Trustees.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

10 Staff numbers

The number of employees (head count based on number of staff employed) at the year end was 365 (Prior Year: 325).

	2023		2022	
	Actual Number	FTE	Actual Number	FTE
Patient and Family Care	210	146	175	141
Marketing, Fundraising and Lottery	29	28	34	31
Retail	83	65	93	72
Support Services	43	38	23	21
	365	277	325	265

11 Related party transactions

2 Trustees (Prior Year: 2) are connected to companies from which the Charity and Group purchased services, full details are provided below:

Tim Field is a Solicitor of Birkett Long who provide legal services to the St Helena group. Birkett Long have charged £1,800 in the year (Prior Year: £3,198).

David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £30,507 (Prior Year: £39,002) during the year.

During the year 10 trustees donated £2,240 to the charity. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

13 Tangible fixed assets - group and charity

	Freehold Property	New Home for St Helena	Leasehold Improvements	Computer & Electrical Equipment	Furniture & Office Equipment	Motor Vehicles	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Cost							
At the start of the year	6,577	-	1,350	387	568	90	8,972
Additions in year	-	159	212	62	121	-	554
Disposals in year	(1,914)	-	-	(7)	(19)	-	(1,940)
Impairment	-						-
At the end of the year	4,663	159	1,562	442	670	90	7,586
Depreciation							
At the start of the year	2,513	-	756	289	450	69	4,077
Charge for the year	92	-	114	60	28	12	306
Disposals in year	(719)	-	-	(7)	(12)	-	(738)
At the end of the year	1,886	-	870	342	466	81	3,645
Net book value							
At the end of the year	2,777	159	692	100	204	9	3,941
At the start of the year	4,064	-	594	98	118	21	4,895

Land with a value of £38,600 (Prior Year: £38,600) is included within freehold property and not depreciated.
All of the above assets are used for charitable purposes.

14 Investments

Listed Investments

	2023 £ 000's	2022 £ 000's
Fair value at the start of the year	4,980	4,823
Disposal proceeds	-	-
Realised Gains	-	-
Net Gain/(loss) on change in fair value	(449)	157
Total Listed Investments at the end of the year	4,531	4,980

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

14 Investments (continued)	2023	2022
	£	£
Unlisted shares in UK registered companies	10	10

	2023	2022
	£ 000's	£ 000's
Total Investments at the end of the year	4,531	4,980

Other Investments comprise:

	2023	2022
	£	£
Unlisted shares in Trading Subsidiary Company	1	1
Unlisted shares in Care Services Subsidiary Company	100	-
Unlisted shares in Subsidiary Companies yet to trade	3	3
	104	4

	2023	2022
	£ 000's	£ 000's
Total Fixed Asset Investments - Charity	4,531	4,980
Historic cost at the end of the year	3,858	3,858

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

15 Stock	Group 2023 £ 000's	Group 2022 £ 000's	Charity 2023 £ 000's	Charity 2022 £ 000's
New and Branded Goods	<u>8</u>	<u>1</u>	<u>-</u>	<u>-</u>
	<u>8</u>	<u>1</u>	<u>-</u>	<u>-</u>

16 Debtors

Trade debtors	1,137	133	1,132	132
Other debtors	6	3	6	3
Amounts due from subsidiary company	-	-	249	70
Prepayments	1,942	1,874	1,923	1,848
Accrued income	17	1,318	14	1,317
Income Tax recoverable	74	47	74	47
Value Added Tax	74	117	74	117
Legacies	79	607	79	607
	<u>3,329</u>	<u>4,099</u>	<u>3,551</u>	<u>4,141</u>

As at 31 March 2023 the Charity has been notified of 4 - £305K (Prior Year - 4 - £44K) legacies which have not been included in debtors because the accounting policy conditions for recognition have not been met. In addition, 3 further legacy notifications have been received with no indication of their value.

17 Creditors: amounts falling due within one year

Big Issue Invest loan (see note 17b)	48	55	48	55
Trade Creditors	758	1,000	757	992
Accruals	888	1,088	871	1,082
Deferred Income	3,989	5,051	3,989	5,051
Other Taxes and Social Security	302	169	299	167
Amounts due to subsidiary company	-	-	-	35
	<u>5,985</u>	<u>7,363</u>	<u>5,964</u>	<u>7,382</u>

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

17b Creditors: amounts falling due after one year

Big Issue Invest loan	107	143	107	143
	107	143	107	143

The deferred income relates to money received in advance. This includes a balance of £564K (Prior Year - £551K) for future lottery draws, £3,387K (Prior Year - £4,433K) for Grants received in advance and £38K (Prior Year - £67K) for future fundraising events.

St Helena Hospice entered into a loan agreement with Big Issue Invest Social Investments Ltd on 28th August 2019. This agreement is for a loan facility of £1.5M, to be drawn down in minimum £250K amounts between 28th September 2019 and 28th February 2021. Interest is payable at 7.5% on a quarterly basis, with repayment of the loan facility in 20 equal quarterly payments from 31st March 2021 until 28th February 2026.

18a Analysis of net assets between funds 2023

	Unrestricted	Designated	Restricted	Total funds
	£ 000's	£ 000's	£ 000's	£ 000's
Tangible fixed assets	-	3,941	-	3,941
Investments	531	4,000	-	4,531
Net current assets	3,655	-	387	4,042
Long term liabilities	(107)	-	-	(107)
Net assets at 31 March 2023	4,079	7,941	387	12,407

18b Analysis of net assets between funds 2022

	Unrestricted	Designated	Restricted	Total funds
	£ 000's	£ 000's	£ 000's	£ 000's
Tangible fixed assets	-	4,895	-	4,895
Investments	980	4,000	-	4,980
Net current assets	3,563	-	438	4,001
Long term liabilities	(143)	-	-	(143)
Net assets at 31 March 2022	4,400	8,895	438	13,733

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

19a Movements in funds (current year)

	At 1 April 2022	Income & gains	Expenditure & losses	Transfers	At 31 March 2023
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Specific Donations	438	211	(162)	(100)	387
Total restricted funds	438	211	(162)	(100)	387
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	4,895	553	(1,507)	-	3,941
Hospice Capital Fund	4,000	-	-	-	4,000
Total designated funds	8,895	553	(1,507)	-	7,941
General funds	4,400	18,420	(18,841)	100	4,079
		-	-	-	
Total unrestricted funds	13,295	18,524	(19,900)	100	12,020
Total funds	13,733	18,735	(20,062)	-	12,407

The narrative to explain the purpose of each fund is given at the foot of the note below.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

19b Movements in funds (prior year)

	At 1 April 2021	Income & gains	Expenditure & losses	Transfers	At 31 March 2022
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Specific Donations	417	458	(437)	-	438
Fixed Assets	-	1,444	(1,444)	-	-
Total restricted funds	417	1,902	(1,881)	-	438
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,083	318	(506)	-	4,895
Hospice Capital Fund	-	-	-	4,000	4,000
Total designated funds	5,083	318	(506)	4,000	8,895
General funds	6,845	16,923	(15,368)	(4,000)	4,400
Total unrestricted funds	11,928	17,241	(15,874)	-	13,295
Total funds	12,345	19,143	(17,755)	-	13,733

Movement between funds

Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

There was a request from a Major Donor in the year to transfer a historical £100k restricted donation from restricted to general funds

Specific donations

The Specific donations funds comprise accumulated amounts given for the purchase of specified items or other specific purposes. Incoming resources to the Specific Donations Funds include grants to fund specific services and projects, expenditure relating to these services are identified to the individual funds.

Purposes of designated funds

The **fixed assets fund** was established to assist in identifying those funds that are not free funds and it represents the net book value of tangible fixed assets. The Fund movements reflect the purchases, disposals and depreciation charges and adjustments of all unrestricted tangible fixed assets. Fixed Assets that have a non-maintaining restriction are moved to the designated fund on purchase.

The **Hospice Capital Fund** has been established to provide initial funding for a new hospice, nursing home and commercial ventures. **A potential site has been located and the business case is ongoing with the Trustee's decision whether to proceed expected in 2023.**

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2023

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023	2022
	£ 000's	£ 000's
Net income / (expenditure) for the reporting period	(1,326)	1,388
(as per the statement of financial activities)		
Depreciation charges	306	340
(Gains)/Losses on investments	449	(157)
Bank interest	(27)	-
Investment Income	(164)	(155)
Impairment of fixed assets	-	166
(Increase) / Decrease in stocks	(7)	4
Decrease / (Increase) in debtors	770	(1,762)
(Decrease) / Increase in creditors	(1,370)	3,592
Net cash (used in) by / provided operating activities	(1,370)	3,416

21 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2023	2022	2023	2022
	£ 000's	£ 000's	£ 000's	£ 000's
Less than one year	623	439	58	28
One to five years	1,341	936	164	89
Over five years	218	78	5	3
	2,182	1,453	227	120

22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

ST HELENA HOSPICE LIMITED

England & Wales - Charity number 280919

Accounts

Company number: 01511841

Charity Number: 280919

St Helena Hospice Limited

Report and financial statements

For the year ended 31 March 2022

St Helena Hospice Limited

Contents

For the year ended 31 March 2022

Reference and administrative information	1
Trustees' annual report	3
Independent auditor's report	20
Statement of financial activities (incorporating an income and expenditure account)	24
Balance sheet	25
Statement of cash flows	26
Notes to the financial statements	27

St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2022

Company number	01511841
Charity number	280919
Registered office	Myland Hall, Barncroft Close, Highwoods, Colchester, Essex, CO4 9JU
Country of registration	England
Country of incorporation	United Kingdom
President	Bishop Roger Morris
Vice Presidents	Prof Peter Vergo Peter Glossop Dr Elizabeth Hall MBE Christopher Pertwee DL

Trustees The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Nigel Pye	Chairman, Chair of Remuneration Committee
John Hawkins	Vice Chairman, Chair of Corporate Governance and Risk Committee
Catherine Bhuiya	Treasurer, Chair of Finance Committee Retired July 2022
Dr Frances Hyde	Chair of Income Committee
Ken Aldred	Co-Chair of Patient and Family Services Committee
Dr Mary Northrop	Co-Chair of Patient and Family Services Committee
Andrew Dickerson	Retired October 2021
David Cresswell	
Tracey Dickens	Retired October 2021
Timothy Field	Appointed December 2021
Juliette Maxam	Retired September 2021
James McCarthy	Appointed August 2021
Dr David Milne	
Catherine Morgan	
Ken Rolls	

Key management personnel	Mark Jarman-Howe	Chief Executive
	Lisa Parish	Director of Care
	Dr Emma Tempest	Medical Director
	Hayley Joshua	Director of People & Culture
	Brian Bolt	Finance Director
	Alison Lanchester	Director of Fundraising (retired April 2022)
	Gemma Zweck	Commercial Director (appointed May 2022)

St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2022

Bankers	NatWest 25 High Street, Colchester, Essex, CO1 1DG
Solicitors	Birkett Long LLP, 1 Amphora Place, Sheepen Road, Colchester Essex, CO3 3WG Fisher Jones Greenwood LLP, Charter Court, Newcomen Way, Colchester, Essex, CO4 9YA
Investment Managers	Rathbone Brothers PLC 8 Finsbury Circus, London, EC2M 7AZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane London, EC1Y 0TL
Website	www.sthelena.org.uk

The trustees present their report and the audited financial statements for the year ended 31 March 2022.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

The trustees review the aims, objectives and activities of the charity each year. This report covers the achievements and outcomes of the charity in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The purposes of the charity as set out in its articles of association (2015) are “to promote the relief of illness and suffering in such ways as the company from time to time thinks fit in Essex and adjacent areas and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

- (a) By establishing, maintaining and conducting residential, inpatient, outpatient, outreach and community based care for any persons of either sex (without regard to race or creed or sexual orientation) who are suffering (at any age) 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.
- (b) By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and by providing for the dissemination of the results of such research.
- (c) By promoting and encouraging or assisting in the teaching or training of any health or social care professionals or other persons engaged in any branch of medicine, surgery, nursing or allied services, or social or personal care, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services, or social or personal care.
- (d) By providing or assisting or encouraging spiritual help and guidance for any persons under our care.
- (e) By promoting and providing family support and bereavement care services for those affected by illness, suffering and death.
- (f) Through community engagement, volunteering, and generating its own resources and funding to ensure that it retains its independence in setting and pursuing its priorities and fulfilling its objects.”

The statement of purpose for the charity is:

Helping local people face incurable illness and bereavement.

The organisational values of the charity are to:

- Be passionate about hospice care
- Value conversations
- Show appreciation for all
- Respect
- Work together

St Helena wants end of life care to be better for everyone across north east Essex, regardless of where they live, how old they are, or their diagnosis. It has worked with partners in the North East Essex Health and Wellbeing Alliance to develop a new population approach to end-of-life care focused on the 10 outcomes that matter most to people in the last year of life and their families.

St Helena continues to explore new ways to provide care and support to more local people. This includes increasing the scope and reach of our care, developing new services and programmes, working with community groups and voluntary organisations, and making sure its facilities are sustainable and future-proofed. St Helena recognises that others have an essential role to play in good palliative and end of life care, so it embraces partnership working; and to get the most from this it provides leadership and coordination on behalf of our population.

This includes a local leadership role regarding the provision of education and training in palliative and end of life care. The Hospice Education offer has been developed with colleagues at St Elizabeth Hospice and in the Integrated Care Academy hosted by the University of Suffolk.

Service delivery is organised around two multi-disciplinary teams (MDTs) – The Hospice MDT (inpatient care) and Hospice in the Home MDT (community and home based care). Support is offered to patients, family members, and professional through the 24/7 SinglePoint palliative care coordination centre and end of life care hub. SinglePoint coordinates end of life care services across local providers including GPs, district nursing, the acute hospital, out of hours services and the ambulance service. It also coordinates the My Care Choices Register, a means of capturing and sharing the wishes of people in the last year of life.

In addition, St Helena provides a range of complementary and support services, including spiritual care, through its own teams and in partnership with community groups and other local providers as part of the Compassionate Communities programme.

St Helena provides a comprehensive bereavement for all service for adults and has recently been commissioned to extend this support to children regardless of the cause of their bereavement.

Last year St Helena supported over 4,000 people in one year for the first time. It wants to do more, and it continues to strive to further strengthen work to personalise care, widen access, and tackle inequalities in both access and outcomes.

The charity generates most of its income through voluntary, commercial, and charitable means including:

- Operating the Your Hospice Lottery and the 'make a smile lottery', both partnership lottery models that involve working with other hospices and good causes from across the country.
- Retailing through a network of charity shops, online and via the trading subsidiary's activities.
- Gifts in wills.
- Fundraising through community events, challenges, appeals, corporate and major donors, and individual giving.
- Submitting bids for specific funding from charitable trusts, the Department of Health and other funders.
- Building support with the local community to fund specific services.

The charity also generates income from its investment portfolio and temporary surplus cash balances.

St Helena receives a grant North East Essex NHS Clinical Commissioning Group.

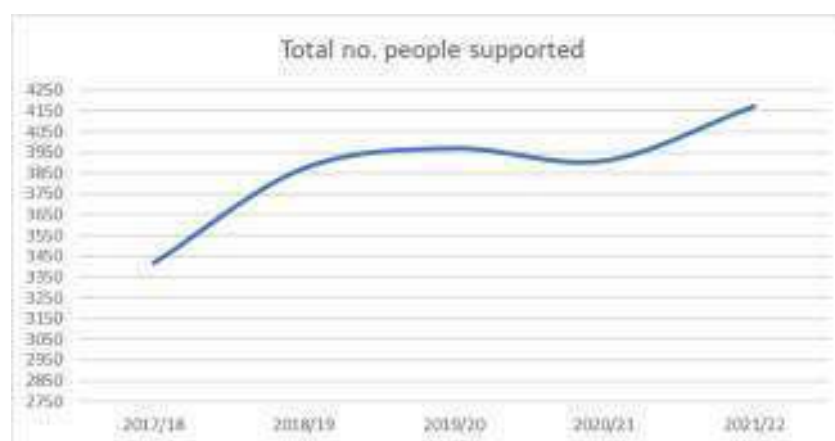
The charity is a partner in the Hospice Quality Partnership and procures via available national frameworks organised by this venture or alternatively will conduct tenders for local services. The trustees and executive team review support service and management structures and arrangements regularly.

During the year, 226 people began volunteering for St Helena, at the year-end there were 779 volunteers generously giving their time for free.

Strategic Report

Achievements and performance, and beneficiaries of our services

Despite significant periods in the last year being affected by lockdowns and Covid-19 disruption, St Helena supported more people in 2021/22 than in any previous year. This continues the upward trend of the last few years, which was only briefly halted by the pandemic. It demonstrates that significant changes to the service model made in the last two years and the decision to close the Tendring Centre have not affected the volume of care delivered.



	2017/18	2018/19	2019/20	2020/21	2021/22
Total no. people supported	3418	3873	3969	3909	4171

The trend of an increasing proportion of activity being delivered through Hospice in the Home and the end-of-life care hub coordination model has continued. Inpatient care has been affected by Covid-19 limiting capacity and short-term changes in referral patterns and patient preferences. The amount of bereavement support provided is good but waiting times to access that support remained high.

Our Outreach CNS supported 33 people from under-served communities. The charity is monitoring how effective we are in widening access and reducing inequalities. It can now evidence reaching people from all levels of deprivation and ethnicity in the local community, but there is work to do to increase access for people in the most deprived areas and in improving the completeness of our Equality Diversity and Inclusiveness data capture.

Crucially this expansion of care provided has not been at the expense of quality. The charity remains Outstanding rated by the Care Quality Commission and under their new monitoring regime had no concerns flagged last year. Feedback from Alliance and Suffolk and North East Essex Integrated Care System partners is positive.

A comprehensive annual Quality Account is published on the charity's website.

The resumption of significant learning and development activity at the tail end of the year will be further increased in 2022/23 as the Hospice Education partnership with St Elizabeth Hospice matures.

Feedback from service users is very important to the charity. During 2021/22, the charity received an overall rating of 5 out of 5 stars on iWantGreatCare.

Financial review

2021–22 was the second year of the Covid–19 pandemic and while its impact was not as severe as in 2020–21 it nonetheless continued to have a significant impact on both our income generation activities as well as our charitable services. Restrictions on social gathering meant our ability to increase our lottery recruitment activity for both our own and our partners lotteries remained curtailed as was much of our fundraising events programme. On a positive note, in April 2021 when we were allowed to reopen our shops, trading very quickly recovered to pre–pandemic levels. We also opened two more new shops during the year and despite the restrictions on lottery recruitment, gross income continued to grow with the main challenge becoming the steadily increasing cost of recruitment and resulting reduced profitability.

We continued working closely with our local NHS CCG in handling the impact of the pandemic with our reshaped services to patients and families. We received further financial support from NHSE via Hospice UK to provide bed capacity and community support to March 2022. This support has now ceased. As a result of these support packages, we have come through the second year of the pandemic in a sound financial position.

The outcome for the year was a total spend of £17,755k (up from £16,147k the year before) against total income of £18,986k (2021, £17,037k), producing a net surplus of £1,231k (2021, £890k) before unrealised investment gains. This comprised an unrestricted operational surplus of £1,210k and a surplus on restricted funds of £21k. The restricted surplus is due to cash received for specific initiatives with spend to be incurred on those initiatives in future years.

Net investment gains, excluded from the above figures, were £157k, being all unrealised gains (based on market prices as at 31 March 2022).

Income came from our usual income streams, the main ones being NHS (£4,365k), legacies (£1,942k), donations (£847k), fundraising (£565k), lottery (gross income of £5,063k, with a surplus of £1,061k after direct and overhead costs and an income share paid to other charity partners of £1,886k), retail (gross income of £3,820k and a surplus of £494k) and from investments (£155k). In March 2022, near the end of the year, we launched our new domiciliary care service from which we expect to see income next year.

In addition to the above, during the year we received £1,512k of one–off pandemic support funding, the main elements of which were Hospice UK/ NHS England (£1,444k) and small business grants (£46k).

Spend was on charitable activities, £10,865k (2021– £10,818k) including the income share paid to other charity lottery partners of £1,448k, and on raising funds (£6,890k, 2021–£5,329k), the latter includes income shares to non–hospice charity lottery partners of £437k. Charitable activities spend included inpatients (£4,583k), community care (£4,137k), therapies and well–being (£657k) and education and research (£40k).

Investment holdings at year-end were £4,980k (2021: £4,823k), split between equities and bonds held within charity specific funds. No investments were disposed of during the year.

The general policy on reserves is to maintain a level of free reserves between £3.3m and £4.9m, creating a balance between sustainability and avoidance of keeping excessive levels which would be at the expense of service spend. Free reserves at 31 March 2022 equated to £8.4m. This includes £4.0m that has been transferred into a new Hospice Capital Fund that has been set up to support potential new capital works for future development of the hospice. Excluding this designated fund, free reserves would be £4.4m, which falls within the range for the policy.

During the year, service plans and priorities and operational financial performance were kept under constant and regular review by the trustees and senior management team to ensure that we continued to provide the services our patients required whilst supporting the wider effort to deal with the effects of the pandemic. This scrutiny helped to maintain an effective financial balance and confidence that it is sustainable.

We do not anticipate there will be any further direct hospice financial support from NHSE however we are in a strong financial position to respond to the challenges of the year ahead and to continue to deliver our much-needed services.

Principal risks and uncertainties

The trustees have a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation.
- Regular reviews of the risks the charity may face.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

The charity manages major risks as follows:

- Insufficient funding to run the charity.

The charity maintains and develops a diverse range of income sources to spread the risk of shortfalls of income and over dependency on any one source. The two largest income streams are funding from the NHS under a grant agreement and legacies, which by their nature are unpredictable and volatile. The charity maintains a level of reserves to enable it to cope with short-term fluctuations in income levels.

NHS North East Essex CCG have extended their grant agreement with the charity to the end of March 2023. The charity is an active partner in the North East Essex Health and Wellbeing Alliance, one of three alliances in the Suffolk and North East Essex Sustainability and Transformation Partnership.

- Not understanding the expectations and needs of our community.

The charity engages with a diverse range of community and provider groups to ensure that it is aware of need gaps and changes. It also regularly seeks the opinion of service users as to the effectiveness and quality of the services it delivers.

- Insufficient skilled staff.

The charity offers competitive pay and conditions to attract high quality staff as well as extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation. The charity recently revised its clinical pay structure to ensure that it remained competitive with the NHS to ensure that it was still able to attract qualified clinical staff.

- Infrastructure not fit for purpose.

The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. The charity regularly reviews the suitability of its estate to ensure it is adequate and fit for purpose.

- Diminished quality of services provided.

The Care Quality Commission (CQC) regulate all clinical and care services provided by the charity. The Clinical Governance Committee monitors clinical policies and practice. The Patient and Family Services Committee monitors medical and clinical activity.

- Damaged reputation.

The Trustee Board and management team work closely together in policy setting and monitoring to ensure that the charity is working to the highest standards. The Corporate Governance and Risk Committee oversees risk management corporately while the Clinical Governance Committee manage clinical risks. There is dedicated specialist resource managing public relations and communications, data and cyber security, health and safety, and patient safety. The Income Committee monitors fundraising practices in the light of recommendations made by charity sector fundraising practice reviews.

There has been no significant change in the risk profile of the charity.

Fundraising practices

Our supporters and donors are very important to us and it is their support that enables us to do what we do to help the people of North Essex at a very difficult time in their lives. We aim to ensure that all our fundraising activities are carried out in accordance with best fundraising practice and our supporters and wider public are treated fairly and with respect.

Fundraising standards

The charity voluntarily registered with the Fundraising Regulator and works within the Code of Fundraising Practice. Our lottery is regulated by the Gambling Commission and we adhere to the Conditions of Practice as set out by the Gambling commission.

Working with third party fundraisers

So that we can engage with as many potential supporters as possible, our staff talk with members of the public both on the telephone and in person. We do work with external organisations who have specific expertise in this area. All such arrangements are under robust contracts which specify that the activities must be carried out by suitably trained staff and in accordance with applicable laws and codes such as the Fundraising Regulator's Code of Fundraising Practice and data protection laws. We expect these organisations to reflect our values when working on our behalf. In addition to this and as part of our compliance with the Gambling Commission we have a series of interventions in place to ensure that the work being carried out is to the highest possible standards. This includes but is not limited to spot checking of new supporters who sign up in support of the organisation. All spot checking is logged and narratives kept of each communication with a particular supporter.

Complaints

During the year 71 (2021–41) complaints relating to our fundraising were received, all of which have been resolved. We view complaints and supporter feedback as important information about the impact on our supporters and an opportunity to learn about and improve our practice.

Protecting vulnerable people

St Helena Fundraisers are aware of the Code of Practice and in particular, the importance of protecting vulnerable people (and others) from unreasonable intrusion on privacy, unreasonably persistent approaches or undue pressure to give. Our lottery operation has a responsible gambling policy in place which identifies the actions taken to protect the most vulnerable in society. This is also covered in the training that every member of the lottery team has when they join the organisation.

Investment policy

The charity works closely with its fund managers to ensure its investment portfolio is responsibly managed. Responsible investment is considered to be the purposeful integration of environmental, social and corporate governance (ESG) considerations into investment management processes and ownership practices, and have adopted the following non-exhaustive definitions of the underlying components of ESG:

- 1 – environmental: issues relating to the quality and functioning of the natural environment
- 2 – social: issues relating to the rights, well-being and interests of people and communities
- 3 – governance: issues relating to corporate governance and corporate behaviour

In addition to applying the above general principles the charity will hold no direct investment in companies whose main source of revenues and profits is derived from tobacco.

The Charity seeks to produce the best possible financial return within an acceptable level of risk, which is classified as a level 4 by their professional investment managers (with level 1 being the lowest risk level and 6 being the highest).

The investment objective is to generate a total return of CPI plus 3% per annum over the long-term, net of all fees.

The Charity adopts a total return approach to investment, generating the investment return from income and capital gains or losses. It is expected that, in the long term, the real value of the portfolio will be maintained in accordance with the investment objective above.

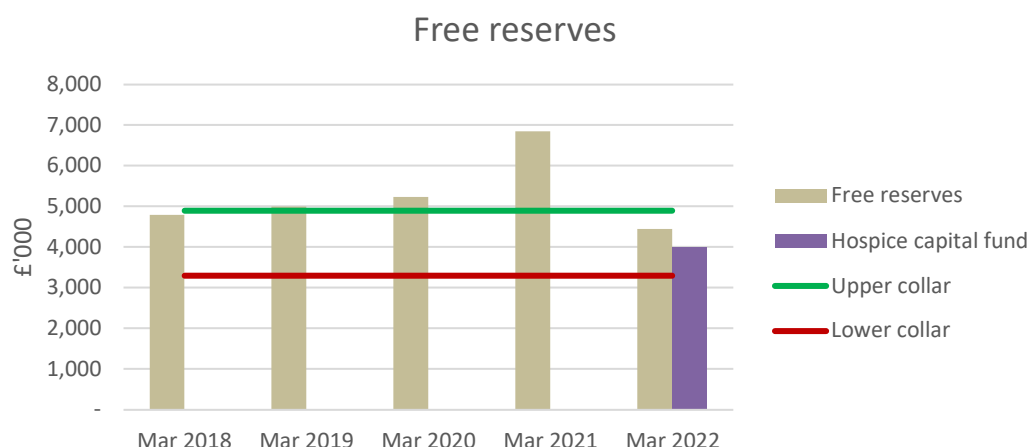
Reserves policy and going concern

The charity needs financial resources to achieve its purposes and must plan for the longer term to ensure continuity of its services to patients.

The trustees regularly monitor the reserves policy and the level of reserves required having regard to the following:

- The charity forecasts of expenditure based on planned activity and the analysis of future needs.
- The reliability and volatility of income.
- Funds required for replacing assets.
- The need to cover contingencies and the ability to be able to respond to unexpected events or opportunities.

The trustees utilise a risk-based approach for assessing the appropriate level of free reserves (fair value and general reserves). The policy is based on an assessment of the volatility and certainty of each of the organisation's main income streams; a potential need for unplanned or unexpected expenditure; and, the requirement to maintain sufficient working capital to ensure the continuing smooth running of the charity. This assessment produced figures of £1.7m for income volatility and uncertainty, £0.6m for unplanned or unexpected expenditure and £1.8m for working capital requirements, giving £4.1m in total. The trustees consider that it would be appropriate in normal times to maintain free reserves within a range of plus or minus 20% of this figure, giving a free reserves range of £3.3m to £4.9m. Free reserves at 31 March 2022 stood at £8.4m. This includes £4.0m set aside in a new designated fund, Hospice Capital Fund, to support potential capital infrastructure works for future development of the hospice as described in future plans below. Excluding this designated fund, free reserves amount to £4.4m.



The trustees have considered the financial position of the charity, its investment portfolio, its reserves, as well as its cash flow and liquid resources and they believe the charity is able to manage its business risks successfully.

There are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. The trustees having reviewed the evidence have a reasonable expectation that the charity has adequate resources to continue in operational existence for the near future and can continue to meet its liabilities for the next twelve months. Therefore, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Plans for the future

The charity has updated its strategic priorities for the period 2022 to 2024.

Principles

St Helena wants people living in North East Essex to achieve the outcomes that matter most to them and their families in their last phase of life. St Helena does not apply a specific time or diagnosis to the last phase of life since it will depend on individual circumstances, but it will include people with:

- advanced, progressive, incurable conditions
- general frailty and coexisting conditions that mean they are at increased risk of dying within the next 12 months
- existing conditions if they are at risk of dying from a sudden acute crisis in their condition
- life-threatening acute conditions caused by sudden catastrophic events.

St Helena believes the best way to achieve this is through engagement with its local community, and partnerships with other organisations wanting to improve health and wellbeing. It will maintain its expertise in specialist palliative care and end of life care and provide education to share that expertise with partner organisations.

Infrastructure

The Board recognises that Myland Hall is increasingly expensive to maintain and, in parts, incapable of providing the quality of infrastructure expected by its beneficiaries, regulator and commissioners. Whilst planning for a new facility Myland Hall will be maintained to the best standard possible compatible with a likely re-location. St Helena will take its environmental and corporate social responsibilities, including carbon reduction, seriously as it develops its future estates plans.

St Helena will maintain its eminent position in palliative and end of life care through having a central site housing both Hospice and Hospice in the Home teams, to develop skills, offer training and development opportunities, and to provide a beacon of excellence for the local health and care system.

Service Objectives

As part of the population approach to care, St Helena will build on its work with others to further develop the provision of holistic care for patients and their families in North East Essex (NEE).

St Helena, acting within the framework of North East Essex Health & Wellbeing Alliance (Alliance), continues to be the coordinating hub for all non-hospital palliative and end of life care and related bereavement services, in NEE. SinglePoint will continue to be the coordinating hub for this provision.

St Helena will continue to address inequalities in the take up of its services through greater engagement with the local community and relevant local healthcare providers. It will develop its compassionate communities programme including asset-based community development, social prescribing, and greater personalisation of care.

St Helena will provide an In-Patient Unit (IPU) to support those whose needs cannot be met elsewhere due to the complexity of specialist intervention required or the limitations of their usual place of residence (including homelessness, poor housing, impact on others in the household and safeguarding concerns).

For many their preferred place of care will be their usual place of residence and the aim is to support as many people as possible in their own home or care home through the provision of such services as the Virtual Ward, Hospice at Home and community nursing working with local GP providers and other health and care organisations.

In recognition of the growing need in the community, St Helena will demonstrate its commitment to building a true 'bereavement for all' service for children and adults requiring help due to being bereaved for any reason in NEE.

St Helena will work in collaboration with other hospices, academic partners, the Alliance and Integrated Care Board (ICB) to provide education on palliative and end of life care to meet the care needs of the population of NEE. It will also undertake research into the effectiveness of the population approach and innovative local care models.

St Helena will actively explore opportunities to develop innovative, cost effective and scalable services that utilise digital technology, platforms, and solutions to their full potential.

People and Culture Objective

St Helena recognises that it would not be able to meet the needs of local patients and their families without its excellent staff and volunteers. It will develop and implement a comprehensive plan to ensure the recruitment, retention, and skills development of a quality workforce in all areas of the organisation.

Funding Objectives

Opportunities for new ventures and initiatives on the future site will be actively explored.

St Helena services will be subject to the funding available. The committee chairs will work with SMT to propose a budget for annual approval by the Board of Trustees. Funding of services will be prioritised on a basis to be agreed with the Board of Trustees.

Through working with the Alliance and the ICB, St Helena will demonstrate the effectiveness of its population approach and continue to seek increased disinvestment in acute hospital beds and increased investment in community based palliative and end of life care.

St Helena will further develop and grow its lottery, retail and fundraising income lines, whilst continuing to develop other innovative income generation opportunities, using a range of funding models, including social investment, as appropriate.

St Helena will progress its domiciliary care business, to provide income for its charitable purposes and will consider other opportunities in the wider care market.

St Helena will continue to encourage the making of legacies (whilst over time reducing its dependence on this income line) and seek significant personal donors.

Recognising the benefits of collaboration St Helena will be open to joint fund-raising opportunities, and shared posts and support services where they add value and/or reduce costs.

Marketing objective

St Helena will develop a more strategic approach to Marketing. This will be founded on the recruitment to a new post of Marketing Director. The Marketing Director will produce, gain approval for and implement a Strategic Marketing Plan for the core services of St Helena and all the associated activities and businesses that help fund those core services. In addition to increasing the brand awareness of St Helena and its services, the need for income and the benefits St Helena delivers, the Marketing Strategy must also develop specific communications channels with current & prospective patients and their families, current & prospective customers of St Helena's additional services and current & prospective contributors. The Marketing Plan must also help St Helena identify new opportunities for income.

Financial objective

The main financial objective is to achieve agreed budgets, and to ensure longer term financial and service sustainability through compliance with the reserves policy and by increasing sources of income.

Governance objectives

The charity aims to achieve standards and an approach to governance in line with current best practice and to that end uses the Charity Governance Code in developing its governance practice. St Helena governance is through the Board of Trustees, a committee structure with membership of Trustees and the SMT. It is envisioned that the CEO and SMT should have the delegated authority to manage St Helena in an efficient and effective manner and be empowered to implement the strategy in consultation with the trustee committees whilst remaining accountable to the Board of Trustees.

St Helena will simplify and update its governing documents. Given its ambitions and challenging operating environment it will also consider the case for streamlining its approach to governance to achieve better shared responsibility, greater executive accountability, and a clearer strategic outlook.

The Trustees will seek to represent the demographics and interests of the population they serve. They will also look to maintain an appropriate balance of skills and place these in the relevant committees. All Trustees should undertake training appropriate to their role.

Quality objective

St Helena has a reputation for excellence in the care it provides. It will continue to improve and has set itself the goal of maintaining an 'Outstanding' CQC rating for its charitable services. It will also always aim to achieve an unqualified audit and no material concerns from other relevant regulators (i.e., Gambling Commission and Fundraising Regulator).

Accountability objective

St Helena will seek to achieve greater representativeness of, accountability to, and engagement with key stakeholders, funders, and donors and to the public it serves and implement the changes needed to bring this about.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980.

The articles of association govern the charity and set out its charitable objects and powers.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

The Board of Trustees governs the charity through its committee structure and contributes to decisions regarding the appointment of senior staff, and those impacting on budgets and the allocation of resources. Trustees appoint from among their number a Chair, Vice Chair, Treasurer and Chairs of Committees. The Chair of the Board serves a maximum of two three-year terms. The Board

is aware that a number of Trustees have served long terms of office. While this brings with it benefits, good governance requires that board membership is regularly monitored and opportunities to diversify and refresh skills are explored. The Board therefore intends to ensure that the composition of the Board is kept under review, having regard both to its skill needs and its desire to have a Board which represents the population it serves.

The committees are:

- Corporate Governance and Risk
- Finance and Operations
- Income
- Patient and Family Services
- Remuneration

The trustees delegate general management of the charity through the Chief Executive, to the senior management team as set out in an Instrument of Government. Page 1 shows the senior management team for the charity for the reporting period.

The charity currently has two active wholly owned subsidiaries, St Helena Hospice Trading Limited, for the purposes of trading new goods and gift aid maximisation, and St Helena Care Services Ltd, a commercial provider of domiciliary care. The directors of the subsidiaries are the Chief Executive and Finance Director from within the charity senior management team.

Appointment of trustees

The Board elects or co-opts all trustees from amongst the members of the company. One third of all trustees of the charity are then subject to re-confirmation by members of the company at each annual general meeting.

All trustee vacancies are advertised externally and appointments made via a standardised recruitment and selection process.

Trustee induction and training

All new trustees of the charity meet with the Chair of the Board and Chief Executive and have a tour of the hospice. Trustees can attend all Committees.

The Chair provides all trustees with The Twenty-Minute Guide to being a Hospice Trustee and a St Helena Hospice Handbook for Trustees containing all key information about the organisation. In addition, trustees would normally receive safeguarding and general trustee training.

Related parties and relationships with other organisations

The charity is the sole adult hospice and lead provider for community end of life care in North East Essex.

The charity is a shareholder in the Hospice Quality Partnership, a trading company wholly owned by hospices established to maximise value for hospice care through collaborative procurement and income generation.

Remuneration policy for key management personnel

The Remuneration Committee, which consists of the Chair, Vice Chair and Treasurer, has delegated responsibility from the Board for pay and remuneration of the senior management team. An external agency undertakes benchmarking of salaries with reference to hospice, public, charity and private sectors. The agreed pay policy for senior employees is to aim for salaries and rewards within the range of lower to middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

Policy for employment of disabled persons

The charity is an equal opportunities employer and committed to a policy of treating all employees and job applicants equally. The aim is for a workforce that will be truly representative of all sections of society, in which all employees feel respected and able to give their best.

It is the policy of the charity to provide equality and fairness for all. This includes taking all reasonable steps to employ and promote employees based on their abilities and qualifications without regard to race, colour, nationality, ethnic or national origin, religion or belief, disability, trade union membership or non-membership, sex, pregnancy/maternity, gender reassignment, sexual orientation, married or civil partnership status, age, or being a part-time or fixed term worker. It opposes all forms of unlawful and unfair discrimination.

The charity strives to prevent unfair treatment by operating fair, objective and systematic procedures including:

- Good communications.
- Recruitment, selection, promotion, transfer and leaving.
- Managing individuals' performance, training, development and careers.
- Access to support systems.
- Individual grievances, discipline.
- Ensuring the fair treatment and dignity of employees at work and making sure our workplaces are free from harassment, victimisation and bullying.

The charity treats everyone with dignity and respect and is committed to creating a work environment free of harassment and bullying.

Employee information

As at 31 March 2022 there was 341 staff employed (159 full-time and 182 part-time) excluding bank and sessional employees.

The charity regularly monitors sickness absence, vacancy rates and turnover and continues to perform favourably with NHS and charity sector comparators. In 2021/22, the charity had an average rate of sickness absence of 5.2% and an average turnover rate per month was 1.7%.

The charity evaluates all job descriptions and salaries for all roles externally and uses external benchmarks to ensure that pay policy is consistent and competitive. Pay policy is for salaries to be in the range between the lower and middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

The charity has an employee forum with representatives from across the organisation chosen by employees. It has an Organisational Change Policy that sets out the consultation arrangements used when proposals might affect employment or terms and conditions.

Internal communications with employees include internal communication emails, regular team meetings, a quarterly Chief Executive briefing open to all employees and volunteers, and a quarterly newsletter. The charity ensures information is provided to employees on matters of concern to them including financial and operational performance, changes in the operating environment and new developments or activities.

Annual appraisals for all staff in the charity include organisational objectives to encourage individual employees to contribute to the overall charity performance and success.

Statement of responsibilities of the trustees

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as, the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2022 was 48 (2021:61). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

The auditor during the year was Sayer Vincent LLP and they have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 25 August 2022 and signed on their behalf by

Nigel Pye
Chairman

Independent auditor's report to the members of St Helena Hospice

We have audited the financial statements of St Helena Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group 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 St Helena Hospice's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group 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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including 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, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires 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 in the trustees' annual report, 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 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.

Independent auditor's report
To the members of
St Helena Hospice Limited

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities 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 charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Judith Miller (Senior statutory auditor)

30 September 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

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

St Helena Hospice

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2022

		2022			2021		
Notes		Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's
Income from:							
Donations		718	129	847	931	52	983
Legacies		1,942	-	1,942	1,117	-	1,117
Charitable activity Income	2	4,782	298	5,080	3,689	220	3,909
Other trading activities	3	9,419	31	9,450	6,813	42	6,855
Investment Income	4	155	-	155	174	-	174
Covid support funding	5	68	1,444	1,512	1,870	2,129	3,999
Total income		17,084	1,902	18,986	14,594	2,443	17,037
Expenditure on:							
Raising funds	6a	6,860	30	6,890	5,312	17	5,329
Hospice Care charitable expenditure	6b	7,566	1,851	9,417	7,129	2,349	9,478
Lottery partner charitable donations	6b	1,448	-	1,448	1,340	-	1,340
Total expenditure		15,874	1,881	17,755	13,781	2,366	16,147
Net income before net gains on investments		1,210	21	1,231	813	77	890
Net unrealised gains/(loss) on investments		157	-	157	652	-	652
Net income / (expenditure) for the year after net losses on investments		1,367	21	1,388	1,465	77	1,542
Transfers between funds		-	-	-	-	-	-
Net movement in funds		1,367	21	1,388	1,465	77	1,542
Reconciliation of funds:							
Total funds brought forward		11,928	417	12,345	10,463	340	10,803
Total funds carried forward		13,295	438	13,733	11,928	417	12,345

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

St Helena Hospice

Balance sheet

Company no. 01511841

As at 31 March 2022

		GROUP 2022 £000's	GROUP 2021 £000's	CHARITY 2022 £000's	CHARITY 2021 £000's
	Notes				
Fixed assets:					
Tangible assets	13	4,895	5,083	4,895	5,083
Investments	14	4,980	4,823	4,980	4,823
		9,875	9,906	9,875	9,906
Current assets:					
Stock	15	1	5	-	-
Debtors	16	4,099	2,337	4,141	2,333
Cash at bank and in hand		7,264	4,052	7,259	4,049
		11,364	6,394	11,400	6,382
Liabilities:					
Creditors: amounts falling due within one year	17	(7,363)	(3,756)	(7,382)	(3,761)
Net current assets		4,001	2,638	4,018	2,621
Total assets less current liabilities		13,876	12,544	13,893	12,527
Creditors: amounts falling due after one year	17b	(143)	(199)	(143)	(199)
Total net assets	18	13,733	12,345	13,750	12,328
The funds of the charity:	19				
Restricted income funds		438	417	438	417
Unrestricted income funds:					
Designated funds		8,895	5,083	8,895	5,083
General funds		4,400	6,845	4,417	6,828
Total unrestricted funds		13,295	11,928	13,312	11,911
Total charity funds		13,733	12,345	13,750	12,328

Approved by the trustees on 25 August 2022 and signed on their behalf by

Nigel Pye
Chairman

St Helena Hospice

Consolidated statement of cash flows

For the year ended 31 March 2022

	Notes	2022 £ 000's	£ 000's	2021 £ 000's	£ 000's
Cash flows from operating activities					
Net cash provided by operating activities	20		3,416		2,260
Cash flows from investing activities:					
Dividends and interest		155		174	
Purchase of fixed assets		(318)		(215)	
Disposal of fixed assets					
Net cash provided by investing activities			(163)		(41)
Cash flows from financing activities:					
Repayments of borrowing		(41)		(10)	
Net cash provided by / (used in) financing activities			(41)		(10)
Change in cash and cash equivalents in the year			3,212		2,209
Cash and cash equivalents at the beginning of the year			4,052		1,843
Cash and cash equivalents at the end of the year			<u>7,264</u>		<u>4,052</u>

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

St Helena Hospice is a charitable company limited by guarantee and is incorporated in the United Kingdom. Registered Address - St Helena Hospice, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number : 280919

b) Basis of preparation

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 FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. These accounts consolidate the results of the charity and its wholly owned trading subsidiaries, St Helena Hospice Trading Limited and St Helena Care Services Limited, on a line by line basis.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have reviewed the financial position and the short term net current assets and uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The charity has been affected by the Covid19 pandemic with suspension of some retail and fundraising activities. The loss of income has been mitigated by additional grant support from Hospice UK. The charity's services have been adapted to provide a protected environment for staff and patients with additional support from NHS grants.

A revised financial and cash forecast has been reviewed by trustees and the charity group are still able to continue as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Donations are accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the terms of the will can no longer be challenged, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts donated for resale are included in income when they are sold.

Income from events is recognised when the event has taken place. Donations are accounted for on a receivable basis.

Deferred income includes amounts received in respect of work to be undertaken in the next year. The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Trading income is recognised on point of sale for both donated and purchased goods and services.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

g) Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividend income is recognised when the right to receive the payment has been established.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. The aim and use of each designated and restricted fund is set out in the notes to the accounts. (see note 19)

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds includes fundraising, retail and lottery activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated support hosting, promotion and advertising of events. Entrance costs to challenge events such as organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities; new goods purchased postage costs. There are staff and associated support costs, and the expenses incurred in running

Lottery costs include the prize fund, canvasser costs for recruitment and associated support costs. Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. In significantly increase the number of lottery players was implemented, new players are entered into for all future draws. To reflect the future income that these players will generate, from April 2019 the subsequent years, this deferment is reduced by 15% to adjust for players that may cancel during 12 months against some canvassers to recoup some of the costs for players that cancel in the Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

- Hospice Care Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint and Home Care, Royalty payments to lottery partners that are hospices are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospice's and Charities, to enable partners to continue with their charitable activities. Royalty payments to Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Support and governance costs are re-allocated to each of the activities on the basis of staff costs.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

k) Tangible fixed assets

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction costs are not depreciated until the asset is complete. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset. The useful lives are as follows:

Freehold land	Not depreciated
Freehold buildings	50 years
Leasehold improvements	The remaining lease term to a maximum of 10
Furniture, Green Energy and other equipment	10 years
Computer hardware and electrical equipment	3 years
Motor Vehicles	4 years

l) i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

ii) Investments in subsidiaries

Investments in subsidiaries are at cost.

m) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

n) Debtors

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

o) Cash at bank and in hand

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

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

p) 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.

q) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

r) Pensions

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The to the contributions disclosed in note 9. The charity has no liability beyond making its contributions deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes.

Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see [Amending Directions 2021](#)) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

	Unrestricted £ 000's	Restricted £ 000's	2022 Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	2021 Total £ 000's
2 Income from Charitable Activities						
2a Grants						
NHS Grants	4,365	-	4,365	3,472	83	3,555
Grants from other charities	253	6	259	55	24	79
iBCF / GSF Grant Education Income	-	9	9	-	7	7
iBCF / GSF Grant Clinical Income	-	-	-	-	17	17
Sub-total for Grants	4,618	15	4,633	3,527	131	3,658
2b Education						
Course fees/Education programmes	2	-	2	(1)	-	(1)
Catering	4	-	4	-	-	-
Other (Placement Fees)	4	-	4	3	-	3
Sub-total for Education Income	10	-	10	2	-	2
2c Other income from charitable activities						
Catering income from staff and visitors	13	-	13	17	-	17
Other	32	13	45	28	-	28
Deanery Income	44	-	44	44	-	44
Green Energy	10	-	10	21	-	21
Clinical Staff secondment income	47	263	310	24	52	76
Support services provided to other organisations	8	7	15	26	37	63
Sub-total for Other Income	154	283	437	160	89	249
Total income from charitable activities	4,782	298	5,080	3,689	220	3,909
3 Income from other trading activities						
Retail Income	3,820	-	3,820	1,624	-	1,624
Lottery Income	5,063	-	5,063	4,692	-	4,692
Fundraising and Marketing Income	534	31	565	497	42	539
Care Services Income	2	-	2	-	-	-
	9,419	31	9,450	6,813	42	6,855
4 Income from investments						
UK listed investments	155	-	155	171	-	171
Bank Interest	-	-	-	3	-	3
	155	-	155	174	-	174
5 Covid support funding						
Hospice UK grants	-	1,444	1,444	-	2,048	2,048
NHS Grants	-	-	-	756	-	756
Community grants	-	-	-	285	-	285
Bereavement funding	-	-	-	25	25	50
Small business grants	46	-	46	218	-	218
Job retention scheme	15	-	15	552	-	552
Landlords relief	7	-	7	34	-	34
Capital equipment	-	-	-	-	56	56
	68	1,444	1,512	1,870	2,129	3,999

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

6 Analysis of expenditure

a Analysis of Raising Funds Costs

	2022					2021				
	Fundraising	Retail	Lottery	Care Agency	Raising funds	Fundraising	Retail	Lottery	Care Agency	Raising funds
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	603	1,484	458	36	2,581	599	1,186	404	-	2,189
Cost of Sales	-	222	-	13	235	-	140	-	-	140
Other costs	111	1,174	715	-	2,000	104	995	622	-	1,721
Prizes	-	-	330	-	330	-	-	260	-	260
Player recruitment	-	-	903	-	903	-	-	450	-	450
Fundraising events and appeals	53	-	-	-	53	47	-	11	-	58
Supporter communication	5	-	-	-	5	-	-	-	-	-
	772	2,880	2,406	49	6,107	750	2,321	1,747	-	4,818
Support costs	154	397	132	-	683	120	241	86	-	447
Governance costs	19	49	16	16	100	16	36	12	-	64
Total Expenditure	945	3,326	2,554	65	6,890	886	2,598	1,845	-	5,329

b Analysis of Expenditure 2021/22

	Charitable activities						Governance costs	Support costs	2022 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,581	2,712	2,415	416	14	-	174	1,292	9,604
Cost of Sales	235	-	-	-	-	-	-	6	241
Other costs	2,000	1,053	1,001	117	33	-	52	915	5,171
Prizes	330	-	-	-	-	-	-	-	330
Royalty payments to other Charities	-	-	-	-	-	1,448	-	-	1,448
Player recruitment	903	-	-	-	-	-	-	-	903
Fundraising events and appeals	53	-	-	-	-	-	-	-	53
Supporter communication	5	-	-	-	-	-	-	-	5
	6,107	3,765	3,416	533	47	1,448	226	2,213	17,755
Support costs	683	729	640	110	7	-	44	(2,213)	
Governance costs	100	89	81	14	(14)	-	(270)	-	
Total Expenditure 2022	6,890	4,583	4,137	657	40	1,448		-	17,755

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

b Analysis of Expenditure 2020/21

	Charitable activities						Governanc e costs	Support costs	2021 Total
	Raising funds	In Patient care	Communit y Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,189	2,692	2,501	689	49	-	164	1,171	9,455
Cost of Sales	140	-	-	-	-	-	-	6	146
Other costs	1,721	770	1,100	220	12	-	35	580	4,438
Prizes	260	-	-	-	-	-	-	-	260
Royalty payments to other Charities	-	-	-	-	-	1,340	-	-	1,340
Player recruitment	450	-	-	-	-	-	-	-	450
Fundraising events and appeals	58	-	-	-	-	-	-	-	58
	4,818	3,462	3,601	909	61	1,340	199	1,757	16,147
Support costs	447	550	516	138	72	-	34	(1,757)	-
Governance costs	64	77	71	19	2	-	(233)	-	-
Total Expenditure 2020/21	5,329	4,089	4,188	1,066	135	1,340	-	-	16,147

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

7 Investment in Subsidiary Companies

Summary financial information for St. Helena Hospice Trading Limited

The Charity holds a £1 investment in one share representing 100% of the equity in St Helena Hospice Trading Limited, company registration number 07152341.

	2022 £ 000's	2021 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	116	37
House Clearance	48	25
Consultancy income	6	12
Cost of sales	(45)	(17)
Gross Profit	125	57
Inter company Charges	(84)	(33)
Direct Charges	-	-
Administration and other expenses	(10)	(7)
Profit for the financial year	31	17
Changes in equity		
Total equity brought forward	17	17
Total comprehensive income for the year	31	17
Gift Aid distribution to parent charity	(17)	(20)
Total equity carried forward	31	17
Balance Sheet		
Stock	1	5
Debtors	1	4
Cash	4	3
Inter company	35	8
Current liabilities	(10)	(3)
Net current assets	31	17
Net Assets	31	17
Reserves	31	17
Share Capital	-	-
Capital and Reserves	31	17

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2022

Summary financial information for St Helena Care Services Limited

The Charity holds a £1 investment in one share representing 100% of the equity of St Helena Care Services Limited, company registration number 12440509.

	2022 £ 000's	2021 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	2	-
Cost of sales	-	-
Gross Profit	2	-
InterCo Charges	-	-
Inter company Charges	(6)	-
Direct Charges	-	-
Administration and other expenses	(44)	-
Profit for the financial year	(48)	-
Balance Sheet		
Fixed Assets	-	-
Stock	-	-
Debtors	27	-
Cash	2	-
Current Assets	-	-
Inter company	(70)	-
Current liabilities	(7)	-
Net current assets	(48)	-
Net Assets	(48)	-
Reserves	(48)	-
Share Capital	-	-
Capital and Reserves	(48)	-

The charity also holds investments in two dormant companies.

The Charity holds a £1 investment in one share representing 100% of the equity of Your Hospice Lottery Ltd.

The Charity holds a £1 investment in one share representing 100% of the equity of Make a Smile Lottery Ltd.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

	2022	2021
	£ 000's	£ 000's
8 Net income for the year		
This is stated after charging:		
Depreciation	340	361
Property	518	500
Other	37	28
Auditor's remuneration (excluding VAT):		
Audit - St Helena Hospice Group	13	16
Audit - Subsidiary companies	6	2
Other services - Subsidiary companies	2	1

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

Salaries and wages	7,892	7,756
Social security costs	695	690
Apprenticeship Levy	23	22
Pension - Defined Contribution	505	528
Pension - Defined Benefit	350	368
Redundancy and termination payments	140	91
	9,606	9,455

During the year 7 staff were paid redundancy and termination payments (Prior Year: 13)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 - £69,999	2	2
£70,000 - £79,999	3	3
£80,000 - £89,999	1	-
£90,000 - £99,999	-	-
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-

The Hospice considers that the key management personnel comprises the trustees and the senior management team. This management team are the Chief Executive and 5 other key directors (Prior Year: CEO + 4).

	2022		2021	
	Actual Number	FTE	Actual Number	FTE
Chief Executive Officer	1	1.00	1	1.00
Senior Management Team	5	5.00	4	4.00
	6	6.00	5	5.00

The total employee benefits including employer's national insurance and pension contributions of the key management personnel of the Hospice were £567k in the current year. (Prior Year: £525K).

Trustees are not remunerated for the work they undertake fulfilling their Trustee duties for the charity.

During the year a total of £ nil expenses (Prior Year: £nil) were paid to Trustees.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

10 Staff numbers

The number of employees (head count based on number of staff employed) at the year end was 325 (Prior Year: 303)

	2022		2021	
	Actual Number	FTE	Actual Number	FTE
Patient and Family Care	175	141	173	138
Education and Research	0	0	0	0
Marketing, Fundraising and Lottery	34	31	36	33
Retail	93	72	67	56
Support Services	23	21	27	25
	325	265	303	252

11 Related party transactions

2 Trustees (Prior Year - Two) are Partners of companies from which the Charity purchased services, full details are given below;

Tracey Dickens (resigned from Trustee role 4/10/21) is a Partner of Birkett Long the Charity's Solicitors who charged the Charity a total of £3k (Prior Year : £7k) in fees for legal services during the year.

David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £39k (Prior Year: £2k) during the year.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets - group and charity

	Freehold property	Leasehold Improvements	Equipment	Computer equipment Furniture	Motor vehicles	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Cost						
At the start of the year	6,743	1,101	323	563	90	8,820
Additions in year	-	249	64	5	-	318
Disposals in year	-	-	-	-	-	-
Impairment	(166)					(166)
At the end of the year	6,577	1,350	387	568	90	8,972
Depreciation						
At the start of the year	2,385	632	238	426	56	3,737
Charge for the year	128	124	51	24	13	340
Disposals in year	-	-	-	-	-	-
At the end of the year	2,513	756	289	450	69	4,077
Net book value						
At the end of the year	4,064	594	98	118	21	4,895
At the start of the year	4,358	469	85	137	34	5,083

Land with a value of **£38,600** (Prior Year: **£38,600**) is included within freehold property and not depreciated.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

The impairment relates to the write-down in value of the Tendring Centre prior to its sale in the following financial year
All of the above assets are used for charitable purposes.

14 Investments

Listed Investments

	2022 £ 000's	2021 £ 000's
Fair value at the start of the year	4,823	4,171
Disposal proceeds	-	-
Realised Gains	-	-
Net Gain/(loss) on change in fair value	157	652
Total Listed Investments at the end of the year	4,980	4,823

	2022 £	2021 £
Unlisted shares in UK registered companies	10	10

	2022 £ 000's	2021 £ 000's
Total Investments at the end of the year	4,980	4,823

Other Investments comprise:

	2022 £	2021 £
Unlisted shares in Trading Subsidiary Company	1	1
Unlisted shares in Subsidiary Companies yet to trade	3	3
	4	4

	2022 £ 000's	2021 £ 000's
Total Fixed Asset Investments - Charity	4,980	4,823

Historic cost at the end of the year	3,858	3,858
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St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

	Group 2022 £ 000's	Group 2021 £ 000's	Charity 2022 £ 000's	Charity 2021 £ 000's
15 Stock				
New and Branded Goods	1	5	-	-
	<u>1</u>	<u>5</u>	<u>-</u>	<u>-</u>

16 Debtors

Trade debtors	133	51	132	48
Other debtors	3	-	3	-
Amounts due from subsidiary company	-	-	70	-
Prepayments	1,874	1,480	1,848	1,480
Accrued income	1,318	476	1,317	476
Income Tax recoverable	47	7	47	7
Value Added Tax	117	79	117	79
Legacies	607	243	607	243
	<u>4,099</u>	<u>2,337</u>	<u>4,141</u>	<u>2,333</u>

As at 31 March 2022 the Charity has been notified of 4 - £44K (Prior Year - 11 - £157K) legacies which have not been included in debtors because the accounting policy conditions for recognition have not been met. In addition 7 further legacy notifications have been received with no indication of their value.

17 Creditors: amounts falling due within one year

Big Issue Invest loan (see note 17b)	55	41	55	41
Trade Creditors	1,000	775	992	774
Accruals	1,088	631	1,082	629
Deferred Income	5,051	2,104	5,051	2,104
Other Taxes and Social Security	169	205	167	205
Amounts due to subsidiary company	-	-	35	8
	<u>7,363</u>	<u>3,756</u>	<u>7,382</u>	<u>3,761</u>

17b Creditors: amounts falling due after one year

Big Issue Invest loan	143	199	143	199
	<u>143</u>	<u>199</u>	<u>143</u>	<u>199</u>

The deferred income relates to money received in advance. This includes a balance of £551K (Prior Year - £572K) for future lottery draws, £4,433K (Prior Year - £1,427K) for Grants received in advance and £67K (Prior Year - £105K) for future fundraising events. All of the deferred income brought forward was recorded as income during the year ended 31 March 2022.

St Helena Hospice entered into a loan agreement with Big Issue Invest Social Investments Ltd on 28th August 2019. This agreement is for a loan facility of £1.5M, to be drawdown in minimum £250K amounts between 28th September 2019 and 28th February 2021. Interest is payable at 7.5% on a quarterly basis, with repayment of the loan facility in 20 equal quarterly payments from 31st March 2021 until 28th February 2026.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

18a Analysis of net assets between funds 2022

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds £ 000's
Tangible fixed assets	-	4,895	-	4,895
Investments	980	4,000	-	4,980
Net current assets	3,563		438	4,001
Long term liabilities	(143)	-	-	(143)
Net assets at 31 March 2022	4,400	8,895	438	13,733

18b Analysis of net assets between funds 2021

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds £ 000's
Tangible fixed assets	-	5,083	-	5,083
Investments	3,858	-	-	3,858
Net current assets	3,186	-	417	3,603
Long term liabilities	(199)	-	-	(199)
Net assets at 31 March 2021	6,845	5,083	417	12,345

19a Movements in funds (current year)

	At 1 April 2021 £ 000's	Income & gains £ 000's	Expenditure & losses £ 000's	Transfers £ 000's	At 31 March 2022 £ 000's
Restricted funds:					
Specific Donations	417	458	(437)	-	438
Hospice UK Covid Funding	-	1,444	(1,444)	-	-
Total restricted funds	417	1,902	(1,881)	-	438
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,083	318	(506)	-	4,895
Hospice Capital Fund	-	-	-	4,000	4,000
Total designated funds	5,083	318	(506)	4,000	8,895
General funds	6,845	16,923	(15,368)	(4,000)	4,400
Total unrestricted funds	11,928	17,241	(15,874)	-	13,295
Total funds	12,345	19,143	(17,755)	-	13,733

The narrative to explain the purpose of each fund is given at the foot of the note below.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

19b Movements in funds (prior year)

	At 1 April 2021	Income & gains	Expenditure & losses	Transfers	At 31 March 2022
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Specific Donations	340	395	(318)	-	417
Fixed Assets	-	2,048	(2,048)	-	-
Total restricted funds	340	2,443	(2,366)	-	417
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,230	216	(362)	-	5,083
Total designated funds	5,230	216	(362)	-	5,083
General funds	5,233	14,378	(12,767)	-	6,845
Total unrestricted funds	10,463	14,594	(13,129)	-	11,928
Total funds	10,803	17,037	(15,495)	-	12,345

Movement between funds

Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

Specific donations

The Specific donations funds comprise accumulated amounts given for the purchase of specified items or other specific purposes. Incoming resources to the Specific Donations Funds include grants to fund specific services, expenditure relating to these services are identified to the individual funds.

Hospice UK Funding

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation as well as providing bed capacity and community support from November 2020 to March 2021 and January 2022 to March 2022 for the same purpose.

Purposes of designated funds

The **fixed assets fund** was established to assist in identifying those funds that are not free funds and it represents the net book value of tangible fixed assets. The Fund movements reflect the purchases, disposals and depreciation charges and adjustments of all unrestricted tangible fixed assets. Fixed Assets that have a non-maintaining restriction are moved to the designated fund on purchase.

The **Hospice Capital Fund** has been established to provide initial funding for a potential new hospice building and nursing home, pending the outcome of a full business case which will be complete during 2022.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2022

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022 £ 000's	2021 £ 000's
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	1,388	1,542
Depreciation charges	340	361
(Gains)/Losses on investments	(157)	(652)
Bank interest	-	(3)
Investment Income	(155)	(171)
Impairment of fixed assets	166	-
Decrease/(increase) in stocks	4	(3)
(Increase)/decrease in debtors	(1,762)	1,189
Increase/(decrease) in creditors	3,592	(3)
Net cash (used in) by / provided operating activities	3,416	2,260

21 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2022 £ 000's	2021 £ 000's	2022 £ 000's	2021 £ 000's
Less than one year	439	518	28	37
One to five years	936	751	89	79
Over five years	78	78	3	19
	1,453	1,347	120	135

22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

ST HELENA HOSPICE LIMITED

England & Wales - Charity number 280919

Accounts

Company number: 01511841

Charity Number: 280919

St Helena Hospice Limited

Report and financial statements

For the year ended 31 March 2021

St Helena Hospice Limited
Contents
For the year ended 31 March 2021

Reference and administrative information	1
Trustees' annual report	3
Independent auditor's report	19
Statement of financial activities (incorporating an income and expenditure account)	23
Balance sheet	24
Statement of cash flows	25
Notes to the financial statements	26

St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2021

Company number	01511841
Charity number	280919
Registered office	Myland Hall, Barncroft Close, Highwoods, Colchester, Essex, CO4 9JU
Country of registration	England
Country of incorporation	United Kingdom
President	Bishop Roger Morris
Vice Presidents	Prof Peter Vergo Peter Glossop Dr Elizabeth Hall MBE Christopher Pertwee DL

Trustees The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Nigel Pye	Chairman, Chair of Remuneration Committee
John Hawkins	Vice Chairman, Chair of Corporate Governance and Risk Committee
Catherine Bhuiya	Treasurer, Chair of Finance Committee
Roger Sirman	Treasurer, Chair of Finance Committee Retired November 2020
Dr Frances Hyde	Chair of Income Committee
Ken Aldred	Co-Chair of Patient and Family Services Committee
Dr Mary Northrop	Co-Chair of Patient and Family Services Committee
Andrew Dickerson	
David Cresswell	
Tracey Dickens	
Juliette Maxam	
Dr David Milne	
Catherine Morgan	Appointed November 2020
Ken Rolls	

Key management personnel	Mark Jarman-Howe	Chief Executive
	Lisa Parish	Director of Care
	Dr Emma Tempest	Medical Director
	Alison Lanchester	Director of Fundraising & Marketing
	Hayley Joshua	Director of Human Resources
	Brian Bolt	Finance & Commercial Director

Bankers NatWest
25 High Street, Colchester, Essex, CO1 1DG

Solicitors	Birkett Long LLP, 1 Amphora Place, Sheepen Road, Colchester Essex, CO3 3WG Fisher Jones Greenwood LLP, Charter Court, Newcomen Way, Colchester, Essex, CO4 9YA
Investment Managers	Rathbone Brothers PLC 8 Finsbury Circus, London, EC2M 7AZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane London, EC1Y 0TL
Website	www.sthelenahospice.org.uk

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

The trustees review the aims, objectives and activities of the charity each year. This report covers the achievements and outcomes of the charity in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The purposes of the charity as set out in its articles of association (2015) are “to promote the relief of illness and suffering in such ways as the company from time to time thinks fit in Essex and adjacent areas and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

- (a) By establishing, maintaining and conducting residential, inpatient, outpatient, outreach and community based care for any persons of either sex (without regard to race or creed or sexual orientation) who are suffering (at any age) 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.
- (b) By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and by providing for the dissemination of the results of such research.
- (c) By promoting and encouraging or assisting in the teaching or training of any health or social care professionals or other persons engaged in any branch of medicine, surgery, nursing or allied services, or social or personal care, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services, or social or personal care.
- (d) By providing or assisting or encouraging spiritual help and guidance for any persons under our care.
- (e) By promoting and providing family support and bereavement care services for those affected by illness, suffering and death.
- (f) Through community engagement, volunteering, and generating its own resources and funding to ensure that it retains its independence in setting and pursuing its priorities and fulfilling its objects.”

The statement of purpose for the charity is:

Helping local people face incurable illness and bereavement.

The organisational values of the charity are to:

- Be passionate about hospice care
- Value conversations
- Show appreciation for all
- Respect
- Work together

The charity provides a wide range of expert care and support for people with an incurable illness from the point of diagnosis and regardless of condition. It also supports families, including children, both pre- and post-bereavement. All services in this period were free for users and available for eligible people living in Colchester, Tendring and the Colne Valley area of Mid Essex.

The charity receives an annual grant from NHS North East Essex Clinical Commissioning Group (CCG), that currently equates to approximately 40% of total cost of its charitable activities.

The charity takes a local leadership role regarding the provision of education and training in communication skills, palliative and end of life care and local strategic leadership via Alliance and End of Life Board.

Service delivery is organised around the 24/7 SinglePoint palliative care coordination centre. This is a one-stop point of referral into all the charity's services and provides telephone advice and support for patients, their families, and professionals. SinglePoint coordinates end of life care services across local providers including GPs, district nursing, the acute hospital, out of hours services and the ambulance service. It includes a rapid response nurse visiting service for patients in the community in the last three months in crisis. It also coordinates the My Care Choices Register, a means of capturing and sharing the wishes of people in the last year of life.

The charity has a large community nursing team of specialists that manage a caseload of patients in the local community in their home or care home. An 18-bed inpatient unit provides specialist palliative care and end of life care. It should be noted that capacity was increased from 16 to 18 beds during the initial response to Covid, however due to the need to safely accommodate Covid-positive and Covid-negative patients the effective capacity for much of the reporting period was 11.

The charity has two centres for day therapies – one in Colchester, co-located with The Hospice, and one at the charity's Tendring Centre in Clacton. The Tendring Centre closed in early 2020 and will not resume as a base for the provision of day therapies. The Joan Tomkins Centre in Colchester was used as additional Covid-secure clinical meeting and office space during the last year as day therapies were put on hold during the response to the pandemic. It will re-open as a site for the St Helena Compassionate Community programme in late 2021.

In addition to these services, the charity has a complementary therapy team, a rehabilitation team, chaplaincy team and a bereavement service accessible to all and not just those previously known to the charity.

The specialist palliative care medical team of the charity works in an integrated way with the hospital palliative care service and provides an on-call service.

The charity generates most of its income through voluntary and charitable means including:

- Fundraising through community events, challenges, appeals, corporate and major donors, and individual giving.
- Retailing through a network of charity shops, online and via the trading subsidiary's activities.
- Operating the Your Hospice Lottery and the 'make a smile lottery', both partnership lottery models that involve working with other hospices and good causes from across the country.
- Submitting bids for specific funding from charitable trusts, the Department of Health and other funders.
- Building support with the local community to fund specific services.
- Gifts in wills.

The charity also generates income from its investment portfolio and temporary surplus cash balances.

The charity is a partner in the Hospice Quality Partnership and procures via available national frameworks organised by this venture or alternatively will conduct tenders for local services. The trustees and executive team review support service and management structures and arrangements regularly.

The charity makes use of a social investment loan from Big Issue Invest to continue to grow its lottery businesses.

During the year, 101 people began volunteering for the charity, at the year-end there were 795 volunteers generously giving their time free. Volunteers support all aspects of the charity from delivering care and support (e.g. complementary therapists, bereavement visitors and hosts/hostesses), enhancing business support services (e.g. maintenance roles, receptionists and gardeners) and supporting income generation (e.g. event marshals, retail volunteers and ambassadors). The ability of many of our volunteers to be actively supportive during the year was significantly impacted because of the COVID19 pandemic lockdown, particularly so in our shops.

Strategic Report

Achievements and performance, and beneficiaries of our services

2020/21 was dominated by the reprioritisation and reorganisation of the charity's services to ensure continuation of sustainable and responsive help to local people facing incurable illness and bereavement during the pandemic.

Response to Covid-19

In March 2020 the charity agreed with the Suffolk and North East Essex Integrated Care System to take on a leadership and coordination role for all end of life care delivered outside of hospital in North East Essex during the pandemic.

The charity coordinated the community end of life response on behalf of the North East Essex Health and Wellbeing Alliance, creating a hub and spoke model. Non-urgent hospice visiting ceased and community specialist nurses, rehabilitation and family support teams joined the SinglePoint team to create an enhanced community rapid response hub. Continuing health care funding resources were allocated through the hub, and local voluntary services coordinated relief services for those on the palliative care register. The charity created a 24-hour non-medical prescriber rapid response service in partnership with Anglian Community Enterprise to enhance overnight nursing capability and offered bereavement services across the community.

The charity also created integrated spoke teams with weekly virtual meetings between primary care, community nursing and the hospice, and developed a single caseload between the providers to enhance care coordination.

The My Care Choices electronic palliative care coordination system was changed to capture advance care planning discussions about COVID and access gained to it for care home staff. The clinical team rewrote anticipatory prescribing guidance, verification of death procedures, created patient group directives, wrote policies to allow hospice medications to be taken into the community for urgent visits and supported carers to learn to administer subcutaneous medication. The Hospice inpatient unit was increased by 2 beds and virtual ward capacity doubled through a collaboration with a local care provider. Community hospital and hospice beds were merged into an integrated community bed base. Education activity included delivery to colleagues across the community about symptom control and advance care planning.

Total care and support

	2018/19	2019/20	2020/21
People supported	3,873	3,969	3,909
Total contacts	45,186	44,827	42,139

The Hospice

	2018/19	2019/20	2020/21
Number of admissions	356	323	325

SinglePoint (local End of Life Care Hub)

	2018/19	2019/20	2020/21
Number of people supported	2,135	2,239	2,877
Number of cases	14,517	15,366	20,744

Bereavement Team

	2018/19	2019/20	2020/21
Number of people seen	1,100	706	833
Number of contacts	6,445	4,173	6,585

My Care Choices Register

The number of local people on the My Care Choices register (the electronic palliative care coordination system in North East Essex) has continued to increase. Those on the register when they die have a much greater chance of dying in their preferred place of care and out of hospital than those not on the register. At the end of March 2021, the total number of people active on the register was 4,205 compared to 3,772 at the same point in 2019/20. St Helena works closely with partners in the North East Essex Health and Wellbeing Alliance to raise awareness of the register and to encourage people to plan ahead for their future care choices if they are living with incurable illness, dementia or frailty.

Key reflections on activity trends in 2020/21

The activity data for St Helena overall clearly illustrates the shift to a more reactive model of care. There were similar numbers of people being supported last year compared to pre-pandemic but with less contacts and less time under the charity's care than previously.

SinglePoint activity increased, as expected with the move to the End of Life Care Hub model and is accounting for an increasing proportion of the charity's overall care. This is becoming by some margin the single most impactful service in terms of numbers of people supported.

The charity will monitor whether the above trends continue. Potentially the charity is seeing the result of a move to a leaner and more effective care model, but it may be that there is unmet need resulting from the more focused new service model.

Inpatient activity has held up surprisingly well despite considerable disruption to normal working due to Covid and waiting times have fallen despite effectively operating with less beds due to Covid infection prevention and control restrictions.

Bereavement demand has increased compared to the previous year. Waiting times have reduced during the pandemic thanks to additional funding and the move to a telephone and online model of care.

Service user feedback

Feedback from service users is very important to the charity. During 2020/21, the charity received an overall rating of 5 out of 5 stars on iWantGreatCare.

Financial review

2020–21 was, from all perspectives including financial, a very difficult and challenging year. We began the year just as the country entered the first national lockdown in the face of the Covid-19 pandemic. The first lockdown and the further two that followed later in the year had a huge impact on our income generation activities. Retail was particularly hard hit as all our shops had to be closed for extended periods of time. The restrictions on social contact also meant that much of our lottery recruitment and fundraising activity had to be curtailed, impacting the income raised from both these sources. The shortfall in fundraising income was largely offset by a successful emergency appeal and we were able to apply for financial support from the various government support programmes including the furlough scheme and small retail business grants. We worked closely with our local NHS CCG, restructuring and extending our clinical services to be better able to support the national effort in handling the impact of the pandemic, for which we received additional one-off funding during the year. We also received significant additional NHS funding via a national arrangement for hospices brokered between NHS England (NHSE) and Hospice UK under two support packages. The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. Without this additional funding from NHSE and our local CCG our finances would have suffered a significant deterioration and our ability to provide the ongoing support to the local NHS would have been very challenging. As a result of these support packages, we have come through the year in a healthy financial position.

The outcome for the year was a total spend of £16,147k (up from £15,380k the year before) against total income of £17,037k, producing a net surplus of £890k before unrealised investment gains. This comprised an unrestricted operational surplus of £813k and a surplus on restricted funds of £77k. This surplus was achieved in large part as a result of the £3,999k one-off covid-19 support funding received during the year, see more below. The restricted surplus is due to cash received for specific initiatives with spend to be incurred on those initiatives in future years.

Net investment gains, excluded from the above figures, were £652k, being all unrealised gains (based on market prices as at 31 March 2021) following the recovery in world investment markets after the significant falls in the previous year when we recorded an £850k unrealised investment loss.

Income came from our usual income streams, the main ones being NHS (£3,555k), legacies (£1,117k), donations (£983k), fundraising (£539k), lottery (gross income of £4,692k, with a surplus of £1,507k after direct and overhead costs and an income share paid to other charity partners of £1,734k) and from investments (£174k). Retail suffered a loss (£974k after direct and overhead costs) following the enforced closure of all our shops for extended periods during the year. Gross retail income was £1,624k, down from £3,071k the previous year.

In addition to the above, during the year we received £3,999k of one-off pandemic support funding, the main elements of which were Hospice UK/ NHS England (£2,048k), additional North East Essex CCG funding (£1,147k), government employee furlough funding (£552k) and retail small business grant funding (£218k). This funding was instrumental in enabling us to reshape and increase our patient support expenditure to continue supporting our patients and to assist with the wider pandemic response.

Spend was on charitable activities (£11,212k including the income share paid to other charity lottery partners of £1,734k, (2020-£10,117k) and on raising funds (£4,935k, 2020-£5,263k), the latter allowing the above trading surpluses to be achieved. Charitable activities spend included inpatients (£4,089k), community care (£4,188k), therapies and well-being (£1,068k) and education and research (£133k).

Investment holdings at year-end were £4,823k (2020: £4,171k), split between equities and bonds held within charity specific funds. This is significantly above last year's level as a result of the unrealised gains arising following the recovery in market values during the year. No investments were disposed of during the year.

The general policy on reserves is to maintain a level of free reserves between £3.3m and £4.9m, creating a balance between sustainability and avoidance of keeping excessive levels which would be at the expense of service spend. Free reserves at 31 March 2021 equated to £6.8m and is largely as a result of the pandemic support funding we received during the year. Although this is above our target range, we are now entering a year where we anticipate income will be challenged and where the same level of additional funding that we received through the pandemic is unlikely to be available to us. We therefore believe that the reserves currently held will enable us to efficiently manage this expected drop in income, returning our reserves to within our policy guidelines.

During the year, service plans and priorities and operational financial performance were kept under constant and regular review by the trustees and senior management team to ensure that we continued to provide the services our patients required whilst supporting the wider effort to deal with the effects of the pandemic. This scrutiny helped to maintain an effective financial balance and confidence that it is sustainable.

We now look forward to what is likely to be another challenging year as we rebuild our income generation activities with the worst of the pandemic hopefully now behind us. We do not anticipate there will be any further direct hospice financial support from NHSE however we are in a strong financial position to respond to the challenges of the year ahead and to continue to deliver our much needed services.

Principal risks and uncertainties

The trustees have a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation.
- Regular reviews of the risks the charity may face.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

The charity manages major risks as follows:

- Insufficient funding to run the charity.

The charity maintains and develops a diverse range of income sources to spread the risk of shortfalls of income and over dependency on any one source. The two largest income streams are

funding from the NHS under a grant agreement and legacies, which by their nature are unpredictable and volatile. The charity maintains a level of reserves to enable it to cope with short-term fluctuations in income levels.

NHS North East Essex CCG have extended their grant agreement with the charity to the end of March 2023. The charity is an active partner in the North East Essex Health and Wellbeing Alliance, one of three alliances in the Suffolk and North East Essex Sustainability and Transformation Partnership.

- Not understanding the expectations and needs of our community.

The charity engages with a diverse range of community and provider groups to ensure that it is aware of need gaps and changes. It also regularly seeks the opinion of service users as to the effectiveness and quality of the services it delivers.

- Insufficient skilled staff.

The charity offers competitive pay and conditions to attract high quality staff as well as extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation.

- Infrastructure not fit for purpose.

The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. The charity regularly reviews the suitability of its estate to ensure it is adequate and fit for purpose.

- Diminished quality of services provided.

The Care Quality Commission (CQC) regulate all clinical and care services provided by the charity. The Clinical Governance Committee monitors clinical policies and practice. The Patient and Family Services Committee monitors medical and clinical activity.

- Damaged reputation.

The Trustee Board and management team work closely together in policy setting and monitoring to ensure that the charity is working to the highest standards. The Corporate Governance and Risk Committee oversees risk management corporately while the Clinical Governance Committee manage clinical risks. There is dedicated specialist resource managing public relations and communications, data and cyber security, health and safety, and patient safety. The Income Committee monitors fundraising practices in the light of recommendations made by charity sector fundraising practice reviews.

There has been no significant change in the risk profile of the charity.

Fundraising practices

Our supporters and donors are very important to us and it is their support that enables us to do what we do to help the people of North Essex at a very difficult time in their lives. We aim to ensure that all our fundraising activities are carried out in accordance with best fundraising practice and our supporters and wider public are treated fairly and with respect.

Fundraising standards

The charity voluntarily registered with the Fundraising Regulator and works within the Code of Fundraising Practice. Our lottery is regulated by the Gambling Commission and we adhere to the Conditions of Practice as set out by the Gambling commission.

Working with third party fundraisers

So that we can engage with as many potential supporters as possible, our staff talk with members of the public both on the telephone and in person. We do work with external organisations who have specific expertise in this area. All such arrangements are under robust contracts which specify that the activities must be carried out by suitably trained staff and in accordance with applicable laws and codes such as the Fundraising Regulator's Code of Fundraising Practice and data protection laws. We expect these organisations to reflect our values when working on our behalf. In addition to this and as part of our compliance with the Gambling Commission we have a series of interventions in place to ensure that the work being carried out is to the highest possible standards. This includes but is not limited to spot checking of new supporters who sign up in support of the organisation. All spot checking is logged and narratives kept of each communication with a particular supporter.

Complaints

During the year 41 (2020–6) complaints relating to our fundraising were received, all of which have been resolved. We view complaints and supporter feedback as important information about the impact on our supporters and an opportunity to learn about and improve our practice.

Protecting vulnerable people

St Helena Fundraisers are aware of the Code of Practice and in particular, the importance of protecting vulnerable people (and others) from unreasonable intrusion on privacy, unreasonably persistent approaches or undue pressure to give. Our lottery operation has a responsible gambling policy in place which identifies the actions taken to protect the most vulnerable in society. This is also covered in the training that every member of the lottery team has when they join the organisation.

Investment policy

The charity works closely with its fund managers to ensure its investment portfolio is responsibly managed. Responsible investment is considered to be the purposeful integration of environmental, social and corporate governance (ESG) considerations into investment management processes and ownership practices, and, have adopted the following non-exhaustive definitions of the underlying components of ESG:

- 1 – environmental: issues relating to the quality and functioning of the natural environment
- 2 – social: issues relating to the rights, well-being and interests of people and communities
- 3 – governance: issues relating to corporate governance and corporate behaviour

In addition to applying the above general principles the charity will hold no direct investment in companies whose main source of revenues and profits is derived from tobacco.

The Charity seeks to produce the best possible financial return within an acceptable level of risk, which is classified as a level 4 by their professional investment managers (with level 1 being the lowest risk level and 6 being the highest).

The investment objective is to generate a total return of CPI plus 3% per annum over the long-term, net of all fees.

The Charity adopts a total return approach to investment, generating the investment return from income and capital gains or losses. It is expected that, in the long term, the real value of the portfolio will be maintained in accordance with the investment objective above.

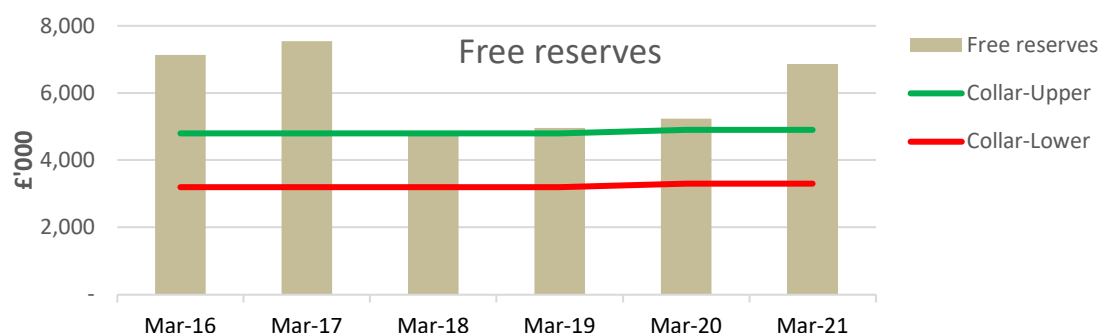
Reserves policy and going concern

The charity needs financial resources to achieve its purposes and must plan for the longer term to ensure continuity of its services to patients.

The trustees regularly monitor the reserves policy and the level of reserves required having regard to the following:

- The charity forecasts of expenditure based on planned activity and the analysis of future needs.
- The reliability and volatility of income.
- Funds required for replacing assets.
- The need to cover contingencies and the ability to be able to respond to unexpected events or opportunities.

The trustees utilise a risk-based approach for assessing the appropriate level of free reserves (fair value and general reserves). The policy is based on an assessment of the volatility and certainty of each of the organisation's main income streams; a potential need for unplanned or unexpected expenditure; and, the requirement to maintain sufficient working capital to ensure the continuing smooth running of the charity. This assessment produced figures of £1.7m for income volatility and uncertainty, £0.6m for unplanned or unexpected expenditure and £1.8m for working capital requirements, giving £4.1m in total. The trustees consider that it would be appropriate in normal times to maintain free reserves within a range of plus or minus 20% of this figure, giving a free reserves range of £3.3m to £4.9m. Free reserves at 31 March 2021 stood at £6.8m. While this is above the upper target range, the year was far from normal and the higher reserves figure reflects the additional financial support that the charity received during the year from both NHSE and our local CCG. This level of support is not expected to be repeated in 2021-22, which we anticipate will be another challenging year.



The trustees have considered the financial position of the charity, its investment portfolio, its reserves, as well as its cash flow and liquid resources and they believe the charity is able to manage its business risks successfully.

There are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. The trustees have a reasonable expectation that it has adequate resources to continue in operational existence for the near future. Therefore, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Plans for the future

The charity updated its strategic priorities during 2020.

Principles

St Helena wants people living in North East Essex to achieve the outcomes that matter most to them and their families toward the end of their lives.

St Helena believes the best way to achieve this is through engagement with its local community, and partnerships with other organisations wanting to improve health and wellbeing. It will maintain its expertise in specialist palliative care and end of life care.

St. Helena will work within annual budgets and annually reviewed risk-based levels of reserves, set by the Board of Trustees.

Service objectives

St Helena, acting within the framework of North East Essex Health & Wellbeing Alliance, will be the coordinating hub for all non-hospital palliative and end of life care (EOLC) and related bereavement services, in North East Essex (NEE). This is currently managed through SinglePoint.

EOLC will be provided based on a population approach and St Helena will strive to ensure all those who need to be, are registered on the My Care Choices Register (MCCR). St Helena will seek to address the imbalance in the take up of its services through greater engagement with the local community and relevant local healthcare providers.

Whilst St Helena provides an In-Patient Unit (IPU) for those who need it, the aim is to support as many people as possible in their Preferred Place of Care (PPC) or normal residence (e.g. home or care home) through the provision of such services as the virtual ward and community nursing working with local GP providers and other health and care organisations.

As part of the population approach to care, St Helena will provide, and work with others to provide, holistic care for patients and their families. In this provision, St Helena will coordinate and quality assure the services and, where necessary, maintain an in-house capability to ensure its patients in most need will always have access to the specialist palliative care they need.

St Helena will work in collaboration with other hospices and Alliance partners to provide education on palliative and end of life care to meet the care needs of the population of North East Essex.

Funding objectives

St Helena recognises the current issues with mass-participation events and will seek novel ways of re-engaging with its supporters and donor base.

St Helena will develop its lottery-based offering and seek other innovative funding models which will be considered and utilised if appropriate, including social investment. St Helena will seek to invest in providing paid-for services related to its charitable purpose e.g. domiciliary care or natural burial grounds.

Whilst recognising and building on the growing success of its on-line business, St Helena will continue to maintain a presence on the High Street for the foreseeable future. It will make its retail shops COVID19 compliant and will keep the viability of individual shops under review.

Building on the success of its emergency appeal during the COVID19 crisis, St Helena will actively promote general charitable gifts and donations from local people and businesses. St Helena will continue to encourage the making of legacies (whilst over time reducing its dependence on this income line) and seek significant personal donors.

Recognising the benefits of collaboration on operations during the recent COVID19 crisis, St Helena will be open to the possibilities of joint fund raising opportunities with other suitable charities. There may also be opportunities to share back office services to reduce costs.

Governance objective

St Helena has a reputation for excellence in the care it provides. It will continue to improve and has set itself the goal of being judged 'Outstanding' in the next round of CQC inspections. It will also always aim to achieve an unqualified audit and no material concerns from other relevant regulators (i.e. Gambling Commission and Fundraising Regulator).

Accountability objective

St Helena will examine how it can make itself more accountable to key stakeholders, funders and donors and to the public it serves and implement the changes needed to bring this about.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980.

The articles of association govern the charity and set out its charitable objects and powers.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

The Board of Trustees governs the charity through its committee structure and contributes to decisions regarding the appointment of senior staff, and those impacting on budgets and the allocation of resources. Trustees appoint from among their number a Chair, Vice Chair, Treasurer and Chairs of Committees. The Chair of the Board serves a maximum of two three-year terms. The Board is aware that a number of Trustees have served long terms of office. While this brings with it benefits, good governance requires that board membership is regularly monitored and opportunities to diversify and refresh skills are explored. The Board therefore intends to ensure that the composition of the Board is kept under review, having regard both to its skill needs and its desire to have a Board which represents the population it serves.

The committees are:

- Corporate Governance and Risk
- Finance and Performance
- Income
- Patient and Family Services
- Remuneration

The trustees delegate general management of the charity through the Chief Executive, to the senior management team as set out in an Instrument of Government. Page 1 shows the senior management team for the charity for the reporting period.

The charity currently has one active wholly owned subsidiary, St Helena Hospice Trading Limited, for the purposes of trading new goods and gift aid maximisation. The directors of the subsidiary are the Chief Executive and Finance & Commercial Director from within the charity senior management team.

Appointment of trustees

The Board elects or co-opts all trustees from amongst the members of the company. One third of all trustees of the charity are then subject to re-confirmation by members of the company at each annual general meeting.

All trustee vacancies are advertised externally and appointments made via a standardised recruitment and selection process.

Trustee induction and training

All new trustees of the charity meet with the Chair of the Board and Chief Executive and have a tour of the hospice. Trustees can attend all Committees.

The Chair provides all trustees with The Twenty-Minute Guide to being a Hospice Trustee and a St Helena Hospice Handbook for Trustees containing all key information about the organisation. In addition, trustees would normally receive safeguarding and general trustee training.

Related parties and relationships with other organisations

The charity is the sole adult hospice and lead provider for community end of life care in North East Essex.

The charity is a shareholder in the Hospice Quality Partnership, a trading company wholly owned by hospices established to maximise value for hospice care through collaborative procurement and income generation.

Remuneration policy for key management personnel

The Remuneration Committee, which consists of the Chair, Vice Chair and Treasurer, has delegated responsibility from the Board for pay and remuneration of the senior management team. An external agency undertakes benchmarking of salaries with reference to hospice, public, charity and private sectors. The agreed pay policy for senior employees is to aim for salaries and rewards within the range of lower to middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

Policy for employment of disabled persons

The charity is an equal opportunities employer and committed to a policy of treating all employees and job applicants equally. The aim is for a workforce that will be truly representative of all sections of society, in which all employees feel respected and able to give their best.

It is the policy of the charity to provide equality and fairness for all. This includes taking all reasonable steps to employ and promote employees based on their abilities and qualifications without regard to race, colour, nationality, ethnic or national origin, religion or belief, disability, trade union membership or non-membership, sex, pregnancy/maternity, gender reassignment, sexual orientation, married or civil partnership status, age, or being a part-time or fixed term worker. It opposes all forms of unlawful and unfair discrimination.

The charity strives to prevent unfair treatment by operating fair, objective and systematic procedures including:

- Good communications.

- Recruitment, selection, promotion, transfer and leaving.
- Managing individuals' performance, training, development and careers.
- Access to support system.
- Individual grievances, discipline.
- Ensuring the fair treatment and dignity of employees at work and making sure our workplaces are free from harassment, victimisation and bullying.

The charity treats everyone with dignity and respect and is committed to creating a work environment free of harassment and bullying.

Employee information

As at 31 March 2021 there was 303 staff employed (152 full-time and 151 part-time) excluding bank and sessional employees.

The charity regularly monitors sickness absence, vacancy rates and turnover and continues to perform favourably with NHS and charity sector comparators. In 2020/21, the charity had an average rate of sickness absence of 2.0% and an average turnover rate per month was 1.1%.

The charity evaluates all job descriptions and salaries for all roles externally and uses external benchmarks to ensure that pay policy is consistent and competitive. Pay policy is for salaries to be in the range between the lower and middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

The charity has an employee forum with representatives from across the organisation chosen by employees. It has an Organisational Change Policy that sets out the consultation arrangements used when proposals might affect employment or terms and conditions.

Internal communications with employees include internal communication emails, regular team meetings, a quarterly Chief Executive briefing open to all employees and volunteers, and a quarterly newsletter. The charity ensures information is provided to employees on matters of concern to them including financial and operational performance, changes in the operating environment and new developments or activities.

Annual appraisals for all staff in the charity include organisational objectives to encourage individual employees to contribute to the overall charity performance and success.

Statement of responsibilities of the trustees

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as, the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2020 was 61 (2020:67). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

The auditor during the year was Sayer Vincent LLP and they have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 5 August 2021 and signed on their behalf by

Nigel Pye
Chairman

Independent auditor's report to the members of St Helena Hospice

We have audited the financial statements of St Helena Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 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 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group 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 St Helena Hospice's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group 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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including 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, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires 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 in the trustees' annual report, 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 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.

Independent auditor's report
To the members of
St Helena Hospice Limited

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities 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 charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Judith Miller (Senior statutory auditor)

9 September 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

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

St Helena Hospice

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2021

		2021			2020		
	Notes	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's
Income from:							
Donations		931	52	983	710	142	852
Legacies		1,117	-	1,117	2,058	2	2,060
Charitable activity Income	2	3,689	220	3,909	3,938	474	4,412
Other trading activities	3	6,813	42	6,855	8,152	412	8,564
Investment Income	4	174	-	174	229	-	229
Covid support funding	5	1,870	2,129	3,999	290	-	290
Total income		14,594	2,443	17,037	15,377	1,030	16,407
Expenditure on:							
Raising funds	6a	4,918	17	4,935	4,969	294	5,263
Hospice Care charitable expenditure	6b	7,129	2,349	9,478	7,901	677	8,578
Lottery partner charitable donations	6b	1,734	-	1,734	1,539	-	1,539
Total expenditure		13,781	2,366	16,147	14,409	971	15,380
Net income before net gains on investments							
		813	77	890	968	59	1,027
Net realised gains on investments		-	-	-	-	-	-
Net unrealised gains/(loss) on investments		652	-	652	(850)	-	(850)
Net income / (expenditure) for the year after net losses on investments							
7		1,465	77	1,542	118	59	177
Transfers between funds		-	-	-	40	(40)	-
Net movement in funds							
		1,465	77	1,542	158	19	177
Reconciliation of funds:							
Total funds brought forward		10,463	340	10,803	10,305	321	10,626
Total funds carried forward							
		11,928	417	12,345	10,463	340	10,803

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

St Helena Hospice

Balance sheet

Company no. 01511841

As at 31 March 2021

		GROUP 2021 £000's	GROUP 2020 £000's	CHARITY 2021 £000's	CHARITY 2020 £000's
	Notes				
Fixed assets:					
Tangible assets	13	5,083	5,229	5,083	5,229
Investments	14	4,823	4,171	4,823	4,171
		9,906	9,400	9,906	9,400
Current assets:					
Stock	15	5	2	-	-
Debtors	16	2,337	3,526	2,333	3,525
Cash at bank and in hand		4,052	1,843	4,049	1,839
		6,394	5,371	6,382	5,364
Liabilities:					
Creditors: amounts falling due within one year	17	(3,756)	(3,718)	(3,761)	(3,731)
Net current assets		2,638	1,653	2,621	1,633
Total assets less current liabilities		12,544	11,053	12,527	11,033
Creditors: amounts falling due after one year	17b	(199)	(250)	(199)	(250)
Total net assets	18	12,345	10,803	12,328	10,783
The funds of the charity:	19				
Restricted income funds		417	340	417	340
Unrestricted income funds:					
Designated funds		5,083	5,230	5,083	5,230
Fair value reserve		965	313	965	313
General funds		5,880	4,920	5,863	4,900
Total unrestricted funds		11,928	10,463	11,911	10,443
Total charity funds		12,345	10,803	12,328	10,783

Approved by the trustees on 5 August 2021 and signed on their behalf by

Nigel Pye
Chairman

Catherine Bhuiya
Treasurer

St Helena Hospice

Consolidated statement of cash flows

For the year ended 31 March 2021

	Notes	2021 £ 000's	£ 000's	2020 £ 000's	£ 000's
Cash flows from operating activities					
Net cash provided by operating activities	20		2,260		129
Cash flows from investing activities:					
Dividends and interest		174		229	
Proceeds from the sale of fixed assets		-		-	
Purchase of fixed assets		(215)		(271)	
Proceeds from sale of investments		-		-	
Disposal of fixed assets					
Net cash provided by investing activities			(41)		(42)
Cash flows from financing activities:					
Repayments of borrowing		(10)		-	
Cash inflows from new borrowing		-	-	-	250
Net cash provided by / (used in) financing activities			(10)		-
Change in cash and cash equivalents in the year			2,209		337
Cash and cash equivalents at the beginning of the year			1,843		1,506
Cash and cash equivalents at the end of the year			<u>4,052</u>		<u>1,843</u>

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

a) Statutory information

St Helena Hospice is a charitable company limited by guarantee and is incorporated in the United Kingdom. Registered Address - St Helena Hospice, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number : 280919

b) Basis of preparation

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 FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. These accounts consolidate the results of the charity and its wholly owned trading subsidiary, St Helena Hospice Trading Limited, on a line by line basis.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have reviewed the financial position and the short term net current assets and uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The charity has been affected by the Covid19 pandemic with suspension of the majority of retail and fundraising activities. The loss of income has been mitigated by additional grant support from Hospice UK and the launching of an emergency appeal. The charity's services have been adapted to provide a protected environment for staff and patients with additional support from NHS grants.

A revised financial and cash forecast has been reviewed by trustees and the charity group are still able to continue as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Donations are accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the terms of the will can no longer be challenged, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts donated for resale are included in income when they are sold.

Income from events is recognised when the event has taken place. Donations are accounted for on a receivable basis.

Deferred income includes amounts received in respect of work to be undertaken in the next year. The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

Lottery income is accounted for in respect of those draws that have taken place in the year.

Trading income is recognised on point of sale for both donated and purchased goods.

Other income is accounted for on a full accruals basis when the company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

g) Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividend income is recognised when the right to receive the payment has been established.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. The aim and use of each designated and restricted fund is set out in the notes to the accounts. (see note 18)

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds includes fundraising, retail and lottery activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated support hosting, promotion and advertising of events. Entrance costs to challenge events such as organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities; new goods purchased postage costs. There are staff and associated support costs, and the expenses incurred in running the retail gift aid scheme.

Lottery costs include the prize fund, canvasser costs for recruitment and associated support. Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. In significantly increase the number of lottery players was implemented, new players are entered into for all future draws. To reflect the future income that these players will generate, from April 2019 subsequent years, this deferment is reduced by 10% to adjust for players that may cancel during 12 months against some canvassers to recoup some of the costs for players that cancel in the. Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

- Hospice Care Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint and Home Care, Therapies and Wellbeing Team and their associated support costs.

Royalty payments to lottery partners are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospice's and Charities, Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

j) Grants payable

Grants payable are made to third parties in furtherance of the Charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the Charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Support and governance costs are re-allocated to each of the activities on the basis of staff costs.

l) Tangible fixed assets

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction costs are not depreciated until the asset is complete. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset. The useful lives are as follows:

Freehold land	Not depreciated
Freehold buildings	50 years
Leasehold improvements	The remaining lease term to a maximum of 10
Furniture, Green Energy and other equipment	10 years
Computer hardware and electrical equipment	3 years
Motor Vehicles	4 years

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

m i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

ii) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

o) Debtors

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

p) Cash at bank and in hand

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

q) 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.

Leased property dilapidations for continuing or held over leases are only provided for in the liability exists within the lease and has been evaluated as reasonably likely to arise by a property has been closed, vacated or notice has been given to the landlord to vacate the property, expected cost of building works, any remaining net book value of assets and any expected legal with the closure of the property.

r) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

s) Pensions

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The contributions disclosed in note 8. The charity has no liability beyond making its contributions deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as at 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

2 Income from Charitable Activities

2a Grants

NHS Grants	3,472	83	3,555	3,727	102	3,829
Grants from other charities	55	24	79	3	39	42
iBCF / GSF Grant Education Income	-	7	7	-	70	70
iBCF / GSF Grant Clinical Income	-	17	17	-	38	38
Small Business Grants	-	-	-	-	-	290
Other Grant Income	-	-	-	-	-	-
Sub-total for Grants	3,527	131	3,658	3,730	249	4,269

2b Education

Course fees/Education programmes	(1)	-	(1)	5	-	5
Hire of facilities	-	-	-	6	-	6
Catering	-	-	-	-	-	-
Other (Placement Fees)	3	-	3	10	-	10
Sub-total for Education Income	2	-	2	21	-	21

2c Other income from charitable activities

Catering income from staff and visitors	17	-	17	42	-	42
Other	28	-	28	3	-	3
Home Care Contract Income	-	-	-	-	-	-
Insurance Income for Patient care	-	-	-	12	-	12
Deanery Income	44	-	44	30	-	30
Letting Income	-	-	-	3	-	3
Green Energy	21	-	21	16	-	16
Clinical Staff secondment income	24	52	76	6	139	145
Support services provided to other organisations	26	37	63	75	86	161
Sub-total for Other Income	160	89	249	187	225	412

Total income from charitable activities	3,689	220	3,909	3,938	474	4,702
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3 Income from other trading activities

Retail Income	1,624	-	1,624	3,071	-	3,071
Lottery Income	4,692	-	4,692	4,346	-	4,346
Fundraising and Marketing Income	497	42	539	735	412	1,147
	6,813	42	6,855	8,152	412	8,564

4 Income from investments

UK listed investments	171	-	171	224	-	224
Bank Interest	3	-	3	5	-	5
	174	-	174	229	-	229

5 Covid support funding

Hospice UK grants	-	2,048	2,048	-	-	-
NHS Grants	756	-	756	-	-	-
Community grants	285	-	285	-	-	-
Bereavement funding	25	25	50	-	-	-
Small business grants	218	-	218	290	-	290
Job retention scheme	552	-	552	-	-	-
Landlords relief	34	-	34	-	-	-
Capital equipment	-	56	56	-	-	-
	1,870	2,129	3,999	290	-	290

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

6 Analysis of expenditure

a Analysis of Raising Funds Costs

	2021				2020			
	Fundraising	Retail	Lottery	Raising funds	Fundraising	Retail	Lottery	Raising funds
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	599	1,186	404	2,189	621	1,181	364	2,166
Cost of Sales	-	140	-	140	-	152	-	152
Other costs	104	995	228	1,327	356	1,014	262	1,632
Prizes	-	-	260	260	-	-	211	211
Player recruitment	-	-	450	450	-	-	550	550
Fundraising events and appeals	47	-	11	58	113	-	-	113
Supporter communication	-	-	-	-	16	-	-	16
				-				-
	750	2,321	1,353	4,424	1,106	2,347	1,387	4,840
Support costs	120	241	86	447	116	218	58	392
Governance costs	16	36	12	64	9	17	5	31
Total Expenditure	886	2,598	1,451	4,935	1,231	2,582	1,450	5,263

b Analysis of Expenditure 2020/21

	Charitable activities						Governance costs	Support costs	2021 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,189	2,692	2,501	689	49	-	164	1,171	9,455
Cost of Sales	140	-	-	-	-	-	-	6	146
Other costs	1,327	770	1,100	220	12	-	35	580	4,044
Prizes	260	-	-	-	-	-	-	-	260
other Charities	-	-	-	-	-	1,734	-	-	1,734
Player recruitment	450	-	-	-	-	-	-	-	450
Fundraising events and appeals	58	-	-	-	-	-	-	-	58
	4,424	3,462	3,601	909	61	1,734	199	1,757	16,147
Support costs	447	550	516	138	72	-	34	(1,757)	-
Governance costs	64	77	71	19	2	-	(233)	-	-
Total Expenditure 2021	4,935	4,089	4,188	1,066	135	1,734	-	-	16,147

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

Analysis of Expenditure 2019/20

	Charitable activities						Governance costs	Support costs	2020 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 9)	2,166	2,573	2,023	1,067	210	-	55	1,041	9,135
Cost of Sales	152	-	-	-	-	-	-	6	158
Other costs	1,632	667	397	226	65	-	40	576	3,603
Lottery Prizes	211	-	-	-	-	-	-	-	211
Royalty payments to other Charities	-	-	-	-	-	1,539	-	-	1,539
Lottery Player recruitment	550	-	-	-	-	-	-	-	550
Fundraising events and appeals	113	-	-	-	-	-	-	-	113
Supporter communication	16	-	-	-	-	-	-	-	16
Payments to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Organisations	-	55	-	-	-	-	-	-	55
	4,840	3,295	2,420	1,293	275	1,539	95	1,623	15,380
Support costs	392	465	364	189	198	-	15	(1,623)	-
Governance costs	31	35	28	14	2	-	(110)	-	-
Total Expenditure 2020	5,263	3,795	2,812	1,496	475	1,539	-	-	15,380

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2021

7 Investment in Subsidiary Companies

The Charity holds a £1 investment in one share representing 100% of the equity in St Helena Hospice Trading Limited, company registration number 07152341.

Summary financial information for St. Helena Hospice Trading Limited

	2021 £ 000's	2020 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	37	63
House Clearance	25	27
Consultancy income	12	9
Cost of sales	(17)	(32)
Gross Profit	57	67
Inter company Charges	(33)	(42)
Direct Charges	-	-
Administration and other expenses	(7)	(5)
Profit for the financial year	17	20
Changes in equity		
Total equity brought forward	20	3
Total comprehensive income for the year	17	20
Gift Aid distribution to parent charity	(20)	(3)
Total equity carried forward	17	20
Balance Sheet		
Stock	5	2
Debtors	4	1
Cash	3	4
Inter company	8	16
Current liabilities	(3)	(3)
Net current assets	17	20
Net Assets	17	20
Reserves	17	20
Share Capital	-	-
Capital and Reserves	17	20

The Charity holds a £1 investment in one share representing 100% of the equity in Your Hospice Lottery Limited.

The Charity holds a £1 investment in one share representing 100% of the equity in Make a Smile Lottery Limited.

The Charity holds a £1 investment in one share representing 100% of the equity of St Helena Care Services Limited

Parent charity	2021 £ 000's	2020 £ 000's
Income for the year	16,984	16,311
Result for the year	1,545	159

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

	2021	2020
	£ 000's	£ 000's
8 Net income for the year		
This is stated after charging:		
Depreciation	361	315
Loss/(Gain) on disposal of fixed assets	(1)	49
Operating lease rentals:		
Property	500	512
Other	28	12
Auditor's remuneration (excluding VAT):		
Audit - St Helena Hospice Group	16	15
Other services - St Helena Hospice Group	2	2

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

Salaries and wages	7,756	7,546
Social security costs	690	667
Apprenticeship Levy	22	21
Pension - Defined Contribution	528	502
Pension - Defined Benefit	368	374
Redundancy and termination payments	91	25
	9,455	9,135

During the year 13 staff were paid redundancy and termination payments (Prior Year: 4)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021	2020
	No.	No.
£60,000 - £69,999	2	2
£70,000 - £79,999	3	1
£80,000 - £89,999	-	1
£90,000 - £99,999	-	1
£100,000 - £109,999	1	-

The Hospice considers that the key management personnel comprises the trustees and the senior management team. This management team are the Chief Executive and 4 other key directors (Prior Year: CEO + 6).

	2021		2020	
	Actual Number	FTE	Actual Number	FTE
Chief Executive Officer	1	1.00	1	0.50
Senior Management Team	4	4.00	6	4.97
	5	5.00	7	5.47

The total employee benefits including employer's national insurance and pension contributions of the key management personnel of the Hospice were £507K in the current year. (Prior Year: £525K).

Trustees are not remunerated for the work they undertake fulfilling their Trustee duties for the charity.

During the year a total of £ nil expenses (Prior Year: £nil) were paid to Trustees.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

10 Staff numbers

The number of employees (head count based on number of staff employed) at the year end was 303 (Prior Year: 310).

	2021		2020	
	Actual Number	FTE	Actual Number	FTE
Patient and Family Care	173	138	182	145
Education and Research	-	-	4	3
Marketing, Fundraising and Lottery	36	33	37	34
Retail	67	56	64	53
Support Services	27	25	23	22
	303	252	310	257

11 Related party transactions

2 Trustees (Prior Year - 2) are Partners of companies from which the Charity purchased services, full details are given below;

Tracey Dickens is a Partner of Birkett Long the Charity's Solicitors who charged the Charity a total of £7K (Prior Year : £5K) in fees for legal services during the year.

David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £2K (Prior Year: £11K) during the year.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets - group and charity

	Freehold property	Leasehold Improvements	Equipment	Computer equipment Furniture	Motor vehicles	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Cost						
At the start of the year	6,743	979	275	539	83	8,619
Additions in year	-	122	48	24	22	216
Disposals in year	-	-	-	-	(15)	(15)
At the end of the year	6,743	1,101	323	563	90	8,820
Depreciation						
At the start of the year	2,257	516	177	383	58	3,391
Charge for the year	128	116	61	43	13	361
Disposals in year	-	-	-	-	(15)	(15)
At the end of the year	2,385	632	238	426	56	3,737
Net book value						
At the end of the year	4,358	469	85	137	34	5,083
At the start of the year	4,486	463	98	156	25	5,228

Land with a value of **£38,600** (Prior Year: **£38,600**) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

14 Investments

Listed Investments

	2021 £ 000's	2020 £ 000's
Fair value at the start of the year	4,171	5,021
Disposal proceeds	-	-
Realised Gains	-	-
Net Gain/(loss) on change in fair value	652	(850)
Total Listed Investments at the end of the year	4,823	4,171

	2021 £	2020 £
Unlisted shares in UK registered companies	10	10

	2021 £ 000's	2020 £ 000's
Total Investments at the end of the year	4,823	4,171

Other Investments comprise:

	2021 £	2020 £
Unlisted shares in Trading Subsidiary Company	1	1
Unlisted shares in Subsidiary Companies yet to trade	3	2
	4	3

	2021 £ 000's	2020 £ 000's
Total Fixed Asset Investments - Charity	4,823	4,171

Historic cost at the end of the year	3,858	3,858
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St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

	Group 2021 £ 000's	Group 2020 £ 000's	Charity 2021 £ 000's	Charity 2020 £ 000's
15 Stock				
New and Branded Goods	5	2	-	-
	<u>5</u>	<u>2</u>	<u>-</u>	<u>-</u>

16 Debtors

Trade debtors	51	360	48	360
Other debtors	-	26	-	26
Amounts due from subsidiary company	-	-	-	-
Prepayments	1,480	1,324	1,480	1,324
Accrued income	476	723	476	723
Income Tax recoverable	7	43	7	43
Value Added Tax	79	121	79	120
Legacies	243	929	243	929
	<u>2,336</u>	<u>3,526</u>	<u>2,333</u>	<u>3,525</u>
Other Debtors due after one year	-	-	-	-
	<u>2,337</u>	<u>3,526</u>	<u>2,333</u>	<u>3,525</u>

An unsecured loan of £25K was entered into with The Hospice Quality partnership dated 31 July 2015. The maturity date for this loan was 31 July 2020 and carries an Interest rate of 6%.

As at 31 March 2021 the Charity has been notified of 11 - £157K (Prior Year - 8 - £355K) legacies which have not been included in debtors because the accounting policy conditions for recognition have not been met. In addition 8 further legacy notifications have been received with no indication of their value.

17 Creditors: amounts falling due within one year

Big Issue Invest loan (see note 17b)	41	-	41	-
Trade Creditors	689	631	688	631
Accruals	631	1,443	629	1,439
Deferred Income	2,104	1,393	2,104	1,393
Other Taxes and Social Security	291	251	291	251
Amounts due to subsidiary company	-	-	8	16
	<u>3,756</u>	<u>3,718</u>	<u>3,761</u>	<u>3,730</u>

17b Creditors: amounts falling due after one year

Big Issue Invest loan	199	250	199	250
	<u>199</u>	<u>250</u>	<u>199</u>	<u>250</u>

The deferred income relates to money received in advance. This includes a balance of **£572K** (Prior Year - **£369K**) for future lottery draws, **£1,427K** (Prior Year - **£515K**) for Grants received in advance and **£105K** (Prior Year - **£74K**) for future fundraising events. All of the deferred income brought forward was recorded as income during the year ended 31 March 2021.

St Helena Hospice entered into a loan agreement with Big Issue Invest Social Investments Ltd on 28th August 2019. This agreement is for a loan facility of £1.5M, to be drawdown in minimum £250K amounts between 28th September 2019 and 28th February 2021. Interest is payable at 7.5% on a quarterly basis, with repayment of the loan facility in 20 equal quarterly payments from 31st March 2021 until 28th February 2026.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

18a Analysis of net assets between funds 2021

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds £ 000's
Tangible fixed assets	-	5,083	-	5,083
Fair Value Reserve	965	-	-	965
Investments	3,858	-	-	3,858
Net current assets	2,221	-	417	2,638
Long term liabilities	(199)	-	-	(199)
Net assets at 31 March 2020	6,845	5,083	417	12,345

18b Analysis of net assets between funds 2020

	Unrestricted £ 000's	Designated £ 000's	Restricted £ 000's	Total funds £ 000's
Tangible fixed assets	-	5,229	-	5,229
Fair Value Reserve	313	-	-	313
Investments	3,858	-	-	3,858
Net current assets	1,313	-	340	1,653
Long term liabilities	(250)	-	-	(250)
Net assets at 31 March 2019	5,234	5,229	340	10,803

19a Movements in funds (current year)

	At 1 April 2020 £ 000's	Income & gains £ 000's	Expenditure & losses £ 000's	Transfers £ 000's	At 31 March 2021 £ 000's
Restricted funds:					
Educational Trust	-	-	-	-	-
Specific Donations	340	395	(318)	-	417
Hospice UK Covid Funding	-	2,048	(2,048)	-	-
Fixed Assets	-	-	-	-	-
Total restricted funds	340	2,443	(2,366)	-	417
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,229	216	(362)	-	5,083
Hospice Capital Fund	1	-	-	(1)	-
Total designated funds	5,230	216	(362)	(1)	5,083
Fair Value Reserve	313	-	652	-	965
General funds	4,920	14,378	(13,419)	1	5,880
Total unrestricted funds	10,463	14,594	(13,129)	-	11,928
Total funds	10,803	17,037	(15,495)	-	12,345

The narrative to explain the purpose of each fund is given at the foot of the note below.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

19b Movements in funds (prior year)

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Educational Trust	116	-	(116)	-	-
Specific Donations	165	992	(855)	38	340
Fixed Assets	40	38	-	(78)	-
Total restricted funds	321	1,030	(971)	(40)	340
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,313	232	(394)	78	5,229
Leasehold Site Dilapidation Fund	52	-	-	(52)	-
Hospice Capital Fund	3,775	-	-	(3,774)	1
Total designated funds	9,140	232	(394)	(3,748)	5,230
Fair Value Reserve	1,163	-	(850)	-	313
General funds	2	15,145	(14,015)	3,788	4,920
Total unrestricted funds	10,305	15,377	(15,259)	40	10,463
Total funds	10,626	16,407	(16,230)	-	10,803

Movement between funds

- (i) Educational Trust - interest received on funds, which has been transferred to Unrestricted Income.
- (ii) Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

Specific donations

The Specific donations funds comprise accumulated amounts given for the purchase of specified items or other specific purposes. Incoming resources to the Specific Donations Funds include grants to fund specific services, expenditure relating to these services are identified to the individual funds.

Hospice UK Funding

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

Purposes of designated funds

The **fixed assets fund** was established to assist in identifying those funds that are not free funds and it represents the net book value of tangible fixed assets. The Fund movements reflect the purchases, disposals and depreciation charges and adjustments of all unrestricted tangible fixed assets. Fixed Assets that have a non-maintaining restriction are moved to the designated fund on purchase.

The **leasehold sites dilapidation fund** was established for prudent risk management of potential dilapidation liabilities that may occur from the current use of leasehold properties for which no provision can be made in the Statement of Financial Activities. The Board of Trustees have released this restricted fund into general reserves on the basis that any future dilapidation liabilities will be accrued for within the Statement of Financial Activities as the liability arises.

Following a review of reserves policy by the trustees during the year, the decision was made to move away from using a proportion of expenditure to a risk based approach for assessing appropriate reserves. As the previous **hospice capital fund** represented a proportion of expenditure to be held in reserves, under the new policy it is no longer needed.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2021

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £ 000's	2020 £ 000's
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	1,542	177
Depreciation charges	361	345
(Gains)/Losses on investments	(652)	850
Bank interest	(3)	(5)
Investment Income	(171)	(224)
Loss on the disposal of fixed assets	-	49
Decrease in stocks	(3)	2
Increase in debtors	1,189	(1,853)
Increase in creditors	(3)	788
Net cash (used in) by / provided operating activities	2,260	129

21 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2021 £ 000's	2020 £ 000's	2021 £ 000's	2020 £ 000's
Less than one year	518	500	37	28
One to five years	751	1,104	79	68
Over five years	78	132	19	35
	1,347	1,736	135	131

22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.