

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales · Charity number 281963

Details

Status Registered

Legal form Charitable company

Company number [01562110](#)

Registered 1981-10-29

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

Contact

Address St. Wilfrids Hospice
Walton Lane
Bosham
Chichester
PO18 8QB

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Email general@stwh.co.uk

Website www.stwh.co.uk

Activities

Objects: THE RELIEF OF PEOPLE SUFFERING FROM CANCER AND OTHER TERMINAL CONDITIONS AND THE RELIEF OF THE CARERS AND FAMILIES OF SUCH PEOPLE WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS.

Activities: St Wilfrid's Hospice provides and promotes high quality specialist palliative care through inpatient & community services. The charity operates a 14 bed inpatient unit; hospice at home service; a day hospice open 3 days a week; a community team caring for up over 230 patients at any one time; a bereavement service; an education centre and support and advice to patients & staff in local hospitals.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, Other Defined Groups

Geography

- Hampshire
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,375,189	£9,996,674	£23,066,481	224
2024-03-31	£8,391,633	£9,334,223	£22,686,353	213
2023-03-31	£8,872,073	£8,567,694	£23,629,462	198
2022-03-31	£8,722,613	£7,790,887	£23,326,314	199
2021-03-31	£8,922,500	£7,713,268	£22,395,386	207

Trustees

Name	Role	Appointed
Alan James Easter		2020-09-21
Dr Alastair Bateman		2023-05-24
Dr Karla Greenberg		2023-04-19
John James Martyn		2023-04-19
Julian John Clayton		2018-02-28
Keith Hudgell		2025-05-28
Louise Bruce		2021-02-24
Melanie Savill		2024-11-27
Stewart Butcher		2026-03-11
Ursula Watt		2016-08-24
Victoria Mary Mudford		2019-07-24

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales - Charity number 281963

Accounts



St Wilfrid's Hospice

Making a difference to local lives

ST. WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Registered Company Number 01562110
Registered Charity Number: 281963

Welcome from our Chair

One Purpose, Many Communities: Strengthening Hospice Care Across Our Region

Over the past year, St Wilfrid's Hospice has continued to deliver on our purpose: providing high-quality specialist end-of-life care and bereavement support — wherever and whenever it is needed — across our community in West Sussex and South-East Hampshire.

In 2024/25, St Wilfrid's received 1015 referrals, the first time that more than a thousand requests for our services for patients facing life-limiting conditions has been made in one year.

Around 90% of the care and services St Wilfrid's provides is delivered outside the Hospice building in Bosham. Our Community teams provide expert nursing, medical, and therapeutic care - these services support families and enable patients to receive the highest standards of palliative care while remaining safely in their home setting.

Our in-patient unit continues to deliver the highest level of medical and nursing palliative care and has maintained an occupancy rate of around 85% of available beds.

At the Hospice, and through our online services, we also provide a range of support through the Living Well Centre for people living with progressive life-limiting illnesses. In addition, we provide support to our patients and their loved ones through our Family Support Team, which offers a wide range of formal and informal therapeutic interventions.

As it does for St Wilfrid's, the economic climate remains difficult for many of the people and communities we serve. Yet through the commitment of our staff, volunteers, supporters and partners, St Wilfrid's Hospice continues to provide exceptional, person-centred care to all those who need us.

We could not do what we do without the extraordinary generosity and steadfast commitment of our community. Each year, many individuals, families, local businesses and partners dedicate both their time and expertise to support St Wilfrid's Hospice, while over 80% of our funding is made possible through voluntary financial contributions. Whether through legacies, donations, fundraising, volunteering, or supporting our retail operations, every contribution — of time, skills or money — helps us to provide outstanding care to those who need it most. We are deeply grateful to everyone who stands with us, and together we look forward to strengthening St. Wilfrid's hospice care in the years ahead.

Our collaboration with the NHS remains close, and we are grateful for the financial contribution it provides in support of our services.

In 2025, St Wilfrid's Hospice is proud to have become a supporter of the Armed Forces Covenant.

The Hospice also expresses its deep gratitude to Soline Jerram, whose term of office as Chair of the Board of Trustees concluded this year. Among her many contributions, Soline guided St Wilfrid's through the Covid-19 pandemic and has left the organisation in a strong position to face the challenges ahead.

As we look to the future, we do so with optimism, purpose and hope. We know that the need for hospice care will only continue to grow across our region. And we know that by working together — one purpose, many communities — we can build an even stronger foundation for compassionate, excellent end-of-life care.

On behalf of the Board of Trustees, I extend sincere thanks to everyone who makes this work possible. Together, we will ensure that St Wilfrid's Hospice remains a trusted presence in the lives of all those we serve.



Julian Clayton
Chair, Board of Trustees

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**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2025**

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex, PO18 8QB
Vice Presidents	Dr C J Bateman FRCPATH Mr M G Bevis Dr A Copsey Professor A G Dewhurst Mrs P J Foster Mrs S Hyland Mrs K Glendinning MBE Mr G C Papworth Mr C Shippam Mrs E A Spence Mr M D Troy Dr S Williams FRCGP MMed Ed Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson DL Dame K P Routledge DBE Mr C & Mrs A Timothy
Trustees	Dr A M Bateman Mrs L Bruce Mr J Clayton (Chair) Mr A Easter Mr N Fox (retired 22 nd April 2025) Dr K Greenberg Mr K Hudgell (appointed 28 th May 2025) Mrs S Jerram (retired 16 th December 2024) Ms H Keenlyside (deceased 17 th February 2025) Mr J Martyn (Honorary Treasurer) Ms V Mudford Ms M Savill (appointed 27 th November 2024) Dr A Stone (resigned 11 th November 2024) Ms L U Watt
Company Secretary	Helen Edson

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Senior Management Team	Helen Edson, Director of Finance Lois Howell, Chief Executive Cat Horlock, People Director Claire Magee, Medical Director Suzy O'Callaghan, Director of Clinical Services Rachael Tout, Director of income Generation
Independent Auditor	Crowe UK LLP 4 th Floor, St James House St James Square Cheltenham Glos GL50 3PR
Solicitors	Irwin Mitchell Solicitors Thomas Eggar House Friary Lane Chichester West Sussex PO19 1UF George Ide LLP 52 North Street Chichester West Sussex PO19 1NQ
Bankers	National Westminster Bank plc 5 East Street Chichester West Sussex PO19 1HE

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEE'S REPORT (INCORPORATING THE STRATEGIC REPORT)
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STRATEGIC REPORT

Vision

St Wilfrid's vision is that all dying people and those close to them should have access to the care and support that they need.

Mission

St Wilfrid's Mission is to provide high quality specialist end-of-life care and bereavement support whenever and wherever it is needed.

Object

Paragraph 3 of St Wilfrid's Memorandum of Association reads: "The Charity's object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress."

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission's guidance on public benefit when reviewing St Wilfrid's aims and objectives. The Trustees have identified that St Wilfrid's meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely:

- the advancement of health,
- the relief of those in need by reason of ill health or disability, and
- the advancement of education.

Those who benefit from the services St Wilfrid's provides are people living with cancer and other terminal illnesses, and the relatives and friends of such people. The referral criteria for access to St Wilfrid's services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, and referrals for those services are received for patients registered with specific GP surgeries within that defined geographical area.

Through participation in the delivery of ECHO, (the End-of-life Care Hub service hosted by Sussex Community NHS Foundation Trust), St Wilfrid's services are extended to other patients and their close associates who have not been directly referred to St Wilfrid's, but who do live within the defined geographical area.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. St Wilfrid's Education Department has an impact on services and care provided beyond the defined geographical area, as explained later in the report.

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ST WILFRID'S HOSPICE'S STRATEGY FOR 2024-27

Strategic goals and objectives

Strategic goal:	Extending our reach to more people in the community
Objectives:	Services that are accessible, flexible, and responsive Seeking opportunities to engage and influence a diverse community
Strategic goal:	Improving and enhancing the quality of our care
Objectives:	Services that are innovative, evaluated and outstanding Seeking opportunities to learn, develop and improve
Strategic goal :	Ensuring long term sustainability
Objectives:	Services that maximise the use of our existing resources Seeking opportunities to diversify and grow Caring for our resources and the environment Reducing reliance on reserves to fund operational activity

Delivery of St Wilfrid's Vision, Mission, Objects and Strategy is underpinned by its Values:

- Compassion
- Excellence
- Integrity
- Responsibility
- Collaboration

OBJECTIVES AND ACTIVITIES

Internal Context

The Senior Management Team membership was stable throughout 2024/25, but there were a number of changes to the membership of the Board.

At the Board meeting on 22 May 2024 Keith Hudgell was appointed as Committee Adviser to the Resources Committee, with particular focus on information technology (IT).

The former Chair, Soline Jerram, ended her last term of office on 16 December 2024. At the Board meeting on 5 September 2024, the Board appointed Julian Clayton, the former Vice Chair, as Chair to take effect upon Soline's departure.

Lou Bruce became the Vice Chair following a vote at the Board meeting on 27 November 2024.

At the same meeting on 27 November 2024, it was noted that Adam Stone had resigned his Trusteeship, and that he would sit as a Committee Adviser to the Clinical Services Committee. Paul Rolfe was appointed as Committee Adviser to the Voluntary Income Generation Committee, and Jackie Pace was appointed as Committee Adviser to the Clinical Services Committee. Melanie Savill, a former Committee Adviser on the Clinical Services Committee, was appointed as a Trustee.

Very sadly, Trustee Hilary Keenlyside died on 17 February 2025, after more than eight years of service to St Wilfrid's Hospice, its Trustees, members, employees, volunteers, and beneficiaries. The Board held a minute's silence as a mark of respect to Hilary at its meeting on 5 March 2025, and St Wilfrid's was represented at Hilary's funeral by the Chief Executive.

At the Board meeting on 5 March 2025 two further Committee Advisers were appointed; Eddie Tuke and Stewart Butcher, who respectively joined the Clinical Services Committee and Resources Committee.

At that meeting, it was noted that Nick Fox's final term of office as a Trustee ended on 21 April 2025. All members of the Board thanked Nick for his service, in particular his generous donation of time and expertise in connection with the planning and building of the new hospice site in Bosham. Nick's experience and

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knowledge in the field of strategic estates development had been invaluable, and had helped ensure the success of the project.

The focus for the Board and SMT during 2024/25 was delivery of the strategy for 2024 – 2027 approved in March 2024, and in particular the new strategic objective 'Reducing reliance on reserves for delivery of operational activity'.

External Context

Population

The majority of the area served by St Wilfrid's is within the boundaries of NHS Sussex, the Integrated Care Board (ICB) for both East and West Sussex. A very small proportion of St Wilfrid's patients, service users, employees, volunteers, and supporters live in and around Emsworth, a ward of Havant Borough Council, just over the border into Hampshire.

St Wilfrid's provides in-patient and community services to most, but not all, people in the areas served by Chichester District Council (CDC) and around half (the western half) of the people living in the area covered by Arun District Council (ADC). Community services in the Midhurst area are provided by MacMillan.

Given the relatively small scale of the Hampshire influence on St Wilfrid's external context, and the lack of ward level data available from Hampshire County Council, the data and commentary below will focus on the populations of ADC and CDC. The 2021 census recorded ADC's population as 164,800, and CDC's as 124,100, giving a total of 288,900. This has increased from 263,300 in 2011.

The data set out below is extracted from West Sussex County Council's Joint Strategic Needs Analysis publication 'Census 2021: Ethnicity, language and religion - Public Health Briefing August 2023', by Catherine Wells of the Public Health and Social Research Unit.

The demographic data St Wilfrid's holds about its employees, volunteers, patients / service users, and supporters is not complete. Although age information about employees and volunteers is available and accurate, not all other categories of data about those groups have been collected consistently about the current workforce. Volunteer data is more complete than employee data, but not entirely so. Demographic data collection about patients and service users is better, but not consistently complete. Ethnicity data was collected from only 91.6% of patients during 2024/25, for example, and data on religion from only 65.2% of patients.

These gaps in the data held make comparison with the wider population unreliable. Improving the quality of demographic data continues to be a key workstream for the Equality, Diversity & Inclusion (ED&I) Working Group, and the position is definitely improving.

Population - Age

By comparison with the national modal average, more people living in the ADC area are 65 years or over (28.4% compared with 18.3%), and the median average age is 49.6 years. In 2021 there were 505.5 people aged 65 or over for every 1000 people of working age.

The picture in the CDC area is very similar. 27.1% of the people living in the area are over 65 years of age, and the median average age is 49. The national median average age is 40.7 years.

These factors play a part not only in increasing levels of demand for Palliative and End of Life Care (PEoLC) services, but in sustaining the long-term St Wilfrid's supply of employees, volunteers, and supporters.

Population - Deprivation

There are very few areas of material deprivation in the CDC area, but some notable challenges in parts of the ADC area, particularly around Bognor.

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Indicator	ADC area	CDC area
Number / percentage of all children under 16 who live in a low income households (2021)	4480 (17.2%)	2870 (14.3%)
People of working age on out of work benefits (2023)	2925	2060
People in receipt of Carers' Allowance (Aug 2022)	1748	1054
Households living in fuel poverty (2020)	6380	4840
Older people in receipt of income guarantee element of the Pension Credit	1945	1100
Households owed a duty under the Homelessness Reduction Act (21/22)	829	No data
Households in temporary accommodation (21/22)	151	No data

These factors influence in the community's care needs, given the well-known connections between deprivation and a higher incidence of co-morbidities and poor health outcomes. They also have an impact on patterns of behaviour and giving amongst supporters. Stock donations and the prices set in St Wilfrid's shops both reflect the relative deprivation around its retail locations.

Population - Ethnicity, language, religion

In terms of ethnicity, language and religion, the population of the area served by St Wilfrid's, and from where the majority of its employees, volunteers, and supporters are attracted, is not significantly diverse, but there are material variations.

Ethnic grouping	ADC area	CDC area
	%	%
Asian / Asian British	1.6	1.7
Black / Black British / Caribbean / African	0.5	0.6
Mixed / Multiple ethnic groups	1.5	1.7
Other ethnic groups	0.6	0.5
White	95.8	95.4
The White population is composed as follows		
White British	88.7	90.1
Other White	6.3	4.3
Gypsy / Irish Traveller	0.1	0.2
Irish	0.6	0.7
Roma	0.1	0.1

The members of the population in the ADC and CDC areas who describe themselves as other than white British tend to be younger. The age profile of St Wilfrid's employees, volunteers and patients / service users tends to be higher than the mean average age of the general population, and this is likely to be a factor in the ethnicity profile of those groups.

The most significant increase over the last ten years is in the 'Other White' group, principally as a result of immigration from Eastern Europe. Anecdotally (see comment above concerning the incomplete nature of demographic information) this is reflected, but not matched, in St Wilfrid's volunteers and service users, but more closely mirrored in retail customers, particularly in the Bognor area shops.

Main language spoken other than English	ADC area	CDC area
	%	%
Polish	2.17	0.76
Romanian	0.55	-
Lithuanian	0.48	-
Portuguese	0.39	-
Bulgarian	0.34	-
Russian	0.32	-

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Eastern European languages are those most commonly spoken other than English in St Wilfrid's area, predominantly in the ADC area; there are few people who report their main language as anything other than English in the CDC area.

In some wards of the ADC area, particularly around Bognor, up to 9.9% of those who do not use English as their main language report that they do not speak English well or at all, and this may be a barrier to seeking care, employment, or volunteering opportunities from St Wilfrid's.

However, the clinical teams do not often experience language barriers to care delivery. They have access to a telephone interpretation service, printed vocabulary sheets, and pictograms if required. Amongst the volunteer workforce there are speakers of Spanish, French, German, Hungarian, Italian, Arabic, and Portuguese, including a Polish speaker in the Family Support Team.

Religion stated by residents	ADC area	CDC area
	%	%
Christian	52.1	53.1
No religion	39.9	38.7
Muslim	0.7	0.6
Other	0.5	0.5
Buddhist	0.3	0.5
Hindu	0.2	0.3
Jewish	0.2	0.2
Sikh	0.0	0.0
No reply	6.0	6.2

In both ADC and CDC only 2% of the population reports practising a religion other than Christianity.

These data reflect St Wilfrid's experience of working with patients and their loved ones, both as inpatients and in the community. Over the last ten years, approximately three Jewish, four Muslim and several Buddhist families have been directly supported by the chaplaincy team, as well as several patients who identify as Pagan.

It is often the case that patients, service users, and/or their families who describe themselves as "not practising" are happy for St Wilfrid's Chaplain to minister to them appropriately. On those occasions, the Chaplains are careful in their choice of language, to honour the beliefs held by the individuals in question. Some patients have sought to re-engage with religious practices, such as requesting Holy Communion, after conversation with the Chaplain, while others value a less formal approach to their spirituality.

In such circumstances, as they do with patients who indicate that they have no religion, the Chaplains offer personalised spiritual support, generally through the course of gentle conversation, as and when appropriate.

For practising patients and service users, the patient or their family will usually have their own leader with whom they make direct arrangements for support, or who they ask the Chaplains to contact.

For those who are not practising but want to see a leader from their own faith tradition, the Chaplaincy Team has contacts for Muslim, Buddhist, Hindu and Jewish leaders.

Other hospices in the region

As outlined in more detail below, St Wilfrid's works closely with the other hospices in Sussex, and with other neighbouring organisations. The challenging financial climate affected many of St Wilfrid's neighbours significantly. St Catherine's in Crawley and The Rowans in Portsmouth both announced redundancies and service reductions during the early months of 2024/25, and in March 2025 St Wilfrid's in Eastbourne announced the need to make cuts during 2025/26 to the value of £500,000. The merger of Martlets Hospice in Brighton with St Barnabas House Hospice in Worthing and Chestnut Tree House Children's Hospice in Arundel to form the Southern Hospice Group took place in early 2024. The merger has involved significant streamlining of costs and services to deliver savings.

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These circumstances reflect the national picture for hospice finances. Hospice UK figures indicate that the 99 hospices which participated in its benchmarking exercise in 2024/25 collectively recorded a deficit of £19m, leading to an estimated deficit for the whole hospice sector (including national hospice organisations) of £25m. Although this position is better than expected at the start of the financial year, the results are distorted by one hospice which is managing a major capital appeal to support a building project. Without the figures from that organisation, the national picture is almost identical to the 23/24 outcome, and across both years the collective position is the worst ever recorded in the sector.

ACHIEVEMENTS AND PERFORMANCE

Clinical services

Performance, quality and governance

St Wilfrid's clinical services continue to operate within changing health and social care structures, and an increasing emphasis on integration.

Many aspects of this challenging environment have a wide-ranging impact on St Wilfrid's clinical services, in particular:

- the increasing and changing needs and demographics of the people for whom St Wilfrid's cares. Specifically, a projected increase in the number of people who need palliative and end of life care in the future
- existing unmet need for palliative and end of life care, exacerbated by inequality, inequity, and social exclusion
- funding shortfalls and increasing costs

These drivers present both opportunities and challenges. It is widely acknowledged that hospices are operating in a period of continuous change, unprecedented uncertainty and complexity.

St Wilfrid's has focussed this year on working closely with other adult hospices across Sussex, to form the Sussex Hospice Alliance. This allows its members to share learning and work closely together to improve the quality of care provided to people across the county at the end of their life, whilst maintaining each organisation's independence and individual identity. The Alliance also helps to demonstrate the positive impact hospice care has on the lives of the people of Sussex

It is crucial that St Wilfrid's remains agile, adaptive and responsive, and continues to pursue its long-term vision, which places the people of the communities it serves at the heart of all activities and plans.

During 2024/25, St Wilfrid's continued to ensure that clinical workloads were managed more 'smartly', and the teams have focussed on improving the consistency of recording patients' preferred place of death, and, importantly, analysing achievement of this outcome. The figures in the table below demonstrate an increase in activity and St Wilfrid's impact on the provision of high quality end of life care.

Table showing clinical activity 2024/25 in comparison with previous years

Activity	2022/23	2023/24	2024/25
Patient referrals	933	1010	1015
Preferred place of death achieved	67%	76%	79%
Average number on active caseload	323	343	341
Ave response time (in days) non-urgent referrals	12	11	8
% of non-cancer patients	23%	27%	38%
Average age of patients on referral	77	76	76
Youngest age of patient on caseload	30	16	26

Although over 50% (593) of St Wilfrid's referrals come from local acute hospital services, 322 referrals were received from GP surgeries and NHS Community services. 88 direct referrals were received from patients and their families.

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Whilst the average age of those referred to St Wilfrid's is 76-77, 16% of referrals relate to patients who are under 65 years old. It is recognised that younger patients tend to have complex needs which are recognised earlier, and there are often young children involved as well as the patient's parents. As a result, this group of patients tends to utilise more of St Wilfrid's services, and sometimes for a longer period. However, St Wilfrid's seeks to ensure that the needs of all patients are understood, that services remain equitable for all ages.

In order to understand better the potential and future role of St Wilfrid's role in meeting the needs of frail patients, the recording of a clinical frailty scale (Rockwood score) has been introduced at first assessment/ inpatient admission.

Last year two Specialist Nurses for patients with respiratory and liver disease were appointed, and the team has expanded further during 2024/25. These clinicians have been vital in supporting patients to manage their chronic conditions, and are already demonstrating a positive impact in improving patient's quality of life. As a result, there has been a significant uplift in the number of patients with non-cancer conditions referred to St Wilfrid's.

*I am more confident that I can manage my various conditions.
The team are brilliant- always there when needed
'Iwantgreatcare' website Dec 2024*

Quality and Safety Team

Patient safety

The Patient Safety Incident Response Framework (PSIRF) is the NHS recommended approach to responding to, and learning from, patient safety incidents. In the past year St Wilfrid's has continued to develop a PSIRF plan that aligns with the NHS recommendations. This includes training a core group of staff to undertake investigations and support patients, their loved ones, and staff when incidents happen.

In line with the PSIRF model, the Clinical Team has focussed on the following areas:

- Monitoring and reporting falls on the ward and in patients' homes
- Improving the recording and investigation of medication errors
- Investigating reports of pressure ulcers arising during a patient's time as an in-patient or under St Wilfrid's care at home
- Ensuring that staffing decisions across all disciplines are safe and effective
- Thematic case reviews of to improve understanding and share best practice

In the event of incidents of the type described above, safety investigations are completed, and meaningful action plans developed and implemented.

Examples of the actions initiated and embedded in 2024/25 include:

- Formalising hospice processes for case review meetings, with clear actions for learning
- Undertaking a workforce review of community and rehab services
- Encouraging clinicians to raise concerns when they feel that staffing and skill mix do not match patient need
- Weekly pharmacist visits to provide an external review of incident reporting and improvement plans
- Improving the falls care plan and risk assessment templates, including use of bed rails

Work is continuing to improve learning from such incidents, to reduce the likelihood of harm to patients.

Practice development

During 2024/25 the Clinical Development Nurse on the ward delivered several training sessions and improved and individualised the induction programme for new staff and students.

St Wilfrid's has continued to support students across all disciplines. Most students have reported positively that their communication skills have improved, and that they have gained significantly from their placement.

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A number of the nursing students who undertook a placement at St Wilfrid's subsequently expressed an interest in pursuing a career in Palliative and End of Life Care when qualified.

Highlights for this year include:

- Providing placements for a student Occupational Therapist who will be joining the rehab team in June 2025 as a substantive member of the team.
- Making good links with Southeast Coast Ambulance NHS Foundation Trust (SECAMB) team based at Tangmere and offering a two-day placement for paramedics to learn about St Wilfrid's services. In addition, placements were provided for two paramedics during their Advanced Practice Masters courses. Feedback from all paramedics is that they will share their experience with colleagues to improve the care that they give to palliative care patients.

'Being alongside Jo at work for 8 weeks my understanding and appreciation grew of Occupational Therapy in palliative care, her energy and quickness to respond to referrals and patients' needs was one that not only improved outcomes but also inspired me. Previously an unknown area of work following my experience and now deepened understanding of rehab palliative care it has opened a meaningful career path that I feel excited and honoured to pursue.'

Feedback provided by Occupational Therapy Student

Community services

St Wilfrid's supports many more people in their own homes than in the in-patient unit. Key to this approach is timely access to medication, therapy input, and hands-on care by St Wilfrid's clinical teams.

The Community Team provides a seven-day a week service, undertaking assessments and reviews, and delivering proactive care which includes advance care planning and symptom control, admission avoidance, rapid discharge home from hospital, personal care, and an advice/ triage line for patients and other healthcare workers.

St Wilfrid's Consultants and Nurse Specialists also provide an on-call service in collaboration with other hospices for the single point of access End of Life Care Hub for Coastal West Sussex (ECHO Hub). The ECHO Hub ensures that all patients registered with the service can access specialist support 24 hours a day/seven days a week.

St Wilfrid's ensures that there is a Clinical Nurse Specialist with prescribing skills available each day. This ensures that it is easier and quicker for patients to get the medicines they need, increases patient choice in accessing medicines, and makes better use of team members' skills.

Many people prefer to stay at home or in their usual place of residence during their illness and the last few weeks of their life, finding that they are happier, calmer and more able to manage their symptoms in familiar surroundings.

During 2024/25 the multidisciplinary team based in the community ensured that on 725 occasions patients were able to remain at home and avoid having to go into hospital for an acute episode of care.

In-Patient Unit services

St Wilfrid's 14-bedded inpatient unit (IPU) caters for patients who need complex pain and symptom control, and/or end of life care.

The multidisciplinary team works together to:

- ensure patients with specialist palliative care needs can maximise their quality of life by providing pain and symptom control, psychosocial, emotional, and spiritual support
- facilitate a safe and timely patient discharge to home, or other suitable setting, and provide a supportive environment at the end of life.

The figures in the table below set out the impact of the work the IPU team has done to ensure care is timely and responsive.

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Table showing ward activity for 2024/25 in comparison with previous years

Activity	2022/23	2023/24	2024/25
Admissions to the ward	257	265	266
% of patients admitted to the ward within 48hrs of request	65%	72%	77%
Number of people who died in the hospice	181	207	198
Occupied bed days	3173	3453	3488
Average length of stay (days)	14	11-12	7-15

Length of stay data varies between admission types: patients admitted for symptom control tend to stay for seven to eight days, while patients admitted for end-of-life care are usually on the ward for 12 – 15 days.

The IPU team considers each patient individually, working hard to identify the specific actions that would help improve a person's physical health and wellbeing. In 2024-25, this has included:

- Movie nights with families snuggled up on the cuddle bed, with popcorn and a takeaway
- Providing an immobile younger patient with a donated electronic wheelchair – the patient reported feeling overwhelmed and said, 'I feel I could cry'. They spent many happy hours 'racing' around the garden.
- Ensuring that patients and their families can access and enjoy the garden, which continues to be so important to them. A thank you card received from one family consisted of 20 pictures taken in the garden during the patient's stay.
- Facilitating memory-making activities - one of the nurses supported a family to make plaster casts of the hands of the patient, her daughter, and her husband. With the help of the IPU team, including the Chaplain, the patient is preparing her family for life when she is no longer with them. Other activities she has been helped to undertake include purchasing a teddy bear which incorporates a recording of her voice and compiling a memory box.
- Helping to mark important celebrations and life events. The resilience and determination of some patients to make memories is very humbling. One recent patient managed to organize and attend her daughter's birthday party, followed with a family picnic on the beach the following day. She died peacefully the following day, almost as if she had done everything that she had wanted to.

Everyone we came into contact with, visiting us or over the phone, were just lovely. They were kind, gentle, compassionate, caring, just everything you would need from people when you're scared, worried, grief stricken. I was the carer, but I know my lovely Stepdad would say how very good everyone was, too

From 'Iwantgreatcare' website Mar 2025

In October 2024 the Sussex Hospice Alliance was approached by the Integrated Care Board (ICB) to consider how its member hospices could assist with increasing hospital in-patient capacity during the winter months. The ICB asked hospices to assist by accepting hospital patients on a discharge pathway known as Pathway 2. Pathway 2 discharge provides a bridge between hospital discharge and returning home independently, offering a structured environment and dedicated support to facilitate recovery and skill-building before a patient is ready to manage at home.

St Wilfrid's offered two beds to patients who needed help with reablement, but, in line with St Wilfrid's charitable objectives, had been identified as in their last year of life. The scheme started in late December

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and finished at the end of March. It generated an additional income of £36,000 for St Wilfrid's, released valuable beds at the local hospital during a period of intense demand on acute sector services, and built closer working relationships with the Hospital Discharge Hubs.

Mr. Jones's story

Following a hip injury and subsequent surgery, 97-year-old Mr. Jones had been in hospital for almost two months and was rapidly becoming deconditioned, meaning that he was less likely to be able to get home. He was offered an admission to the Hospice under the Pathway 2 scheme to maximize his chances of returning home independently.

With support from St Wilfrid's Rehabilitation team, he set goals around improving his strength and mobility. This included walking laps around the ward and a program of seated exercises. Mr Jones was able to go home after about six weeks in St Wilfrid's care.

The clinical team on the IPU has been actively involved in research. 22 patients were recruited for a national research study (CHELsea II trial). The study is to assess whether giving patients in the last days of their life fluids via a drip ("clinically assisted hydration") is effective at preventing development of delirium ("terminal agitation"). St Wilfrid's would like to thank all participating patients and their loved ones for their consent to join this important national study.

The clinical team has also been involved in a number of national audits and studies which have focussed on patients' quality of life and understanding.

Throughout 2024/25 the IPU team has focussed on gaining a better understanding of how St Wilfrid's can be more inclusive, specifically to people with sensory and hidden disabilities.

St Wilfrid's welcomed service users from the Apuldram Centre, a charity for adults with a learning disability to conduct a review of Hospice facilities. Four of the Apuldram Centre's service users visited with their carers to experience and feedback on what the Hospice felt like, smelt like and what they saw and heard.

They told us that they felt the Hospice was welcoming, and that the staff were friendly and 'smiley', and that it was not a scary place. The reviewers said that some of the signs on the IPU could be improved, and that more pictures would be helpful.

The father of one of the service users had received end of life care on the ward and this was the first time his son had visited since then. He was a little emotional about being back on the ward but said that he had felt supported by the team during his father's illness. He now volunteers at Terminus Road retail Centre and fundraises for the hospice through his paintings.

This commitment to improving the accessibility and equity of care will continue through 2025/26 and beyond.

Rehabilitation & therapy services

Occupational Therapy and Physiotherapy play a key part in the continuing development of a rehabilitative approach to end-of-life care. The team has not only provided care to patients on the ward and in the community, but has also used the Living Well Centre to provide support to patients and their loved ones, including:

- Exercise programmes
- Art therapy
- Breathlessness programme
- Falls prevention programme
- Complementary therapy sessions provided by a team of highly skilled volunteers
- Carer support

The therapy team also played a key role in providing meaningful rehabilitation goals for the pathway 2 patients during the winter, ensuring the patients achieved the goal of getting home.

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The figures in the table below demonstrate how the team has adjusted its focus and practice to ensure care is responsive to the patient's needs, specifically by increasing the number of contacts made to people in their own home.

Table showing therapy activity 2024/25 in comparison with previous years

Activity		2022/23	2023/24	2024/25
Occupational Therapy (uplift in hours 2023)	Community visits	106	125	525
	Ward contacts	147	286	258
	Living Well Centre contacts	Not recorded	Not recorded	294
Physiotherapy	Community visits	108	130	242
	Ward contacts	413	324	176
	Living Well Centre contacts	Not recorded	Not recorded	166
Complementary Therapy Referrals	Ward and Living Well Centre	42	30	54

Being able to access community physio and OT services through the hospice enables me to feel I am taking positive actions to keep myself as well and active as I can, for as long as I can, particularly as my diagnosis means 'normal' gyms would not be able to take me on as a client.

I always leave my sessions feeling more upbeat than I arrive, and the hospice team are also able to be incredibly responsive (much more so than the hospital) when my needs change. They listen, take into account my priorities, and how I'm feeling generally during each session, so that I have a personalised and compassionate experience - something that is really lacking in other areas of healthcare at the moment.

I would not be in such a good physical, or emotionally, good place without the support of the hospice physios and OTs - please don't underestimate the power they have to make a difference in the lives of patients who rely on them to be able to continue with life as normally as possible.

Suggested improvements

I have no suggestions for improvements - this is an invaluable service for patients and should continue/be protected as a priority, as it has a greatly positive impact on the lives of patients.

'Iwantgreatcare' review Dec 2024

Family Support Team (FST)

Psychosocial support provided by the Family Support Service involves addressing the emotional, social, and spiritual needs of patients and their loved ones, often through a combination of individual and group interventions. This support aims to reduce distress, improve quality of life, and help individuals cope with the challenges of terminal illness and bereavement. St Wilfrid's provides a range of services, including counselling, bereavement support, and spiritual guidance.

During 2024/25 the team developed and grew the numbers of skilled volunteers that assist in supporting our patients and their loved ones. They also revised a triage tool to ensure that referrals were prioritised by need.

The figures in the table below show the impact the of volunteer team on the effectiveness of psychological support for patients and loved ones.

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Table showing FST activity 2024/25 in comparison with previous years

Activity	2022/23	2023/24	2024/25
Referrals for patients	71	104	129
Referrals for patient relatives	63	104	117
Referrals for bereaved relatives	88	105	93
Volunteer Hospice Visitor Visits (at any location)	126	186	299
Volunteer Bereavement support team telephone contacts	706	772	811
Volunteer Community Support Team telephone contacts	1656	1005	1084

During 2024/25 the Lead Counsellor and Chaplain became qualified to deliver Cognitive Behavioural Therapy (CBT) training for professionals with the Association of Psychological Therapies (APT). This includes the APT 'BITS™' 10-minute therapy approach.

The BITS™ model acknowledges that opportunities for clinicians to spend a full 45-minute formal CBT session with their patients are often limited, for a wide variety of reasons. Most patient interactions are more informal, lasting a few minutes and taking place as and when convenient, but as a result may not have the depth of engagement that a CBT session could offer. The BITS™ 10-minute approach was developed as an interface between professionals who need to work this way, and the majority of clients who appreciate model. The BITS™ training program is being made available to all clinicians for use as appropriate with their patients.

Medical Team

The Medical Team supports patient care across the community and inpatient unit services. The team provides 24/7 on-call cover to the inpatient unit, as well as the ECHO hub. The consultants continue to work collaboratively with St Barnabas House Hospice to provide senior on-call cover across both Hospices.

During 2024/25 the consultant team was fully recruited after holding a vacancy for more than two years. This has allowed more consultant input to the community service and the progression of a number of clinical governance activities.

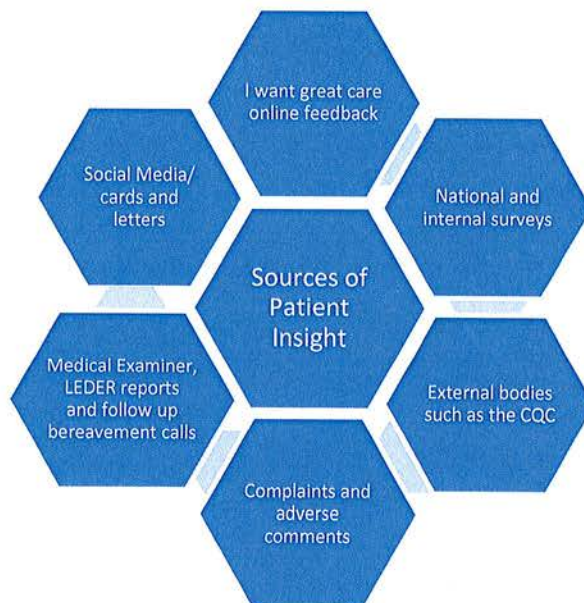
St Wilfrid's role as a GP training unit continues, with community-based posts now successfully embedded alongside the traditional ward-based post. This supports the education of more GP trainees, many of whom come from outside the UK with limited palliative care knowledge and experience. The team has also supported a growing commitment to teaching for Brighton and Sussex Medical School.

In 2025/26 the team will continue a focus on patient outcome measures, and growth in audit and research activity.

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Patient experience

St Wilfrid's gains insight into the patient experience in a number of ways.



This year the clinical team has focussed on encouraging people to provide feedback via a website called 'iwantgreatcare'. Patients, families, friends and loved ones are able to post comments online via a QR code. Not all patients have digital access, so hard copy versions of the feedback form are also made available. In 2024/25 the rating continues to be five star, with many leaving very heart-warming comments about the care they and their loved ones experienced.

During 2024/25, St Wilfrid's received five adverse comments/complaints about clinical services. These all centred on observations about expectations and attitudes of individual staff. All were addressed within the relevant timeframe, and all have been closed. St Wilfrid's continues to learn from such comments and observations and welcomes feedback so care can be improved.

During 2024/25 the role of the Medical Examiner was extended to deaths which take place in the community, including at the Hospice and in St Wilfrid's patients' homes. The Medical Examiner provides an independent scrutiny of deaths that are not being investigated by a coroner. The Medical Examiner service is responsible for addressing any concerns about care that may have had an impact on the death of a deceased person. Medical Examiners also interact with the deceased's loved ones to hear any questions or concerns they may have about the cause of death or quality of care. The Medical Examiner service is key to identifying potential areas of improvement to patient care. St Wilfrid's contributes to this process, and to date has only received very positive feedback from these investigations.

During 2024/25 a new procedure for Learning from Deaths has been introduced at the Hospice, with regular case reviews and shared learning. St Wilfrid's also continues to contribute to the Sussex 'Learning from the lives and deaths of people with a learning disability' (LEDER) reports.

Clinical Education service

The Education team continues to seek every opportunity to provide specialist palliative care education that improves knowledge and confidence in people caring for patients and enhances the experience of patients and their loved ones.

The small team consists of two part-time educators, but achieves a wide and increasing reach across Sussex, and pursues income generation whenever possible.

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In order to maximise the accessibility of the training provided, most courses are delivered virtually. In 2024/25 29 courses funded by the Integrated Care Board (ICB) were provided, covering a variety of topics such as 'Caring for people with a Learning Disability at end of life' to 'Advanced care planning'.

The team also responds to requests from care providers for bespoke training on specific topics. This creates opportunities for St Wilfrid's to share and teach best practice and influence end of life care for patients in settings beyond the Hospice. This supports achievement of the strategic objective 'Extending our reach to more people in the community'.

This year the team has developed two new courses, 'Intimacy, Relationships and Sex towards the End of Life' and 'Inequalities in Palliative Care'. The latter includes a session delivered by a member of the Friends, Families and Travelers group, which gives insight into how best to understand the needs of patients and their loved ones who are from this community.

For the last two years the Education team has been commissioned by Surrey and Sussex Cancer Alliance to provide two-day Advanced Communication Skills courses. This is a nationally recognised course for those working in palliative care, and at present St Wilfrid's is the only provider in Sussex.

During 2024/25 several members of the St Wilfrid's clinical team have been trained to facilitate these courses, with the aim of expanding the number of places available. This course is always well evaluated and also provides much needed income, as well as promoting St Wilfrid's reputation.

Equity, Diversity and Inclusion

The Trustees continue to promote delivery of the strategic goal:

'Extending our reach to more people in the community'

and its supporting objectives:

- 'Services that are accessible, flexible and responsive
- Seeking opportunities to engage and influence a diverse community.'

After a focus during 2023/24 on people with learning disabilities and autism, the Equity, Diversity and Inclusion (ED&I) Steering Group adopted a new priority for 2024/25, based on age. The key objective was for St Wilfrid's to become a better employer (and host to volunteers) of people at either end of the age spectrum.

The average age of St Wilfrid's employees is 53, and of volunteers is 64. People around these ages may be beginning to face age related health problems, and to experience more ill-health and bereavement among close family members, all factors which could affect their working life. St Wilfrid's seeks to be ready to accommodate and support these and other age-related challenges in the interests of service continuity, and business resilience, and of maintaining optimum levels of employee and volunteer retention, and in line with its Values of compassion and responsibility.

St Wilfrid's signed the Age Friendly Employer pledge during 2024/25 [Age-friendly Employer Pledge | Centre for Ageing Better](#) to help take advantage of information about best practice in the employment of older people, and to help promote the hospice as a supportive employer of older people.

Similarly, younger people may be deterred from working at St Wilfrid's by fear of being unsupported in career development, by misunderstandings about the nature of hospice care, and by concerns that they would be in a minority amongst an older workforce. A range of options to help increase recruitment and retention of younger people is underway, including an increase in the number of Duke of Edinburgh's award voluntary service placements, participation in young people's careers events, and a review of volunteer shift patterns to increase flexibility around school / college commitments.

Improvements in EDI data collection and quality continued as an important objective during 2024/25. As outlined above, collection of patient data was variable during the year, and investigations into the causes were undertaken as part of a Sussex Health Equity Research Fellowship project. Two principle contributors were identified:

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- The set-up of the tools for data collection and use
- Limited organisational / cultural awareness of the importance of equity of opportunity and outcomes, in comparison with equality of provision

Changes to the set-up of the data collection and use tools were developed during Q4 of 2024/25 for implementation on 01 April 2025.

Changes to St Wilfrid's approach to EDI education, continued throughout 2024/25. The materials used now emphasise pursuit of equity of opportunity and outcomes, rather than delivery of equal services and avoiding discrimination. EDI was incorporated into induction training for all employees and volunteers during the year, and it was decided that mandatory, annual 'Equal Opportunities' training will be replaced for 2025/26 by contextualised awareness raising activity, focussed on the benefits to all of an opportunities / outcomes approach to EDI, and driven by the work of the EDI Working Group, chaired by the Chief Executive.

Additionally, presentations on the reasons for, and importance of, demographic data collection in all contexts were delivered during Q3 of 2024/25. Self-declared collection of demographic data from employees and volunteers has historically been inconsistent. Thanks to activities promoting the purpose and importance of employee data provision undertaken during November and December 2024, employee data completeness rose from 45% in Q2 to 58% in Q4.

Throughout 2024/25 the Board of Trustees has maintained an entry on the strategic risk register noting the risk of failure to deliver its strategic objectives associated with failing to attract and retain a diverse workforce. This, along with quarterly updates on the achievements of the EDI Working Group has helped to ensure that the Trustees remain focussed on the importance of effective support for all aspects of EDI.

Digital

During the summer of 2024 St Wilfrid's IT partnership with St Catherine's Hospice in Crawley came to an end. St Wilfrid's took this opportunity to review its IT provision and direction. A committee advisor with an IT specialism was appointed, and supported the Board and IT function by reviewing the IT strategy to ensure its alignment with St Wilfrid's strategic objectives. The range of services commissioned from the current third-party IT support provider was extended to ensure delivery of an effective range of operational cover, and to develop a roadmap for improvement of the IT infrastructure, in support of delivery of the IT strategy. Roadmap activities commenced in January 2025 and resources were identified for the planned activities in 2025/26.

A number of previously planned digital projects were also completed to support St Wilfrid's digital maturity development journey. Key amongst the projects implemented during 2024/25 have been the introduction of new invoice authorisation software and a data input solution (both of which integrate with the accounting system), and a new HR applicant tracking system. All of these developments have streamlined back office processes.

Income generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the Hospice's role in the local community. Voluntary income is generated through St Wilfrid's fundraising and retail functions.

Fundraising

The Fundraising Team manages a variety of income streams

- individual and in-memory donations
- grants from trusts and foundations
- events and community activity
- corporate partnerships
- appeals
- raffles
- gifts in wills

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All of these activities are managed in-house. The only external fundraising activity for which St Wilfrid's pays is the lottery run by Local Hospice Lottery Ltd.

Gifts in Wills continue to be a focus for fundraising due to the importance of this income stream to the Hospice's funding. This year, the fundraising team has embedded the Gifts in Wills strategy, with dedicated stewardship of pledgers and the introduction of new events. Make A Will Fortnight 2025 was popular and raised £18,775 thanks to the support of local solicitors. In addition, the Fundraising and Marketing team worked on both 'warm' (directed to known supporters) and 'cold' (directed to local audiences not previously connected to the Hospice) awareness campaigns which drove excellent results, generating enquiries and interest. St Wilfrid's joined Hospice UK programme of collaboration to develop a Gifts in Wills national media campaign, which saw the first round of advertising (including TV) in February 2025.

St Wilfrid's flagship Moonlight Walk was held in June 2024, and over 800 walkers, who raised a total of £83,344, were welcomed to the event. A further £50,000 of matched funding was donated by a generous local supporter. As always, the Moonlight Walk was an uplifting event, in which many participated in memory of a loved one. It was wonderful to see the streets of Chichester filled with hundreds of walkers in their bright orange event T-shirts and fancy dress.

The 2024/25 Christmas Tree Recycling project 'Treecycle' was in its sixth year, and over 1,500 trees were collected and recycled across the county. The project brought in over £27,000. Trees were recycled for use as mulch on local farms; a positive action and a signal of St Wilfrid's commitment to sustainability.

Support from individuals donating to the Hospice in memory of loved ones, in response to direct marketing appeals, or through committed monthly giving programmes, including the Lottery, is fundamental to achieving income growth. Throughout 2024/25, general donations and in-memory donations were at a good level, helping the Individual Giving income stream as a whole to exceed the budgeted contribution target by £48,000. This method of giving is very often a reflection of the excellent care provided by St Wilfrid's to its beneficiaries.

St Wilfrid's is hugely grateful to all the Trusts and Foundations, such as the Peacock Trust and the Marguerite Foundation, which supported the charity throughout the year providing vital income.

Community fundraising outperformed its contribution target by £27,000, at a total net contribution of £189,525. St Wilfrid's is very grateful to all the community fundraisers who give their time and effort to raising funds for vital hospice care. St Wilfrid's has also been very pleased to be able to engage with companies, and relationships in this area will continue to be built with new programmes in Payroll Giving and Corporate Fundraising. St Wilfrid's is very grateful to all the companies which supported the Hospice throughout the year.

Through the Fundraising Team, St Wilfrid's will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maintain strong and fruitful links with its donors, with the aim of increasing income in future years.

As always, throughout 2024/25 all volunteers who participated in fundraising events and activities were given comprehensive training and safety briefings. These were conducted in person or on-line, and reinforced in written form. Identity checks were conducted on all new volunteers, and they were provided with clear terms and conditions for all activities.

The Events and Community Fundraising Team also supported fundraising activities carried out by others in aid of St Wilfrid's during 2024/25, whenever their assistance or advice were sought. Team members offer advice intended to help ensure legally compliant fundraising, and manage potential risks to St Wilfrid's reputation.

St Wilfrid's is registered with the Fundraising Regulator. This means the Fundraising Code of Practice is followed and high standards of fundraising are maintained at all times. St Wilfrid's fundraising practices continue to follow industry standards and are compliant with all fundraising standards. Any complaints about fundraising are monitored by St Wilfrid's Voluntary Income Generation Committee – there were none during 2024/25. The Hospice's Fundraising Promise is published on the website, and the public are encouraged to provide feedback, which is used to improve St Wilfrid's fundraising activities and maintain its reputation.

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During 2024/25 no requests to remove a contact from the fundraising database were logged with the Fundraising Preference Service.

St Wilfrid's strives to ensure that all supporters have a great experience and that everyone, specifically including vulnerable people, are treated fairly. If cause for concern is identified, the matter is investigated as a matter of urgency, however no such issues were raised during 2024/25. All members of the Income Generation team, including all fundraisers and retail managers, have participated in safeguarding awareness raising activity and training.

Retail

2024/25 was a challenging year for St Wilfrid's retail operation, counteracted by the Retail Team's dedication and hard work. The cost of living crisis brought some new consumers to St Wilfrid's shops for their affordability and sustainability, while other new customers were attracted by the appeal of shopping locally, and support a local cause.

Despite this, the overall annual income generated in 2024/25 from St Wilfrid's retail operation was below the income target of £2.72m by -3.5%. However, effective cost control meant that the contribution target was exceeded by 4%. This performance demonstrates the changeable nature of retailing in the past 12 months, and the retail team has done a good job of remaining positive and delivering consistent, excellent customer service.

Items that cannot be sold are recycled, and in 2024/25 more than 43 tonnes of goods were recycled and diverted from landfill. Finding reliable recycling service suppliers proved challenging this year, with the recycling trade globally contracting and per kilo prices paid dropping. Ensuring reliable and adequate recycling collections has proven difficult.

The retail team has developed a new event at the Terminus Road warehouse to help sell large volumes of lower priced stock. These 'Fill a Bag' events, at which customers buy one bag for £10 or two for £15, and fill the bags with as many items as they like have proved very successful. Over £4500 has been raised in the past 12 months, and more Fill a Bag days are planned for the coming year.

The costs of running the retail operation continue to rise, so retail income generation is only possible thanks to the high volumes of good quality, saleable items donated to St Wilfrid's. The Trustees are extremely grateful for the support St Wilfrid's received through 2024/25, and continues to receive, from customers and donors in all local communities.

Whilst St Wilfrid's did not expand its retail property portfolio during 2024/25, a number of existing leases were renewed, and there was positive growth in key locations, most notably East Street, the flagship shop, where a wedding shop-in-shop was opened. The e-commerce operation, essential to the retail department, also thrived during 2024/25, with investment in further listing capacity. Key processes at the Terminus Road warehouse were improved, including improved stock holding, and the introduction of a new recycling service provider, and three leased retail vans were replaced by three new vans, purchased as assets to help reduce costs.

The retail department is comprised of approximately 60 staff (mostly working part time). During 2024/25 the new Head of Retail embedded further into the organisation, and improved the retail team structure. Over 300 volunteers supported the retail operation during the course of the year, accounting for 45% of the total hours needed to operate the shops and distribution centre. This contribution was invaluable to the successful operation of the retail function. The Trustees are hugely grateful to all St Wilfrid's volunteers, including those who volunteer their time in retail. On joining St Wilfrid's, both staff and volunteers complete an induction and ongoing training. This training covers retail gift aid, in order that St Wilfrid's complies with His Majesty's Revenue & Customs (HMRC) standards. Training on St Wilfrid's mission and values is also provided to volunteers in order that the whole retail team can represent St Wilfrid's in the local community.

Marketing and communications

The Marketing and Communications Team delivered a number of significant achievements during 2024/25, including the launch of successful Christmas and summer appeals in collaboration with the Fundraising

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Team, and production of content-packed seasonal newsletters in spring and autumn, portraying care in action, sharing supporter stories, and explaining how the community can get involved at St Wilfrid's.

During the year, the team built successfully on key social media channels. A pipeline of case studies was developed, supported by photo and video content to build awareness of St Wilfrid's services. The social media content has been focussed more effectively on St Wilfrid's care, including the 'hospice myth busting' campaigns, which were received well by audiences who regard St Wilfrid's as an expert, reassuring, honest voice in the community on death and dying.

The team continued to strengthen its organisation-wide remit, owning all internal and external communications for voluntary income generation (retail and fundraising), clinical teams, and non-clinical teams such as HR. A market research project was successfully delivered, offering tangible insights to help strengthen data-led decision making.

People (Employees and Volunteers)

During 2024/25 all key performance indicators for St Wilfrid's People team continued to improve. In particular, employee turnover and employee time lost to sickness absence were well controlled and consistent. This is due, in part, to the 2023 investment in the HR team. The business partnering model created as a result of that investment allowed for proactive support to be provided to line managers in all areas.

There were also good results from the Employee Engagement survey, the first carried out since 2022. There was an excellent participation rate (74% of all employees) and overall satisfaction was high, with a score of 4.23 out of 5. Strong scores were given on questions around organisational purpose, values and job interest and satisfaction.

Feedback from the volunteer workforce remains positive, with 99% of respondents to the 2024 volunteer annual survey stating they would recommend volunteering at St Wilfrid's.

In 2024 the first Wellbeing strategy for St Wilfrid's was adopted. Co-created with the Wellbeing Group – a mix of employee advocates from all areas of the organisation – this strategy set out St Wilfrid's wellbeing promise to its people and provides a framework for delivering activities and benefits across four key themes: physical, mental, financial and social wellbeing.

With Marketing & Communications colleagues, the hospice intranet, The Hub, was successfully launched. The HR area was designed and content arranged to ensure there is one, authoritative and consistent place for employees to access information on policies, rights and benefits, wellbeing resources, and development.

The Employee Forum continues to ensure that the 'employee voice' is heard by the Senior Management Team. Some of the developments in which the Forum has had a hand by providing feedback and / or suggesting improvements are improved communications channels, increasing confidence in Speaking Up, understanding the progress of draft Assisted Dying legislation, use of the catering function, managing hospice costs, and understanding maintenance needs.

The HR team continues to manage training provision for all employees. For line managers training has been delivered on managing bereavement in the workplace, and the Thrive programme continues to be used to support managers to develop their skills. Insights, a model for communication and development, has also been rolled out across the Retail Team during 2024/25.

In 2024/25 92% of employee annual mandatory training was completed successfully, against a target of 80%. The annual mandatory training for all volunteers was also successful, with individuals given the option to complete the training through e-learning or via a handbook. 98.5% of hospice-based volunteers and 95% of retail-based volunteers completed the training.

The Voluntary Services team introduced a new training course 'Managing Volunteers' for all line managers. The content covers best practice when managing volunteers, training on recruitment tools, and performance

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management. This course enabled line managers to build confidence and give an improved experience for volunteers.

A new 'Hospice Induction' for all new employees was launched in April 2024 with the aim of ensuring that new people are safe, informed and engaged to start work. The feedback from line managers and employees has been overwhelmingly positive.

Feedback from a new employee:

*"It was an informative and welcoming session that made me feel very welcome and immediately part of the team. I found the length of the session to be just right as well.
Thanks for all who spoke to me :)"*

The volunteer induction day has been well attended throughout the year with an average of 88% of new joiners attending within six months of starting (target 80%). The day focuses on welcoming volunteers to the team, offering a comprehensive overview of hospice services, Values, and future vision, alongside sharing expectations for volunteering at the hospice and providing guidance on how to do so safely.

Work from the 2023 Benefits surveys continued during 2024/25, most notably the provision of a buy / sell annual leave pilot. St Wilfrid's has remained competitive on salary by maintaining a pay scale in line with the NHS Agenda for Change. Recruitment in general has continued to be an area in which a broad focus has meant better candidates, more alignment to organisational values, and a more strategic service to stakeholders.

Arrangements for long service recognition for both employees and volunteers were reviewed and enhanced during 2024/25. With the assistance of The Forum, employee acknowledgement was refreshed to make long service presentations and celebrations more meaningful for colleagues. For volunteers, a new Service Award reception was hosted, to which awardees are invited, with a guest, to accept their award and receive thanks from Trustees, the Senior Management Team and line managers.

The Voluntary Services and HR teams hosted an Equity, Diversity, and Inclusion (EDI) Roadshow to raise awareness of ongoing equity, diversity and inclusion initiatives and to encourage individuals to share their personal data in support of this work to help with monitoring and benchmarking progress. St Wilfrid's has joined the Disability Confident Employer Scheme which promotes improved recruitment, retention and development of disabled employees. Additionally, St Wilfrid's continues to focus on being an Age Friendly employer, to recognise and value older workers, making efforts to create inclusive and supportive work environments.

Recruitment to all volunteer roles throughout 2024/25 remained strong, with only a few exceptions, including specific skilled roles and weekend retail volunteers.

The Voluntary Services team continues to partner with local organisations to welcome a diverse volunteer workforce. In 2023/4 St Wilfrid's launched a new initiative inviting employees' children to participate in work experience placements.

Sanctuary Placements	12	Work Experience	20
The Apuldram Centre	7	Duke of Edinburgh	23
ThinkOut Community	5	Employee Work Experience	3

Feedback from a work experience student:

"I learnt how different hospice care is in comparison to a hospital. With the aid and reliance of volunteers, staff have more time to talk to and get to know the patients for who they are as a person, as well as their medical needs. I really enjoyed spending some time with the ward doctors and I learnt about the different medications and how and why they administer them. I found it very interesting sitting in the MDT meeting on Friday watching how people from each department come together to talk about individual patients and how they collaborate their ideas."

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As a whole, the volunteer workforce donated around 58,000 hours over 2024/25, on average 1,120 hours per week, supporting all teams. The hours donated by retail volunteers equated to 47% of the overall hours worked in retail during 2024/25.

In February 2025 St Wilfrid's Volunteers were celebrated by the presentation of the Chichester City Council Community Award for outstanding contribution to the city and its residents.

The Trustees express their heartfelt thanks to all volunteers who supported St Wilfrid's during 2024/25. Volunteers continue to generously offer their expertise, skills and time to support St Wilfrid's through a variety of volunteer opportunities.

FUTURE PLANS

The Trustees remain focussed on the delivery of all strategic objectives, but reduction of reliance on reserves to fund operational activity is a notable priority. Several neighbouring charity hospices have implemented cuts to service provision during 2024/25, and the prospect of having to make similar reductions remains an influencing factor for 2025/26.

The strong reserves position at the end of 2024/25 enabled the Board to approve a deficit budget for 2025/26 to fund material growth in St Wilfrid's retail business. Three new shops, including a mega-store, are planned for the next two years, supported by investment in the retail infrastructure to increase its efficiency. These investments are planned to deliver retail income increases from 2026/2027.

The Trustees also plan to pursue increased NHS income, from the current level of around 17%. Although NHS funding nationally is undergoing radical rationalisation, participation in the Sussex Hospice Alliance is supporting strengthened negotiating power with the local Integrated Care Board, leading to improved access to existing NHS funds, dedicated to supporting palliative and end of life care patients currently in other settings. Through the Alliance, St Wilfrid's is able to demonstrate more effectively its potential for contribution to the government's national health care agenda and strategic objectives, and as a consequence, is able to claim additional income. Continuation and expansion of this approach is planned for 2025/26 and beyond.

Options for expansion of St Wilfrid's services into other clinical pathways are also in development for future implementation. Two non-cancer specialist nurse posts have been made permanent for 2025/26 after a two-year pilot. Again, demonstration of St Wilfrid's capacity and capability to support delivery of local and national NHS objectives is expected to attract opportunities for increased state funding for revenue costs.

None of these additional income streams are guaranteed, however, and during the first two quarters of 2025/26 the Trustees will consider contingency plans for implementation in the event that it becomes clear that state revenue funding will not increase.

The Trustees will also draw up plans during 2025/26 for expenditure of a significant state capital grant announced at the end of 2024. Options for use of the sum (expected to be around £400,000), which must be spent during 2025/26 are under consideration.

The Trustees will continue to monitor debate concerning the implementation of planned Assisted Dying legislation. The role that hospices like St Wilfrid's could or should play in delivery of Assisted Dying services is currently unclear, but engagement in national and local discussions will be maintained to allow the Trustees to make decisions, informed by the views of St Wilfrid's stakeholders, at the appropriate time.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

St Wilfrid's was incorporated on 18th May 1981. It is controlled by its Memorandum and Articles of Association (amended 21st October 2009 and 27th September 2023). St Wilfrid's is a company limited by guarantee, as defined by the Companies Act 2006, registered in England and Wales (Company number 01562110) and a charity registered with the Charity Commission of England and Wales (Charity number 281963).

Members, appointment, and members' liability

The members of the charitable company are its directors and four named Founders.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

New members are approved by the Directors of the company.

Organisational structure and how decisions are made

St Wilfrid's is governed by the Board of Trustees, which met formally four times in 2024/25, with the Senior Management Team (SMT) in attendance for the majority of each meeting. The Board meetings are informed by the work of the five Committees, each of which has Terms of Reference ratified by the Board.

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

The Committees of the Board are:

- Clinical Services
- Finance and Audit (including Investments)
- Resources
- Governance & Effectiveness (including SMT Remuneration)
- Voluntary Income Generation

The membership of the committees is supplemented by a small number of Committee Advisers, who bring specific skills and expertise to St Wilfrid's to complement those of the Trustees.

There is a Scheme of Delegation and a Financial Scheme of Delegation in place which specify those decisions reserved to the Board of Trustees, and those delegated to individuals (for example the Chair / Committee Chairs / the Chief Executive / the Director of Finance).

The Board of Trustees also met informally for development days, with the SMT, twice.

Remuneration of key management personnel

The salaries of members of the Senior Management Team (SMT) are reviewed by the Governance and Effectiveness Committee, which makes recommendations to the Board. The salary of the Medical Director is broadly in line with Consultant pay scales operated in the NHS.

As reported last year, members of the SMT are included in the pay structure used for all staff (except the medical team). The advice of an external Pay and Reward Consultant is sought as required to help avoid conflicts of interest regarding recommendations. This approach takes account of NHS pay ranges for the evaluated band, provides contribution-based pay steps within the band, and aims for the market median (if not achievable now, then as a future ambition).

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Recruitment and appointment of Trustees

The Board identifies Trustee vacancies based upon information from the Trustee skills audit, Committee membership, and Trustee succession planning. Recruitment to the Board of Trustees follows an agreed process of advertising and selection. Until the Annual General Meeting on 27 September 2023 when the Memorandum and Articles of Association were changed, all Trustees appointed since 2009 served a maximum of nine years.

The amendment to the Memorandum and Articles of Association allowed Trustees to serve a total of ten years. Those already in post at that date have been offered a choice of retirement at the end of their ninth year on the Board, or at the end of the new ten-year period of trusteeship.

One new Trustee was appointed during the year – Melanie Savill was appointed on 27 November 2024, following the resignation of Adam Stone.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted Committee members is followed, including sessions with key members of staff across the organisation so Trustees understand how St Wilfrid's works and the context in which it operates. This is supported by a pack of relevant information, ongoing internal and external training and, if required, mentoring over the first year by an established Trustee.

The Chair of Trustees conducts an annual review with each Trustee and Committee Adviser. The outcome of these reviews informs individual and collective training and development plans for the year ahead, and contributes to periodic reviews of committee memberships. During 2024-25 Trustees attended a range of training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. As outlined above, the Trustee training and development plan is updated annually, and a record of training attended is maintained.

Group Structure

St Wilfrid's has one wholly owned subsidiary:

- St Wilfrid's Hospice Trading Limited, a registered company in England and Wales (registered company number 02105189). The company is principally engaged in the delivery of charity shop furniture and the retail sale of cards, gifts and accessories.

In June 2024, St Wilfrid's Hospice (South Coast) Projects Limited, a wholly owned subsidiary of St Wilfrid's, was dissolved. There was no company activity in 2024/25.

Relationships with wider interests and related parties

Throughout 2024/25 St Wilfrid's continued to engage with the national and regional work of Hospice UK, a membership body for voluntary hospices. The support provided by Hospice UK includes education and training, formal and informal networking, a resource library, benchmarking information, and best practice guidance.

St Wilfrid's also continued its commitment to close working with the other hospices serving people in Sussex. In September 2024 the Sussex Hospice Alliance ('the Alliance') was formed by the signing of a Memorandum of Understanding between

- St Wilfrid's Hospice in Chichester
- St Catherine's Hospice in Crawley
- St Michael's Hospice in Hastings
- Southern Hospices Group in Worthing and Brighton & Hove
- St Peter & St James' Hospice in Chailey
- St Wilfrid's Hospice in Eastbourne

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The Alliance subsequently signed a Memorandum of Understanding with NHS Sussex and a number of other NHS provider organisations to create the Sussex Palliative and End of Life Care Partnership ('the Partnership').

Through the Alliance, individual member hospices have agreed a collective approach to negotiation with NHS stakeholders, which is conducted through the partnership. This methodology has helped to ensure consistency across the separate organisations which comprise the Alliance.

Alliance activity during 2024/25 was principally focussed in establishing the governance and foundations of both the Alliance itself, and the Partnership. A pilot of a new inpatient pathway was undertaken during Q4 of 2024/25, which contributed to the development of a new funding regime for the majority of in-patients, implemented from Q1 of 2025/26.

The Alliance has longer term ambitions to become a convenor of palliative and end of life care in Sussex, and there is a stepped plan for achievement of this objective, beginning with contribution to the conduct of a detailed strategic needs assessment for the Sussex population, to be undertaken in conjunction with the Directors of Public Health.

St Wilfrid's also had a formal arrangement in place for most of 2024/25 with St Peter & St James' Hospice for the sharing of a Data Analyst post, but this arrangement ended during April 2025.

Risk Management

The SMT and each of the Board's Committees review the risks allocated to them at every meeting, and provide feedback to the Board concerning their management. In this manner, the Trustees maintain oversight of the strategic and operational risks faced by St Wilfrid's, and can pursue assurance that the risks are being managed effectively. During the year, St Wilfrid's reviewed the allocation of risk oversight across the committees to ensure that risk management remained responsive and effective.

During 2024/25, the principal strategic risks (scored 12 or above after control measures) were judged to be:

Strategic Risks	Mitigation
Risk of failure to deliver all / any strategic objectives due to insufficient resourcing of key support functions	<ul style="list-style-type: none"> • Oversight of objective delivery through use of the scorecard and updates to Senior Management Team (SMT) and relevant committees
Risk of failure to deliver all / any of the strategic objectives as a result of external influences affecting fundraising ability negatively	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving actions/development of new income streams to be taken. • Quarterly review by the Voluntary Income Generation (VIG) Committee.
Risk of failure to deliver all / any strategic objectives as a result of insufficient funding from the NHS	<ul style="list-style-type: none"> • Regular monitoring of income • Dedication of resource to pursue applications for All Age Continuing Care (AACC) funding • Engagement with Integrated Care Board (ICB) re: grant • Participation in Sussex Hospices Alliance and Partnership with the ICB • Identification and development of potential NHS-income generating services
Risk of failure to deliver all / any strategic objective as a result of failure to secure retail income necessary to fund budget	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving/income generation actions to be taken. • Quarterly review by VIG Committee

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FINANCIAL REVIEW

OVERALL

As previously reported, St Wilfrid's is operating in a difficult financial environment for hospices. Increased costs and limited government resources have resulted in deficits and restructuring in many hospices.

In this environment, the Trustees set an overall deficit budget

Costs were kept under strict control and although they again increased from 2024/25, they were kept below budget.

Key information for the group is summarised in the table below: -

	2024-25	2023-24
TOTAL Income	10,375,189	8,391,633
TOTAL Expenditure	9,996,675	9,334,224
Net surplus for the year (before investment gains/(losses))	378,514	(942,591)
Realised & unrealised gains/(losses) on investments & property	1,614	(518)
Net movement in funds	380,128	(943,109)
Balance Sheet		
Restricted Funds	34,786	29,042
Funds represented by Fixed Assets	13,655,198	13,788,426
Other Designated Funds	415,450	475,000
Total Designated Funds	14,070,648	14,263,426
General Funds	8,961,047	8,393,885
Total Funds	23,066,481	22,686,353

INCOME

Overall, St Wilfrid's income increased from £8.4m to nearly £10.4m (an increase of just under £2 million).

There was a significant rise in legacy income, with a total for the year of £3.48m (2024: £1.92m), £1.56m (81%) more than in 2024.

Although legacy income was significantly better than in the previous year, the Trustees continue to recognise that legacy income can be volatile, as reflected in the Reserves Policy (see Reserves on following pages). The Trustees regularly monitored the number and value of legacies received throughout 2024/25 and continue to do so.

Overall, donations increased by £305k during 2024/25, for a number of reasons. St Wilfrid's received a grant of £143k from the Department of Health and Social Care towards capital costs. Donations and committed giving increased by £60k from last year, Trust income increased £82k, and Gift Aid recovered increased by £23k, but Fundraising income stayed stable at £415k.

Charitable Activities income increased by £122k due to increases in NHS (8%) funding, as a result of participation in a hospital discharge project, and of increased activity in the community. Other Trading Activities income increased by £9k (0.3%). Retail sales did not change materially from the previous year, decreasing by £2k.

Investment income decreased by £19k (9%) from £216k to £197k. St Wilfrid's is currently holding most of its reserves as cash until the Trustees believe it is the correct time to purchase investments. As interest rates started to decrease, St Wilfrid's income also slightly decreased.

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EXPENDITURE

Overall expenditure increased by just over £662k (7%).

The single most significant rise was in costs related to employee pay, which increased by £713k (11%). St Wilfrid's increased employee pay scales in April 2024 to ensure that it met the new National Minimum Wage and, in October 2025 to recognise the value of its employees and to remain attractive as an employer.

Non-salaried costs were well managed and reduced by £51k (£1.8%).

SUMMARY

The surplus for the year before investment gains and losses was £378,514 (2023: £942,591 deficit). During the year St Wilfrid's made an unrealised gain on investments of £1,614 (2022/23 – £519 loss). Overall, there was an increase in investments value of £1,614.

As mentioned in previous reports, St Wilfrid's does not receive sufficient ongoing NHS funding to support the needs of the organisation on an annual basis. The Trustees have again reluctantly agreed a reduced deficit budget for 2025/26 of £1.9m. This is only possible in the short term because of the impact of a few years of healthy surplus. St Wilfrid's is working to bring the annual revenue budget deficit to zero. The commitment to reducing the deficit is underpinned by the introduction of a new strategic objective for 2024 – 2027: reducing reliance on reserves to fund operational activity.

RESERVES

The Trustees review the Reserves Policy annually and have updated its provisions in light of St Wilfrid's current circumstances, with particular reference to the economic situation. Total reserves at 31 March 2025 were £23.066m (2023: £22.686m).

Designated funds - £14.07m

Fixed Asset Fund New Hospice £13.30m (2024: £13.62m)	At 31 March 2025, the Hospice land and buildings had a net book value of £13.30m. In line with the Reserves Policy, the Trustees have designated these funds.
Fixed Asset Fund Other Assets £0.354m (2024: £0.17m)	At 31 March 2025 the other fixed assets had a net book value of £354k. In line with the Reserves Policy, the Trustees have designated these funds.
Capital Maintenance Fund £100k (2024: £200k)	In July 2019 St Wilfrid's moved into a new purpose-built Hospice building. The Trustees are aware that they need maintain a designated fund to cover larger capital maintenance costs.
Moonlight Walk Match Pot £50,000	The Trustees agreed to set up a new designated fund called Moonlight Walk Match Pot. This fund holds funds received in 2024/25 but which will be released in to reserves in 25/26 to match the funds raised during the Moonlight Walk.
Project funds £265,450	The Trustees agreed to hold designated funds totaling £265k for the following projects, due for implementation over the course of the next strategy period (2024/25 – 2026/27): E, D & I Project £5,000 to enable implementation of specific Equality, Diversity, and Inclusion objectives.

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	<p>Data Information Project £50,000 to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.</p> <p>Sussex Hospices Alliance Project £50,000 to contribute to the overall alliance project.</p> <p>IT Projects £87,450 to enable specific IT projects which have been identified and agreed to upgrade systems and improve the digitalisation of the Charity.</p> <p>Education building Project £30,000 To facilitate the Education move to the hospice and upgrade and maintain the Education building.</p> <p>Green audits and reports £13,000 To ensure that the Charity can meet its ESOS requirements and can complete a further green audit if required.</p> <p>Retail Strategy £30,000 For legal and professional advice on the acquisition of new shop premises to meet the Retail Strategy.</p>
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Unrestricted General Funds

St Wilfrid's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the charity's long-term financial viability. St Wilfrid's is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure, plus any unforeseen expenditure, over a period of two years.

Part of these reserves, the Operational Reserve, was increased from £870k to £950k in 2024/25. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

The level of free reserves, including Operational Reserve, was £8.961m at 31 March 2025 (2023: £8.394m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for free reserves as an Operational Reserve of £950k, plus a financial sustainability reserve of £5.245m, totaling £6.195m.

The Trustees recognise that the level of reserves at the year-end is £2.77m above the target level required by the Policy. The Trustees consider this is reasonable in the light of a deficit budget for 2025/26, the current budgetary forecasts for future years, and the general economic outlook. In reaching this view, the Trustees also note the significant reliance of St Wilfrid's charitable beneficiaries on the palliative and end of life care services provided by the hospice. Reduction of this vital support would cause detriment to the community, at odds with St Wilfrid's values and its charitable objects.

Restricted Funds

At 31 March 2025, the Charity held £35k of funds restricted by donors for specific purposes. Further detail is given in note 21a to the accounts.

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TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
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INVESTMENTS

The revaluation of investments as at 31 March 2025 resulted in an unrealised gain of £1,614. At 31 March 2025 investments were valued at £3,958 compared to £2,345 at March 2024.

The remaining investments were monitored by the Finance & Audit Committee during the year.

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios which model a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in St Wilfrid's ability to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of St Wilfrid's Hospice (South Coast) Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board of Trustees is aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees 10th September 2025 and signed on behalf of the board by:



Mr J Clayton
Chair of Trustees



Mr J J Martyn
Treasurer

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**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

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INDEPENDENT AUDITOR'S REPORT
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- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 29 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

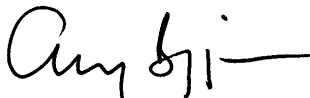
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically Non-NHS grant income and legacy income) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income streams noted above, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 22 September 2025

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ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,518,389	285,268	1,803,657	1,498,011
Legacies	3	3,484,517	-	3,484,517	1,919,280
		<u>5,002,906</u>	<u>285,268</u>	<u>5,288,174</u>	<u>3,417,291</u>
Charitable Activities	4	1,830,745	-	1,830,745	1,708,270
Other Trading Activities	5	3,056,936	1,875	3,058,811	3,049,814
Investments	6	197,459	-	197,459	216,258
Total Income		<u>10,088,046</u>	<u>287,143</u>	<u>10,375,189</u>	<u>8,391,633</u>
EXPENDITURE ON:					
Raising Funds	7, 8 & 9	3,518,937	2,802	3,521,739	3,165,048
Charitable Activities					
Inpatient Unit	7, 8 & 9	3,696,410	32,003	3,728,413	3,548,848
Community Services	7, 8 & 9	2,234,673	48,661	2,283,334	2,171,763
Living Well Services	7, 8 & 9	256,692	15,440	272,132	239,336
Education and Training	7, 8 & 9	191,056	-	191,056	209,288
Total Costs of Charitable Activities		<u>6,378,831</u>	<u>96,104</u>	<u>6,474,935</u>	<u>6,169,175</u>
Total Expenditure		<u>9,897,768</u>	<u>98,906</u>	<u>9,996,674</u>	<u>9,334,223</u>
Net income / (expenditure) from operational activities for the year		190,278	188,237	378,515	(942,590)
Net gains / (losses) on investments	15	1,613	-	1,613	(519)
NET INCOME / (EXPENDITURE)		<u>191,891</u>	<u>188,237</u>	<u>380,128</u>	<u>(943,109)</u>
Transfers between funds	21	182,493	(182,493)	-	-
NET MOVEMENT IN FUNDS		<u>374,384</u>	<u>5,744</u>	<u>380,128</u>	<u>(943,109)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward	21	22,657,311	29,042	22,686,353	23,629,462
TOTAL FUNDS CARRIED FORWARD	21	<u>23,031,695</u>	<u>34,786</u>	<u>23,066,481</u>	<u>22,686,353</u>

The statement of financial activities includes all gains and losses in the year. All income and expenditure derived from continuing activities.

The notes on pages 38 to 57 form part of these financial statements.

	Notes	Group		Charity	
		2025 £	2024 £	2025 £	2024 £
Fixed Assets					
Tangible fixed assets	14	13,655,198	13,788,426	13,655,198	13,788,426
Investments	15	3,958	2,345	3,960	2,347
		<u>13,659,156</u>	<u>13,790,771</u>	<u>13,659,158</u>	<u>13,790,773</u>
Current Assets					
Stock	17	2,375	1,021	-	-
Debtors	18	3,513,792	3,142,384	3,513,792	3,142,384
Cash at bank and in hand		6,745,462	6,595,407	6,693,721	6,539,290
		<u>10,261,629</u>	<u>9,738,812</u>	<u>10,207,513</u>	<u>9,681,674</u>
Liabilities					
Creditors: Amounts falling due within one year	19	(854,304)	(843,230)	(853,372)	(841,536)
		<u>9,407,325</u>	<u>8,895,582</u>	<u>9,354,141</u>	<u>8,840,138</u>
Net Current Assets					
		<u>23,066,481</u>	<u>22,686,353</u>	<u>23,013,299</u>	<u>22,630,911</u>
Total Net Assets					
The funds of the Charity:	21				
Restricted income funds		34,786	29,042	34,786	29,042
Designated funds					
Capital Maintenance Fund		100,000	100,000	100,000	100,000
Moonlight Walk Match Pot		50,000	50,000	50,000	50,000
Project Funds		265,450	325,000	265,450	325,000
Fixed Asset Fund – New Hospice		13,301,132	13,615,311	13,301,132	13,615,311
Fixed Asset Fund – Other Assets		354,066	173,115	354,066	173,115
		<u>14,070,648</u>	<u>14,263,426</u>	<u>14,070,648</u>	<u>14,263,426</u>
Operational reserve		950,000	870,000	950,000	870,000
Share Capital					
General fund		8,011,047	7,523,885	7,957,865	7,468,443
		<u>23,031,695</u>	<u>22,657,311</u>	<u>22,978,513</u>	<u>22,601,869</u>
Total unrestricted funds					
TOTAL FUNDS					
		<u>23,066,481</u>	<u>22,686,353</u>	<u>23,013,299</u>	<u>22,630,911</u>

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a surplus for the year of £382,388 (2024: Deficit £957,144).

The financial statements were approved and authorised for issue by the Board of Trustees on 10th September 2025 and were signed on its behalf by:


.....
Mr J Clayton (Chair)


.....
Mr J Martyn (Honorary Treasurer)

The notes on pages 38 to 57 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025**

		Group	
	Note	2025 £	2024 £
Cashflows from operating activities:			
Net cash provided by / (used in) operating activities	23	201,866	(1,346,784)
Cash flows from investing activities:			
Dividends, interest and rent from investments		197,459	216,258
Purchase of property, plant and equipment		(249,270)	(79,332)
Net cash (used in) / provided by investing activities		(51,811)	136,926
Change in cash and cash equivalents in the year		150,055	(1,209,858)
Cash and cash equivalents at the beginning of the year	24	6,595,407	7,805,265
Change in cash and cash equivalents		150,055	(1,209,858)
Cash and cash equivalents at the end of the year	24	6,745,462	6,595,407

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

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

a) 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 (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities Act 2011 and the Companies Act 2006.

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

The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

b) Going Concern

The Board note the current business climate for hospices with many operating with deficit budgets and increasing costs. Given the strength of the balance sheet, including the level of cash held, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

c) Group Financial Statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Trading Limited on a line-by-line basis. Further details are provided in note 16.

d) Fund Accounting

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 21.

e) Income

All income is included on the Statement of Financial Activities when the charity is legally entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1. ACCOUNTING POLICIES (continued)

e) Income (continued)

Income from donations and legacies are received by way of grants, donations, trusts and legacies and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period.

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

f) 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. All expenditure is accounted for on an accrual's basis under the following headings:

Costs of raising funds comprises fundraising costs and retail costs.

Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services, Living Well Services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 9 to the financial statements. Governance costs are included within support costs and include strategic planning costs and costs of complying with statutory requirements e.g. board meetings and audit fees.

g) Volunteers

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

h) Fixed Assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 4% - 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of 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, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between the sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) 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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) 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.

n) Employee benefits

i) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1. ACCOUNTING POLICIES (continued)

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 20.

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

q) Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Provisions

The group has estimated the anticipated costs of dilapidations across its retail operations based on lease requirements knowledge of individual shops.

r) Gift Aid Policy

The subsidiary pays all its taxable profits for the reporting period to its parent charity under the gift aid scheme. This gift aid payment is recognised as a distribution to owners in equity within retained earnings.

The subsidiary has applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall £nil charge for tax in the income statement. This exception is only applicable as the gift aid payments will be made by the company to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. DONATIONS	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2025 £	Unrestricted funds £	Restricted funds £	Total 2024 £
Trusts	190,452	125,211	315,663	127,803	105,746	233,549
Donations and committed giving	772,591	17,232	789,823	719,276	11,201	730,477
Fundraising	415,401	-	415,401	416,879	-	416,879
DHSC* grant	-	142,825	142,825	-	-	-
Gift Aid recovered	139,945	-	139,945	117,106	-	117,106
	<u>1,518,389</u>	<u>285,268</u>	<u>1,803,657</u>	<u>1,381,064</u>	<u>116,947</u>	<u>1,498,011</u>

*DHSC: Department of Health & Social Care

3. LEGACIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2025 £	Unrestricted funds £	Restricted funds £	Total 2024 £
Legacies	3,484,517	-	3,484,517	1,919,280	-	1,919,280
	<u>3,484,517</u>	<u>-</u>	<u>3,484,517</u>	<u>1,919,280</u>	<u>-</u>	<u>1,919,280</u>

4. CHARITABLE ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2025 £	Unrestricted funds £	Restricted funds £	Total 2024 £
NHS funding including:						
Drug Supply	1,686,427	-	1,686,427	1,566,298	-	1,566,298
Education	57,156	-	57,156	71,073	-	71,073
Medical Insurance	15,281	-	15,281	11,742	-	11,742
Other Income	71,881	-	71,881	59,157	-	59,157
	<u>1,830,745</u>	<u>-</u>	<u>1,830,745</u>	<u>1,708,270</u>	<u>-</u>	<u>1,708,270</u>

5. OTHER TRADING ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2025 £	Unrestricted funds £	Restricted funds £	Total 2024 £
Retail Income	2,628,974	-	2,628,974	2,631,009	-	2,631,009
Support Groups	6,200	1,875	8,075	7,816	1,847	9,663
Raffles	11,584	-	11,584	8,750	-	8,750
Lottery Income	410,178	-	410,178	400,392	-	400,392
	<u>3,056,936</u>	<u>1,875</u>	<u>3,058,811</u>	<u>3,047,967</u>	<u>1,846</u>	<u>3,049,814</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. INVESTMENTS	Unrestricted funds	Restricted funds	Total 2025	Unrestricted funds	Restricted funds	Total 2024
	£	£	£	£	£	£
Bank interest	197,459	-	197,459	216,258	-	216,258
	<u>197,459</u>	<u>-</u>	<u>197,459</u>	<u>216,258</u>	<u>-</u>	<u>216,258</u>
	<u><u>197,459</u></u>	<u><u>-</u></u>	<u><u>197,459</u></u>	<u><u>216,258</u></u>	<u><u>-</u></u>	<u><u>216,258</u></u>
7. EXPENDITURE	Unrestricted funds	Restricted funds	Total 2025	Unrestricted funds	Restricted funds	Total 2024
	£	£	£	£	£	£
Raising Funds						
Fundraising	1,110,234	2,802	1,113,036	1,026,092	3,280	1,029,372
Retail	2,408,703	-	2,408,703	2,135,676	-	2,135,676
	<u>3,518,937</u>	<u>2,802</u>	<u>3,521,739</u>	<u>3,161,768</u>	<u>3,280</u>	<u>3,165,048</u>
	<u><u>3,518,937</u></u>	<u><u>2,802</u></u>	<u><u>3,521,739</u></u>	<u><u>3,161,768</u></u>	<u><u>3,280</u></u>	<u><u>3,165,048</u></u>
Charitable Activities						
Inpatient Unit	3,696,410	32,003	3,728,413	3,537,650	11,198	3,548,848
Community Services	2,234,673	48,661	2,283,334	2,088,729	83,034	2,171,763
Living Well Services	256,692	15,440	272,132	222,916	16,420	239,336
Education and Training	191,056	-	191,056	209,228	-	209,228
	<u>6,378,831</u>	<u>96,104</u>	<u>6,474,935</u>	<u>6,058,523</u>	<u>110,652</u>	<u>6,169,175</u>
	<u><u>6,378,831</u></u>	<u><u>96,104</u></u>	<u><u>6,474,935</u></u>	<u><u>6,058,523</u></u>	<u><u>110,652</u></u>	<u><u>6,169,175</u></u>
8. ANALYSIS OF EXPENDITURE	Direct costs	Support costs	Total 2025	Direct costs	Support costs	Total 2024
	£	£	£	£	£	£
Raising Funds						
Fundraising	960,145	152,891	1,113,036	894,616	134,756	1,029,372
Retail	2,031,345	377,358	2,408,703	1,813,766	321,910	2,135,676
	<u>2,991,490</u>	<u>530,249</u>	<u>3,521,739</u>	<u>2,708,382</u>	<u>456,666</u>	<u>3,165,048</u>
	<u><u>2,991,490</u></u>	<u><u>530,249</u></u>	<u><u>3,521,739</u></u>	<u><u>2,708,382</u></u>	<u><u>456,666</u></u>	<u><u>3,165,048</u></u>
Charitable Activities						
Inpatient Unit	3,439,758	288,655	3,728,413	3,244,850	303,998	3,548,848
Community Services	2,093,228	190,106	2,283,334	1,965,413	206,350	2,171,763
Living Well Services	218,014	54,118	272,132	196,423	42,913	239,336
Education and Training	155,465	35,591	191,056	175,565	33,663	209,228
	<u>5,906,465</u>	<u>568,470</u>	<u>6,474,935</u>	<u>5,582,251</u>	<u>586,924</u>	<u>6,169,175</u>
	<u><u>5,906,465</u></u>	<u><u>568,470</u></u>	<u><u>6,474,935</u></u>	<u><u>5,582,251</u></u>	<u><u>586,924</u></u>	<u><u>6,169,175</u></u>
	<u><u>8,897,955</u></u>	<u><u>1,098,719</u></u>	<u><u>9,996,674</u></u>	<u><u>8,290,633</u></u>	<u><u>1,043,590</u></u>	<u><u>9,334,223</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

9. ANALYSIS OF SUPPORT COSTS

2025	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2025
	£	£	£	£	£	£	£
Governance	10,711	24,343	35,053	21,421	2,921	1,947	96,396
Finance	78,618	58,177	63,742	30,304	9,291	13,839	253,971
HR	20,924	168,970	106,751	49,820	14,452	6,976	367,893
IT	26,276	88,682	29,561	55,837	22,992	9,854	233,202
Management	16,362	37,186	53,548	32,724	4,462	2,975	147,257
	<u>152,891</u>	<u>377,358</u>	<u>288,655</u>	<u>190,106</u>	<u>54,118</u>	<u>35,591</u>	<u>1,098,719</u>

2024	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2024
	£	£	£	£	£	£	£
Governance	8,268	17,287	29,026	16,821	2,255	1,503	75,160
Finance	78,592	57,983	61,814	29,880	9,368	13,770	251,407
HR	17,958	151,850	114,811	59,132	12,684	5,986	362,421
IT	14,357	62,213	43,645	68,818	14,357	9,571	212,961
Management	15,581	32,577	54,702	31,699	4,249	2,833	141,641
	<u>134,756</u>	<u>321,910</u>	<u>303,998</u>	<u>206,350</u>	<u>42,913</u>	<u>33,663</u>	<u>1,043,590</u>

Governance Costs - These include the direct costs of running the Charity as a legal entity such as Audit (2025: £17,285, 2024: £15,000), Legal, Professional and Consultancy Advice (2025: £0, 2024: £3,176) and Trustee Indemnity (2025: £1,966, 2024: £1,750). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

10. NET INCOME / (EXPENDITURE)

Net income is stated after charging:

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Auditor's remuneration				
Audit services	19,470	17,365	17,285	15,000
Tax advisory services	5,425	1,700	3,975	-
Operating lease rentals				
Land and buildings	345,323	337,816	345,323	337,816
Office equipment	4,868	11,404	4,868	11,404
Motor vehicles	9,748	20,145	9,748	20,145
Depreciation	<u>382,498</u>	<u>444,484</u>	<u>382,498</u>	<u>444,484</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

11. STAFF COSTS (CHARITY AND GROUP)

	2025	2024
	Number	Number
The average monthly number of permanent employees during the year was:		
Doctors	8	7
Nursing staff	80	81
Other hospice staff	75	68
Charity shops	61	57
	<u>224</u>	<u>213</u>
	2025	2024
	£	£
Employment costs in respect of the staff above were:		
Wages and salaries	6,054,895	5,487,876
National insurance	540,263	464,993
Pensions	577,594	506,690
	<u>7,172,752</u>	<u>6,459,559</u>

The total employment costs (including employer's NIC) of the Charity Management Team were £638,649 (2024: £599,416).

Included in the above wages and salaries figure for 2025 is £500 (2024: £0) for a settlement payment, due and paid in the year.

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2025	2024
	Number	Number
£60,001 to £70,000	6	2
£70,001 to £80,000	-	3
£80,001 to £90,000	4	1
£100,001 to £110,000	1	1
£110,001 to £120,000	-	1
£120,001 to £130,000	1	1
£130,001 to £140,000	1	-
£140,001 to £150,000	1	-
	<u>1</u>	<u>-</u>

12. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2024: nil). No Trustees received reimbursed travel and subsistence costs during the year (2024: £nil).

13. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

14. TANGIBLE FIXED ASSETS
(CHARITY AND GROUP)

	Freehold Land and Property	Short Lease- Hold Property	Medical Equipment	Fixtures & Fittings	Motor Vehicles	Office & Computer Equipment	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2024	15,168,156	66,017	221,707	689,496	45,770	349,068	16,540,214
Additions	-	-	31,077	86,388	92,816	38,989	249,270
Disposal	-	(42,665)	-	(23,013)	-	-	(65,678)
At 31 March 2025	15,168,156	23,352	252,784	752,871	138,586	388,057	16,723,806
Depreciation							
at 1 April 2024	1,499,845	58,678	184,016	684,007	45,770	279,472	2,751,788
Charge for the year	316,379	1,942	16,831	7,299	9,933	30,114	382,498
Elimination on disposal	-	(42,665)	-	(23,013)	-	-	(65,678)
At 31 March 2025	1,816,224	17,955	200,847	668,293	55,703	309,586	3,068,608
Net book value							
At 31 March 2025	13,351,932	5,397	51,937	84,578	82,883	78,471	13,655,198
At 31 March 2024	13,668,311	7,339	37,691	5,489	-	69,596	13,788,426

15. INVESTMENTS

	Group			Charity			
	Listed Investm ents	Cash & Settlements Pending	Total	Listed Investments	Cash & Settlements Pending	Share in Group Company	Total
	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £
1 April 2024	2,345	-	2,345	2,345	-	2	2,347
Additions	-	-	-	-	-	-	-
Disposal at open market value	-	-	-	-	-	-	-
Net investment gains	1,613	-	1,613	1,613	-	-	1,613
31 March 2025	3,958	-	3,958	3,958	-	2	3,960

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

15. INVESTMENTS (continued)

	Group			Charity			Total
	Listed Investments	Cash & Settlements Pending	Total	Cash & Settlements Pending	Share in Group Company	Total	
	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	
At 1 April 2023	2,863		2,863	2,863	3		2,866
Additions	-	-	-	-	-	-	-
Disposals at open market value	-	-	-	-	-	-	-
Net investment (losses)	(518)	-	(518)	(518)	(1)		(519)
At 31 March 2024	<u>2,345</u>	<u>-</u>	<u>2,345</u>	<u>2,345</u>	<u>-</u>	<u>2</u>	<u>2,347</u>

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Analysis of investments				
Listed investments at valuation	3,958	2,345	3,958	2,345
Total	<u>3,958</u>	<u>2,345</u>	<u>3,958</u>	<u>2,345</u>
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>
Total investments	<u>3,958</u>	<u>2,345</u>	<u>3,960</u>	<u>2,347</u>

At March 2025, the historic cost of the listed investments was £5,783 (2024: £5,783).

The subsidiary undertaking included as an investment at the balance sheet date is: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods

The subsidiary undertaking is incorporated in England and Wales.

	2025 £	2024 £
Aggregate capital and reserves	<u>53,184</u>	<u>55,448</u>

St Wilfrid's Hospice (South Coast) Projects Limited was not active during the year and was dissolved on 04 June 2024.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

16 SUBSIDIARY COMPANIES

16a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement and retained earnings	2025	2024
	£	£
Turnover	75,920	76,853
Cost of Sales	(22,080)	(20,414)
Gross Profit	53,840	56,439
Operating expenses	(6,808)	(7,143)
Net trading profit	47,032	49,296
Retained earnings at the beginning of the year	55,446	48,119
Profit for the year	47,032	49,296
Donation to parent under gift aid	(49,296)	(41,969)
Retained earnings at the end of the year	53,182	55,446
	2025	2024
Balance sheet	£	£
Assets	58,484	61,115
Liabilities	(5,310)	(5,667)
Net assets	53,184	55,448
Represented by:		
Capital	2	2
Reserves	53,182	55,446
	53,184	55,448

16b Project Subsidiary

The hospice owned a subsidiary, St Wilfrid's Hospice South Coast Projects Limited (company number 09253834). Registered in England & Wales. Registered office: Walton Lane, Bosham, West Sussex.

The company had ceased trading and was dissolved on 04 June 2024.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

17. STOCK	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Bought in goods for resale	2,375	1,021	-	-
	<u>2,375</u>	<u>1,021</u>	<u>-</u>	<u>-</u>

18. DEBTORS	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	39,830	67,315	39,830	67,315
Legacy debtors	2,288,014	1,946,940	2,288,014	1,946,940
Asset for resale	600,000	600,000	600,000	600,000
Other debtors	195,236	187,530	195,236	187,530
Prepayments and accrued income	390,712	340,599	390,712	340,599
	<u>3,513,792</u>	<u>3,142,384</u>	<u>3,513,792</u>	<u>3,142,384</u>

The Asset for resale is a property received as a legacy and will be sold.

19. CREDITORS	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	162,833	133,028	161,333	133,028
Taxation and social security	128,444	120,642	128,444	120,642
Other creditors	18,405	18,160	18,405	18,160
Pension creditor	79,929	72,405	79,929	72,405
Accruals and deferred income	464,693	498,995	460,883	493,325
Owed to group undertaking	-	-	4,378	3,976
	<u>854,304</u>	<u>843,230</u>	<u>853,372</u>	<u>841,536</u>

20. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- Scottish Widows Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2025, £43,490 was owed to the scheme in relation to contributions for the year (2024: £39,955). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Scottish Widows Group Pension Scheme is a defined contribution scheme. At the 31 March 2025, £36,439 was owed to the Scheme in relation to contributions for the year (2024: £32,450).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

21a. RESERVES	At 1 April 2024 £	Income £	Expenditure £	Transfers and Losses £	At 31 March 2025 £
Unrestricted funds					
General					
General Funds	7,523,885	10,088,046	(9,423,720)	(177,164)	8,011,047
Operational Reserve	870,000	-	-	80,000	950,000
	8,393,885	10,088,046	(9,423,720)	(97,164)	8,961,047
Designated					
Capital Maintenance Reserve	100,000	-	-	-	100,000
Moonlight Walk Match Funding 25/26	50,000	-	-	(50,000)	-
Moonlight Walk Match Funding 26/27	-	-	-	50,000	50,000
Project Funds	325,000	-	(91,550)	32,000	265,450
Fixed Asset Fund - New Hospice	13,615,311	-	(314,179)	-	13,301,132
Fixed Asset Funds – other Assets	173,115	-	(68,319)	249,270	354,066
	14,263,426	-	(474,048)	281,270	14,070,648
Total Unrestricted Funds	22,657,311	10,008,046	(9,897,768)	184,106	23,031,695
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Department of Health & Social Care Capital Grant	-	142,825	-	(142,825)	-
Staff amenity fund	430	-	(321)	-	109
Hospice Pay for a Day	-	5,000	(5,000)	-	-
Clinical Nurse Specialist Team Costs	-	700	(700)	-	-
Costs of Running LWC	-	15,000	(15,000)	-	-
Costs of Running the ward	-	11,500	(11,500)	-	-
Support of Complementary Therapy	-	20,000	-	-	20,000
Community Team Costs	-	40,475	(40,475)	-	-
Family Services Team	-	3,642	(3,642)	-	-
Clinical Staff training	10,000	-	(10,000)	-	-
Living Well Centre Costs	4,825	-	(440)	-	4,385
Rene & Ghislaine of Paris Healing Foundation	113	-	(113)	-	-
IT for Clinical Staff	22	-	(22)	-	-
iPads for CNS Staff	36	-	(31)	-	5
Gifts in Will Strategy	2,802	-	(2,802)	-	-
Solar Panel Project	5,000	10,000	-	(15,000)	-
Equipment	2,464	30,939	(2,948)	(24,668)	5,787
Items for people with impaired hearing	-	738	(672)	-	66
Tree Felling	-	1,950	(1,950)	-	-
Various Small funds	1,515	4,374	(3,290)	-	2,599
	29,042	287,143	(98,906)	(182,493)	34,786
	22,686,353	10,375,189	(9,996,674)	1,613	23,066,481

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

21a. RESERVES (continued)

Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to clinical services, education and training, as well as nursing & medical equipment and supplies. The new hospice solar panels project was partially funded by restricted funds.

Designated Funds

The designated fund called the Fixed Asset Fund - New Hospice was maintained during the year. The only activity on the fund being the transfer of funds to cover the addition of the ambulance canopy and depreciation for the year.

The designated fund called the Fixed Asset Fund - other assets was maintained during the year. The only activity on the fund being the transfer of funds to cover addition of assets and the depreciation for the year.

The Moonlight Walk match funding brought forward was transferred to general funds during the year when the matching criteria were met.

The Trustees agreed to set up a new designated fund called Moonlight Walk match funding. This fund holds funds received in 2024/2025, but which will be released to reserves in 25/26 during the Moonlight Walk fundraising campaign.

The Trustees agreed to set up new designated funds totaling £265,450 for Project Funds for a number of projects:

- **E, D & I Project £5,000** – to enable implementation of specific Equality, Diversity, and Inclusion objectives.
- **Data Information Project £50,000** – to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.
- **Sussex Hospices Alliance Project £50,000** – to enable the continuation of the Charity's commitment to the Sussex Hospice collaboration project.
- **IT Project £87,450** - to progress a number of IT projects which have been identified to upgrade systems and improve the digitalisation of the Charity
- **Education building project £30,000** - Funding to facilitate the Education department move to the hospice and the maintain the Education building
- **Green audits and reports £13,000** - Funding to ensure that the Charity can meet its ESOS requirements and complete a further green audit if required.
- **Retail strategy £30,000** - Funding for legal and professional advice on the acquisition of new shop premises to meet the Retail Strategy

Capital Maintenance Fund

The trustees are aware that the ongoing major maintenance of the new hospice building and the retail property portfolio will be a significant cost and have designated £100,000 to ensure the charity has sufficient funds to meet those costs.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

21b. RESERVES PRIOR YEAR	At 1 April 2023 £	Income £	Expenditure £	Transfers and Losses £	At 31 March 2024 £
Unrestricted funds					
General					
General Funds	8,048,523	8,272,839	(8,704,789)	(92,688)	7,523,885
Operational Reserve	818,000	-	-	52,000	870,000
	8,866,523	8,272,839	(8,704,789)	(40,688)	8,393,885
Designated					
Capital Maintenance Reserve	200,000	-	-	(100,000)	100,000
Moonlight Walk Match Funding	50,000	-	-	-	50,000
Project Funds	325,000	-	(71,017)	71,017	325,000
Fixed Asset Fund - New Hospice	13,929,490	-	(314,179)	-	13,615,311
Fixed Asset Funds – other Assets	224,088	-	(130,305)	79,332	173,115
	14,728,578	-	(515,501)	50,349	14,263,426
Total Unrestricted Funds	23,595,101	8,272,839	(9,220,290)	9,661	22,657,311
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	430	-	-	-	430
Hospice Pay for a Day	-	8,125	(8,125)	-	-
Hospice at Home Costs	-	1,847	(1,847)	-	-
Community Team Costs	-	77,830	(77,830)	-	-
Clinical Staff training	3,655	10,000	(3,655)	-	10,000
Living Well Centre Costs	9,433	-	(4,608)	-	4,825
Rene & Ghislaine of Paris Healing Foundation	13,093	-	(12,980)	-	113
IT for Clinical Staff	672	-	(650)	-	22
IPads for CNS Staff	915	-	(879)	-	36
Gifts in Will Strategy	2,802	-	-	-	2,802
Solar Panel Project	-	5,000	-	-	5,000
Equipment	-	13,244	(600)	(10,180)	2,464
Various Small funds	1,526	2,748	(2,759)	-	1,515
	34,361	118,794	(113,933)	(10,180)	29,042
	23,629,462	8,391,633	(9,334,223)	(519)	22,686,353

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

22. ANALYSIS OF NET ASSETS

22a	Analysis of net Assets by fund 2025	Group			
		Fixed assets	Fixed asset Investments	Other net Assets	Total
		£	£	£	£
	General fund	-	3,958	8,957,089	8,961,047
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	265,450	265,450
	Fixed Asset Fund – New Hospice	13,301,132	-	-	13,301,132
	Fixed Asset – Other Assets	354,066	-	-	354,066
	Total Designated Funds	13,655,198	-	415,450	14,070,648
	Restricted funds	-	-	34,786	34,786
		13,655,198	3,958	9,407,325	23,066,481

22a	Analysis of net Assets by fund 2025 (continued)	Charity			
		Fixed assets	Fixed asset Investments	Other net Assets	Total
		£	£	£	£
	General fund	-	3,960	8,903,905	8,907,865
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	265,450	265,450
	Fixed Asset Fund – New Hospice	13,301,132	-	-	13,301,132
	Fixed Asset – Other Assets	354,066	-	-	354,066
	Total Designated Funds	13,655,198	-	415,450	14,070,648
	Restricted funds	-	-	34,786	34,786
		13,655,198	3,960	9,354,141	23,013,299

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

22. ANALYSIS OF NET ASSETS (continued)

22b Analysis of net Assets by fund 2024	Group			
	Fixed assets	Fixed asset Investments	Other net Assets	Total
	£	£	£	£
General fund	-	2,345	8,391,540	8,393,885
Designated funds				
Capital Maintenance Fund	-	-	100,000	100,000
Moonlight Walk Match Pot	-	-	50,000	50,000
Project Funds	-	-	325,000	325,000
Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
Fixed Asset – Other Assets	173,115	-	-	173,115
Total Designated Funds	13,788,426	-	475,000	14,263,426
Restricted funds	-	-	29,042	29,042
	13,788,426	2,345	8,895,582	22,686,353

22b Analysis of net Assets by fund 2024 (continued)	Charity			
	Fixed assets	Fixed asset Investments	Other net Assets	Total
	£	£	£	£
General fund	-	2,347	8,336,096	8,338,443
Designated funds				
Capital Maintenance Fund	-	-	100,000	100,000
Moonlight Walk Match Pot	-	-	50,000	50,000
Project Funds	-	-	325,000	325,000
Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
Fixed Asset – Other Assets	173,115	-	-	173,115
Total Designated Funds	13,788,426	-	475,000	14,263,426
Restricted funds	-	-	29,042	29,042
	13,788,426	2,347	8,840,138	22,630,911

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

23. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2025	2024
	£	£
Net income / (expenditure) for the year	380,128	(943,109)
Adjustments for:		
Depreciation of charges	382,498	444,484
(Gain) / Loss on investments	(1,614)	518
Dividends, interest from investments	(197,459)	(216,258)
(Increase) / Decrease in stock	(1,354)	329
(Increase) in debtors	(371,407)	(68,120)
(Increase) in assets for resale	-	(600,000)
Decrease in creditors	11,074	35,372
	<u>201,866</u>	<u>(1,346,784)</u>

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2025	2024
	£	£
Cash in hand	6,745,462	6,595,407
	<u>6,745,462</u>	<u>6,595,407</u>

25. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited paid a gift aid donation of £49,296 (2024: £41,969), to St Wilfrid's Hospice (South Coast) Limited, its parent company.

At the year end, £4,378 was outstanding (2024: £3,976) from the parent company and owed to the subsidiary company.

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £4,742 (2024: £2,213) for professional advice during the year.

During the year George Ide LLP made donations of £15,234 (2024: £3,849) to the Charity.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

26. FINANCIAL COMMITMENTS

As at 31 March 2025 the company was committed to making the following payments under non-cancellable operating leases:

	2025 – Group and Charity			
	<1 year	Between 2 and 5 years	>5 years	Total
	£	£	£	£
Land & Buildings	312,676	467,293	-	779,969
Other	4,253	12,760	-	17,013
	<u>316,929</u>	<u>480,053</u>	<u>-</u>	<u>796,982</u>

	2024 – Group and Charity			
	<1 year	2 and 5 years	>5 years	Total
	£	£	£	£
Land & Buildings	305,709	657,025	16,000	978,734
Other	11,539	17,013	-	28,552
	<u>317,248</u>	<u>674,038</u>	<u>16,000</u>	<u>1,007,286</u>

27. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Limited was contracted into capital commitments totalling £nil (2024: £77,561 for the installation of solar panels).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

28. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME FROM:				
Donations and Legacies				
Donations	1,381,064	116,947	1,498,011	1,525,684
Legacies	1,919,280	-	1,919,280	2,640,913
	<u>3,300,344</u>	<u>116,947</u>	<u>3,417,291</u>	<u>4,166,597</u>
Charitable Activities	1,708,270	-	1,708,270	1,745,787
Other Trading Activities	3,047,967	1,847	3,049,814	2,877,573
Investments	216,258	-	216,258	82,116
	<u>8,272,839</u>	<u>118,794</u>	<u>8,391,633</u>	<u>8,872,073</u>
EXPENDITURE ON:				
Raising Funds	3,161,768	3,280	3,165,048	2,973,506
Charitable Activities				
Inpatient Unit	3,537,649	11,199	3,548,848	3,305,084
Community Services	2,088,729	83,034	2,171,763	1,778,000
Living Well Services	222,916	16,420	239,336	278,003
Education and Training	209,228	-	209,228	233,101
	<u>6,058,522</u>	<u>110,653</u>	<u>6,169,175</u>	<u>5,594,188</u>
Total Costs of Charitable Activities	<u>6,058,522</u>	<u>110,653</u>	<u>6,169,175</u>	<u>5,594,188</u>
Total Expenditure	<u>9,220,290</u>	<u>113,933</u>	<u>9,334,223</u>	<u>8,567,694</u>
Net income from operational activities for the year	(947,451)	4,861	(942,590)	304,379
Net (losses) on investments	(519)	-	(519)	(1,231)
NET (EXPENDITURE) / INCOME	<u>(947,970)</u>	<u>4,861</u>	<u>(943,109)</u>	<u>303,148</u>
Transfers between funds	10,180	(10,180)	-	-
NET MOVEMENT IN FUNDS	<u>(937,790)</u>	<u>(5,319)</u>	<u>(943,109)</u>	<u>303,148</u>
RECONCILIATION OF FUNDS				
Total funds brought forward	23,595,101	34,361	23,629,462	23,326,314
TOTAL FUNDS CARRIED FORWARD	<u>22,657,311</u>	<u>29,042</u>	<u>22,686,353</u>	<u>23,629,462</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales - Charity number 281963

Accounts



St Wilfrid's Hospice

Making a difference to local lives

ST. WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Registered Company Number 01562110
Registered Charity Number: 281963

Welcome from our Chair

Please find enclosed the Charity Annual Report for St Wilfrid's Hospice for 2023/24.

St Wilfrid's Hospice is privileged to provide specialist palliative and end-of-life care for the people of Chichester, Bognor, Arundel, the Selsey / Witterings peninsula, Midhurst, and the areas surrounding these towns. In 2023/24, the number of referrals received and addressed crossed the one-thousand threshold for the first time. We know that we are an essential part of the community for many individuals and families, and we take great pride in the relationship we have with our local population.

That relationship is not only the focus of our mission to provide high-quality specialist end-of-life care and bereavement support whenever and wherever it is needed, but the main source of our means to do so.

In 2023/24 our income from individual and corporate donations, fundraising events, and charity retail surpassed the challenging budget set for it, emphasising yet again the generosity of our many supporters.

Through the diligence of our teams, costs came in below budgeted levels, and we took consistent advantage of opportunities to secure income from the NHS.

However, unfortunately our most unpredictable income stream, legacies, did not match our plans, and we ended 2023/24 with a deficit, needing to dip into reserves for the first time in many years.

The Trustees take this loss very seriously, and are aware of their legal and moral duty to act as good stewards of the funds donated by local people and businesses to support our care for those in the area served by St Wilfrid's. It is important that our strategic and operational activity strikes the right balance between shaping our services responsibly and sustainably for the future, and meeting the diverse needs of as many people as possible.

I am very proud to say that despite the financial challenges we experienced in 2023/24, we helped more patients and their families and friends than ever. During the year we expanded the range of conditions we have the expertise to help manage by appointing Clinical Nurse Specialists for patients with respiratory and liver disease, and re-structured our community service to create multi-skilled, multi-disciplinary teams, able to meet patients' needs more efficiently.

We also worked with partners beyond St Wilfrid's to help extend our reach by spreading the impact and benefit of our experience and professional skills. This area of our work included the creation of a local network for care providers looking after people with learning disabilities at the end of their lives, and supporting 'Robins', an end-of-life support service in Selsey.

As ever, we have delivered these services and development only as a result of the contribution made by our volunteers. Without their support and willingness to give us their time, experience, and energy, we would not be able to fund, or provide, the care upon which our community depends. We are so grateful to everyone who supports us, in whatever way they choose to do so.

The Trustees are grateful too to St Wilfrid's employees, who use their professional skills to such great effect, and who so often go above and beyond what is asked of them.

The following Trustees' Annual Report provides more detail about 2023/24's successes and challenges, and includes our Hospice Financial Review.

Many thanks



Soline Jerram

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**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024**

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex PO18 8QB
Vice Presidents	Dr C J Bateman FRCPATH Mr M G Bevis Dr A Copsey Professor A G Dewhurst Mrs P J Foster Mrs S Hyland Mrs K Glendinning MBE Mr G C Papworth Mr C Shippam Mrs E A Spence Mr M D Troy Dr S Williams FRCGP MMed Ed Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson DL Dame K P Routledge DBE Mr C & Mrs A Timothy
Trustees	Dr A M Bateman Mrs L Bruce Mr J Clayton (Vice Chair) Mr C J Dicks (Honorary Treasurer) (resigned 27 September 2023) Mr A Easter Mr N Fox Dr K Greenberg Mrs S Jerram (Chair) Ms H Keenlyside Mr J Martyn (Honorary Treasurer) (appointed 27 September 2023) Ms V Mudford Dr A Stone Ms L U Watt
Company Secretary	Helen Edson

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024**

Senior Management Team Helen Edson, Director of Finance
Lois Howell, Chief Executive
Cat Horlock, People Director
Claire Magee, Medical Director
Suzy O'Callaghan, Director of Clinical Services
Rachael Tout, Director of income Generation

Independent Auditor Crowe UK LLP
4th Floor, St James House
St James Square
Cheltenham
Glos GL50 3PR

Solicitors Irwin Mitchell Solicitors
Thomas Eggar House
Friary Lane
Chichester
West Sussex PO19 1UF

George Ide LLP
52 North Street
Chichester
West Sussex PO19 1NQ

Bankers National Westminster Bank plc
5 East Street
Chichester
West Sussex PO19 1HE

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

STRATEGIC REPORT

Vision

St Wilfrid's vision is that all dying people and those close to them should have access to the care and support that they need.

Mission

St Wilfrid's Mission is to provide high quality specialist end-of-life care and bereavement support whenever and wherever it is needed.

Object

Paragraph 3 of St Wilfrid's Memorandum of Association reads: "The Charity's object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress."

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission's guidance on public benefit when reviewing St Wilfrid's aims and objectives. The Trustees have identified that St Wilfrid's meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely

- the advancement of health,
- the relief of those in need by reason of ill health or disability, and
- the advancement of education.

Those who benefit from the services St Wilfrid's provides are people living with cancer and other terminal illnesses, and the relatives and friends of such people. The referral criteria for access to St Wilfrid's services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, and referrals for those services are received for patients registered with specific GP surgeries within that defined geographical area.

Through participation in the delivery of ECHO, (the End-of-life Care Hub service hosted by Sussex Community NHS Foundation Trust), St Wilfrid's services are extended to other patients and their close associates who have not been directly referred to St Wilfrid's, but who do live within the defined geographical area.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. St Wilfrid's Education Department has an impact on services and care provided beyond the defined geographical area, as explained later in the report.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

ST WILFRID'S HOSPICE'S STRATEGY FOR 2019-2024

Strategic Goals and objectives

Strategic Goal:	Extending our reach to more people in the community
Objectives:	Services that are accessible, flexible, and responsive Seeking opportunities to engage and influence a diverse community
Strategic Goal:	Improving and enhancing the quality of our care
Objectives:	Services that are innovative, evaluated and outstanding Seeking opportunities to learn, develop and improve
Strategic Goal :	Ensuring long term sustainability
Objectives:	Services that maximise the use of our existing resources Seeking opportunities to diversify and grow Caring for our resources and the environment

Delivery of St Wilfrid's Vision, Mission, Objects and Strategy is underpinned by its Values:

- Excellence
- Integrity
- Responsibility
- Compassion
- Collaboration

OBJECTIVES AND ACTIVITIES

Internal Context

Lois Howell took over the role of Chief Executive on 1st April 2023, and led St Wilfrid's throughout the year. A further change to the Senior Management Team (SMT) occurred in July with the appointment of Rachael Tout as Director of Income Generation, following the retirement of the former post holder, Laura Addison.

Three new Trustees, Alastair Bateman, Karla Greenburg, and Jim Martyn joined the Board early in the year, along with two Committee Advisers – Melanie Savill (Clinical Services Committee (CSC)), and Charlotte Williams (Voluntary Income Generation (VIG) Committee). Sadly, Charlotte has since had to resign from her role due to pressure of work in her professional life.

Jim Dicks, Treasurer of St Wilfrid's for several years, also retired from the role at the Annual General Meeting (AGM) on 27 September 2023. The Trustees take the occasion of this report to thank him for his expert guidance during his period in office. Jim Martyn was appointed to the role of Treasurer at the AGM.

The focus for the Board and SMT during 2023/24 was the re-establishment of core operational clinical and support activity following the impact of the pandemic. Funding patterns which emerged during the COVID era (increased grants from the NHS, reduced income from fundraising events and charity retail) came to an end; abruptly in the case of state funding, and more gradually in the case of a return to pre-pandemic public giving and retail.

The effect of cost of living increases on both the cost of Hospice operations and the ability of St Wilfrid's supporters to donate and/or raise funds was also an influential feature of 2023/24. The Fundraising and Marketing Teams worked closely to highlight the importance of Gifts in Wills, aiming to increase legacy pledges and protect the future of this income stream. Positive results were seen towards the end of 2023/24 and have continued into 2024/25.

External Context

Population

The majority of the area served by St Wilfrid's is within the boundaries of NHS Sussex, the Integrated Care Board (ICB) for both East and West Sussex. A very small proportion of St Wilfrid's patients, service users, employees, volunteers, and supporters live in and around Emsworth, a ward of Havant Borough Council, just over the border into Hampshire, and covered by the Hampshire & Isle of Wight ICB.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

St Wilfrid's provides in-patient and community services to most, but not all, people in the areas served by Chichester District Council (CDC) and around half (the western half) of the people living in the area covered by Arun District Council (ADC). All end of life community services in the Midhurst area are provided by MacMillan.

Given the relatively small scale of the Hampshire influence on St Wilfrid's external context, and the lack of ward level data available from Hampshire County Council, the data and commentary below will focus on the populations of ADC and CDC. The 2021 census recorded ADC's population as 164,800, and CDC's as 124,100, giving a total of 288,900. This has increased from 263,300 in 2011.

The data set out below is extracted from West Sussex County Council Joint Strategic Needs Analysis publication 'Census 2021: Ethnicity, language and religion - Public Health Briefing August 2023', by Catherine Wells of the Public Health and Social Research Unit.

The demographic data St Wilfrid's holds about its employees, volunteers, patients / service users, and supporters is not complete. Although age information about employees and volunteers is available and accurate, not all other categories of data about those groups have been collected consistently about the current workforce. Volunteer data is more complete than employee data, but not entirely so. Demographic data collection about patients and service users is better, but not consistently complete.

These gaps in the data held by St Wilfrid's make comparison with the wider population unreliable. Improving the quality of demographic data is a key workstream for the Equality, Diversity & Inclusion (ED&I) Working Group.

Population - Age

By comparison with the national modal average, more people living in the ADC area are 65 years or over (28.4% compared with 18.3%), and the median average age is 49.6 years. In 2021 there were 505.5 people aged 65 or over for every 1000 people of working age.

The picture in the CDC area is very similar. 27.1% of the people living in the area are over 65 years of age, and the median average age is 49. The national median average age is 40.7 years.

These factors play a part not only in increasing levels of demand for Palliative and End of Life Care (PEoLC) services, but in sustaining in the long-term St Wilfrid's supply of employees, volunteers, and supporters.

Population - Deprivation

There are very few areas of material deprivation in the CDC area, but some notable deprivation-related challenges in parts of the ADC area, particularly around Bognor.

Indicator	ADC area	CDC area
Children under 16 living in low income households (2021)	4480 (17.2%)	2870 (14.3%)
People of working age on out of work benefits (2023)	2925	2060
People in receipt of Carers' Allowance (Aug 2022)	1748	1054
Households living in fuel poverty (2020)	6380	4840
Older people in receipt of income guarantee element of the Pension Credit	1945	1100
Households owed a duty under the Homelessness Reduction Act (21/22)	829	No data
Households in temporary accommodation (21/22)	151	No data

These factors play a part in the community's care needs, given the well-known connections between deprivation and higher incidence of co-morbidities and poor health outcomes. They also influence patterns

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

of behaviour and giving amongst supporters. Stock donations and the prices set in shops both reflect the relative deprivation around St Wilfrid's retail locations.

Population - Ethnicity, language, religion

In terms of ethnicity, language and religion, the population of the area served by St Wilfrid's, and from where the majority of employees, volunteers, and supporters are attracted, is not significantly diverse, but there are material variations.

Ethnic grouping	ADC area	CDC area
	%	%
Asian / Asian British	1.6	1.7
Black / Black British / Caribbean / African	0.5	0.6
Mixed / Multiple ethnic groups	1.5	1.7
Other ethnic groups	0.6	0.5
White	95.8	95.4
The White population is composed as follows		
White British	88.7	90.1
Other White	6.3	4.3
Gypsy / Irish Traveller	0.1	0.2
Irish	0.6	0.7
Roma	0.1	0.1

The members of the population in the ADC and CDC areas who describe themselves as other than white British tend to be younger. The age profile of St Wilfrid's employees, volunteers and patients / service users tends to be higher than the mean average age of the general population, and this is likely to be a factor in the ethnicity profile of those groups.

The most significant increase over the last ten years is in the 'Other White' group, principally as a result of immigration from Eastern Europe. Anecdotally (see comment above concerning the incomplete nature of demographic information) this is reflected, but not matched, in St Wilfrid's volunteers and service users, but more closely mirrored in retail customers, particularly in the Bognor area shops.

Main language spoken other than English	ADC area	CDC area
	%	%
Polish	2.17	0.76
Romanian	0.55	-
Lithuanian	0.48	-
Portuguese	0.39	-
Bulgarian	0.34	-
Russian	0.32	-

Eastern European languages are those most commonly spoken other than English in St Wilfrid's area, predominantly in the ADC area; there are few people who report their main language as anything other than English in the CDC area.

In some wards of the ADC area, particularly around Bogor, up to 9.9% of those who do not use English as their main language report that they do not speak English well or at all, and this may be a barrier to seeking care, employment, or volunteering opportunities from St Wilfrid's.

However, the clinical teams do not often experience language barriers to care delivery. They have access to a telephone interpretation service, printed vocabulary sheets, and pictograms if required. Amongst the volunteer workforce there are speakers of Spanish, French, German, Hungarian, Italian, and Portuguese, and a Polish speaker has just (June 2024) been appointed as a volunteer in the Family Support Team.

In both ADC and CDC only 2% of the population reports practising a religion other than Christianity.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

Religion stated by residents	ADC area	CDC area
	%	%
Christian	52.1	53.1
No religion	39.9	38.7
Muslim	0.7	0.6
Other	0.5	0.5
Buddhist	0.3	0.5
Hindu	0.2	0.3
Jewish	0.2	0.2
Sikh	0.0	0.0
No reply	6.0	6.2

These data reflect St Wilfrid's experience of working with patients and their loved ones, both as inpatients and in the community. The chaplaincy team reports that over the last ten years, its members have directly supported around three Jewish, three Muslim and several Buddhist families, as well as several patients who identify as Pagan.

It is often the case that patients, service users, and/or their families who describe themselves as "not practising" are happy for St Wilfrid's Chaplain to minister to them appropriately. On those occasions, the Chaplains are careful in their choice of language, to honour the beliefs held by the individuals in question.

For practising patients and service users, the patient or their family will usually have their own faith/spiritual leader with whom they make direct arrangements for support, or who they ask the Chaplains to contact.

For those who are not practising but want to see a leader from their own faith tradition, the Chaplaincy Team has contacts for Muslim, Buddhist, Hindu and Jewish leaders.

The Chaplains also offer, and in many cases provide, personalised spiritual support to those who identify as having 'no religion', generally through the course of gentle conversation, as and when appropriate.

Other hospices in the region

As outlined in more detail below, St Wilfrid's works closely with the other hospices in Sussex, and with other neighbouring organisations. The challenging financial climate affected many of our neighbours significantly, with plans for restructuring announced in the latter months of 2023/24 and early 2024/25. The Martlets Hospice in Brighton formally merged with St Barnabas Hospice in Worthing as a response to very significant deficits identified during 2023/24, and St Catherine's in Crawley and The Rowans in Portsmouth are both consulting on possible redundancies to address their own deficit positions reported for 2023/24.

These circumstances reflect the national picture for hospice finances. Hospice UK figures indicate that the 94 hospices which participated in its benchmarking exercise in 2023/24 collectively recorded a deficit of £23m, leading to an estimated deficit for the whole hospice sector (including national hospice organisations) of £50m.

ACHIEVEMENTS AND PERFORMANCE

Clinical services

Performance, quality and governance

St Wilfrid's clinical services continue to operate within changing health and social care structures, and an increasing emphasis on integration.

Many aspects of this challenging environment have a wide-ranging impact on St Wilfrid's clinical services, in particular:

- the increasing and changing demands of the people for whom St Wilfrid's cares
- changing local demographics, specifically a projected increase in the number of people who will need palliative and end of life care in the future

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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- existing unmet need for palliative and end of life care, exacerbated by inequality, inequity, and social exclusion
- developments in technology, and growing acceptance of the use of digital services to access and receive health care
- competition in the recruitment market for resources and skills.
- funding shortfalls and increasing costs

These drivers present both opportunities and challenges. It is widely acknowledged that hospices are operating in a period of continuous change, unprecedented uncertainty and complexity.

It is crucial that St Wilfrid's remains agile, adaptive and responsive, and keeps its long-term vision, which places the people of the communities it serves at the heart of all activities and plans.

Community services

Throughout this incredibly challenging year, St Wilfrid's Community Team has been committed to ensuring that patients are seen in a timely, person centred manner.

The Community Team provides a seven-day a week service, undertaking assessments and reviews, proactive care which includes advance care planning and symptom control, admission avoidance, rapid discharge home from hospital, personal care and an advice/ triage line for patients and other healthcare workers.

St Wilfrid's Consultants and Nurse Specialists also provide an on-call service in collaboration with other hospices for the End of Life Care Hub for Coastal West Sussex (ECHO). The ECHO ensures that all patients registered with the service across Coastal West Sussex can access specialist support 24 hours a day / seven days a week.

St Wilfrid's has a non-medical prescriber available each day. This ensures that it is easier and quicker for patients to get the medicines they need, increases patient choice in accessing medicines, and makes better use of the skills of the team.

During 2022/23 the ICB sought St Wilfrid's' assistance to help reduce the number of avoidable hospital admissions. Under the new arrangements (currently supported by Better Care Fund), the community multidisciplinary team identifies patients who can be supported and cared for at home, rather than in hospital. Key to this approach is timely access to medication, therapy input, and hands-on care by St Wilfrid's clinical teams.

This has also resulted in an additional income stream. During 2023/24 the team supported 601 patients to remain at home and avoid hospital admission.

G's Story

G was a 42-year-old man with multiple problems, increasing frailty and severe Learning Disability.

Following years of foster care, home for G was in supported living accommodation.

The St Wilfrid's Community Team became involved in his care when there was no curative treatment available for his cancer.

The people who cared for G were keen for him to remain in his home, supported by the people with whom he was familiar. Providing a comfortable end of life for G was a challenge due to his distress, pain and reduced understanding of what was happening.

However, the St Wilfrid's team worked very closely with the home staff team to enable them to support G during this difficult time. This included twice daily visits, teaching on how to give pain relief, and providing calming strategies.

St Wilfrid's provided support pre and post bereavement to the staff. The support influenced policy changes with Sussex Community NHS Trust around carers giving timely medication.

The outcome of this collaboration and adaptive response meant that G died peacefully in his home, with those he knew and loved.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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During 2023/24, workloads have been managed in a smarter way, and the team has focussed on improving the consistency of recording patients' preferred place of death, and, importantly, analysing achievement of this outcome. The figures in the table below demonstrate an increase in activity and the impact of St Wilfrid's in providing quality end of life care. These data are also shared with Sussex ICB in a quarterly return.

Table showing community activity 2023/4 in comparison with 2022/23

Activity	2023/24	2022/23
Patient referrals	1010	933
Preferred place of death achieved	76%	67%
Average number on caseload	343	323
Ave response time (in days) non-urgent	11	12
% of non-cancer patients	27%	23%
Hospice at home referrals	244	232

Whilst the average age of those referred to St Wilfrid's is 77 years, there has been an increase in younger patients aged 20- 40 years. St Wilfrid's also changed its Care Quality Commission (CQC) Statement of Purpose during 2023/24 to enable it to care for a mature 16-year-old who did not wish to access local children's hospice services. Whilst St Wilfrid's does not routinely support those under 18, it is committed to meeting patients' needs as far as possible.

The Community Team has introduced to the assessment process the 'Patient Dignity Question' (PDQ), a validated tool to improve person centred care. This is proving to be valuable in increasing team members' understanding of their patients' needs.

The dignity and care afforded my dad in the last few days of his life was exceptional. The ladies took the time to ensure we, the family, were included, cared about/for and offered support throughout. To enable us to have dad at home was what he wanted and, I have to admit, it was very scary for us but the help we had, the time they shared with us gave us the confidence to keep going. My dad's life came to an end at home, in a tranquil setting, and nothing could be better than that
From 'Iwantgreatcare' website

In July 2023 two Specialist Nurses were appointed for patients with respiratory and liver disease. They have been vital in supporting patients to manage their chronic conditions and are already demonstrating a positive impact in improving patient's quality of life. The impact of these two roles is reflected in the increase in non-cancer referrals shown above.

It was a pleasure working with someone with wide knowledge born of experience and to be treated with respect and patience. I know that I'm in safe hands
From 'Iwantgreatcare' website

In 2024/25 and beyond, the Community Team will focus on extending St Wilfrid's reach and integrating with the wider healthcare environment by looking at different models of care.

In-Patient Unit services

St Wilfrid's 14-bedded inpatient unit (IPU) caters for patients who need complex pain and symptom control, and end of life care.

The multidisciplinary team works together to:

- ensure patients with specialist palliative care needs can maximise their quality of living by providing pain and symptom control, psychosocial, emotional and spiritual support

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- facilitate a safe and timely patient discharge to home or transfer to an alternative place, as well as providing a supportive environment at the end of life.

The figures in the table below set out the impact of the work the IPU team has done to ensure care is timely and responsive.

Table showing ward activity for 2023/24 in comparison with 2022/23

Activity	2023/24	2022/23
Admissions to the ward	265	257
% admitted within 48 hours of referral	72%	65%
Number of people who died in the hospice	207	181
Occupied bed days	3,453	3,173
Average length of stay (days)	11-12	14

The clinical team on the ward has been actively involved in research, recruiting patients for a national research study (CHELsea II trial). The study is intended to assess whether giving patients in the last days of their life fluids via a drip ("clinically-assisted hydration") is effective at preventing development of delirium ("terminal agitation"). St Wilfrid's would like to thank patients and their loved ones for their consent to participating in this important national study.

In January 2024 St Wilfrid's changed pharmacy provider. The contract will enable the new provider to open up a new pharmacy in the Shopwyke area of Chichester, which will benefit not just St Wilfrid's and its patients, but other members of the local community. The Trustees would like to thank Kamson's Pharmacy for its commitment to ensuring that the new pharmacy service was delivered within very tight timescales.

Following a revamp of the 'Forget-me-not Room' in 2023/24, two 'Cooling Blankets' were purchased. These are small cooling units that gently circulate fluid through a cooling pad that can be placed on top of the body. This preserves the patient's appearance, condition and dignity, and enables provision of a higher level of bereavement care to families, without needing to cool the whole room.

Throughout the year, the IPU Team has generated opportunities for patients to have quality time with those most important to them, and create wonderful memories and moments. Over the year they have brought lambs, puppies and llamas into the IPU for patients, organised a visit to see Spitfire planes in flight, recorded video messages from favourite footballers, facilitated recreation of graduations, held birthday and wedding afternoon teas, and supervised visits from Tony the Pony and a Harley Davidson club.



"When you're feeling miserable and out of control and someone has gone out of their way to listen to you, you can't believe anyone could care enough"

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"It was so touching that someone could do that, it makes you emotional that someone can give you hope"



"I can't think of a nicer gift for Mum - probably one of the only experiences that could give her some brief respite"

St Wilfrid's Hospice Bosham are an outstanding example of the care a hospice can provide for their patients. My father had to stay for slightly over a month due to complications of cancer. All the Doctors, Nurses, HCAs and OTs were outstanding in what they did, and I have no hesitation in suggesting that my father's health was significantly improved by their support. Anyone considering admission to this facility for a loved one should have no hesitation in accepting their care and support.

From 'iwantgreatcare' website Nov 2023

In 2024/25 and beyond, the IPU Team will be focussing on gaining a better understanding of how St Wilfrid's can be more inclusive, specifically for people with sensory and hidden disabilities.

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Family Support Team (FST)

Effective use of resources is fundamental to enable services to deliver and sustain high quality care to patients and their loved ones. Identifying that the FST workload was increasing, and that the team is small by comparison with other Hospices, an establishment review was undertaken early in the year.

The review identified the need for:

- succession planning
- better utilization of available volunteer skills
- establishment of strong links with Chichester College and University
- establishment of a team lead post

Since the review there has been a significant increase in the number of hours per week of volunteer psychosocial support. The volunteers deliver various levels of psychosocial care, both within the Hospice and in people's home, in a number of ways, from telephone consultations, text messaging, video calls to face to face sessions.

There is no answer to the grief one feels on the death of a much-loved life partner, but knowing such a caring environment and loving people are there for us is such a comfort
From 'Iwantgreatcare' website

During the period 1 April 2023 to 31 March 2024, the FST received 317 internal referrals for one-to-one support. Team members made over 5,000 contacts with patients and their loved ones.

A recent audit of this period indicated that 90% of referrals had a therapeutic contact within four weeks of referral and 95% of referrals had a plan in place within six weeks.

Table showing the average days from referral to receiving care per month and the overall average for patient referrals.

Referral date		Average wait for care (days)
2023	April	11.9
	May	3.4
	June	10.9
	July	7.5
	August	5.9
	September	7.0
	October	5.8
	November	12.6
	December	11.5
2024	January	3.7
	February	9.5
	March	6.8
Average across the period		7.9

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Members of the team have also provided teaching and mentoring to the Selsey Robins project, a charity volunteer service providing emotional support to people in the Selsey area at the end of their life.

In 2024/25 and beyond the team will be focussing on the workforce review and training other clinicians in Cognitive Behavioural Therapy.

Rehabilitation & therapy services

Occupational Therapy and Physiotherapy play a key part in the continuing development of a rehabilitative approach to end-of-life care.

An experienced Occupational Therapist with an extensive background in frailty joined St Wilfrid's this year to lead the Rehabilitation and Therapy team. The team has not only provided care to patients on the ward and in the community, but has also started to utilise the Living Well Centre more fully, following its closure during the pandemic.

Support offered to patients and their loved ones throughout the year includes:

- Exercise programmes
- Art therapy
- Breathlessness programme
- Falls prevention programme
- Complementary therapy sessions provided by a team of highly skilled volunteers
- Carer support

I felt anxious about attending the breath easy course and meeting others with different problems, as I was very low. The course, the staff and the others were so supportive as they understood, thank you for the invite.
From 'iwantgreatcare' website

Each carer support day includes sessions on:

- Fatigue management
- Falls prevention and exercise
- Equipment and onward community referrals
- End of life care/recognising dying/advance care planning
- Anxiety management
- Nutrition, skincare, mouthcare.
- Financial and wellbeing support.

The events were supported by a Wellbeing Support Worker from Sussex Carers Support who has been able to provide additional services for carers, such as wellbeing grants. Future sessions will also include support for young carers.

I had a reflexology session this week which was absolutely amazing, I thoroughly enjoyed the experience and felt totally relaxed can't wait for next time
From 'iwantgreatcare' website

In 2024/25 and beyond the team will focus on better support and promotion of the wellbeing and independence of patients and their loved ones.

Medical Team

The Medical Team continues to support patient care across the community and inpatient unit services. The medical team provides 24/7 on-call cover to the In-Patient Unit as well as the ECHO hub.

There was a Consultant vacancy in the medical team for the majority of 2023/24, during which time safe services were maintained with the use of an agency providing remote palliative medicine consultant cover.

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The post was filled in January 2024 by the return to St Wilfrid's of a Consultant in palliative medicine after four years working elsewhere in the country. This specialist post was particularly challenging to fill and had been vacant for more than two years. The positive impact of the Consultant's arrival has been noted.

The developmental function of the medical team continued during 2023/24, with the first successful progression of a Clinical Fellow to a Specialty Doctor position. St Wilfrid's role as a GP training unit expanded during the year to include a community-based post which provides additional medical resource to the community team, as well as supporting the education of more GPs, many of whom will remain local when they complete their training.

St Wilfrid's has also supported a number of placements for doctors requesting experience, including those from Ukraine, who wish to work in the UK.

In 2024/25 and beyond the team will focus on patient outcome measures, and continued growth in audit and research activity.

Quality and Safety Team

With the appointment during 2023/24 of a Safety and Quality Lead, the Clinical Team has been able to set out a plan and focus for patient safety, and systems for monitoring the quality of patient care. The team has worked on the following objectives throughout 2023/24.

Patient safety

The Patient Safety Incident Response Framework (PSIRF) is the NHS recommended approach to responding to, and learning from, patient safety incidents. In the past year St Wilfrid's has undertaken the first steps in introducing and developing a plan that aligns with the NHS recommendations. This includes training a core group of staff to undertake investigations and support patients, their loved ones, and staff when incidents happen.

As part of PSIRF the Clinical Team has focussed on three main areas:

- falls on the In-Patient Unit
- medication errors
- pressure ulcers arising during a patient's time as an in-patient or under St Wilfrid's care at home.

In the event of incidents of the type described above, safety investigations are completed, and meaningful action plans developed and implemented. This has helped reduce the occurrence of incidents of these kinds. Examples of the actions initiated and embedded in 2023/24 include:

- Introduction of weekly 'Handover Headlines' that highlight learning from safety incidents for communication across teams
- Use of the 'Purpose T' pressure ulcer identification and review tool
- New falls risk assessment
- Closer working between the nursing and medical teams to reduce medication errors
- Review with the new pharmacy provider of key controlled drugs checks.

Incidents reported per 1000 bed days in 2023/24:

	Falls, slips & trips	New pressure ulcers	Medication incidents
St Wilfrid's Hospice	9.4	11.6	12.6
Average similar hospice	9.2	11.0	12

90% of these incidents caused low harm or no harm, indicating improved reporting, particularly for near miss incidents. Work is continuing to improve learning from such incidents, to reduce the likelihood of harm to patients, and implementing the PSIRF plan.

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Safe staffing

St Wilfrid's monitors staffing across all services and presents an annual report to the Clinical Services Committee. A significant amount of work has been completed to ensure that there is a safe and effective workforce in place.

The 'Establishment Genie' nursing workforce tool has demonstrated that the establishment does not have any significant shortfalls, but that margins are narrow. Consequently, any high levels of unplanned absence stretch the workforce. This is monitored, and mitigating action such as restricting admissions, bringing on bank or agency staff, or reducing beds, has been actioned as required during this reporting period. With an ageing workforce, there remains a high risk of occurrence of unplanned absence.

Establishment Genie does, however, demonstrate that although there appear to be slightly lower numbers of nursing staff per bed in comparison with other hospices, at St Wilfrid's there are comparatively high numbers of care hours available per patient, indicating that many 'non-nursing' tasks have been removed from direct nursing care responsibilities.

The reporting of safe staffing incidents (i.e., occasions when staffing and skill mix do not match need well) is low, and further work is under way to improve confidence in reporting such events, with clear escalation plans for when there is a concern.

Practice development

During 2023/24 the Clinical Development Nurse on the ward delivered a number of training sessions and improved and individualised the induction programme for new staff and students.

St Wilfrid's has also ensured that all relevant employees (ie, all clinical teams) have completed the first part of the national 'Oliver McGowen' training on recognising and meeting the needs of autistic people.

The process of supporting nurses to become practice assessors has been improved, strengthening links with Chichester University and its new School of Nursing. St Wilfrid's has continued to support students across all disciplines. Most students have reported positively that their communication skills have improved and that they have gained a lot from their placement in the specialist arena. A number of the nursing students who undertook a placement at St Wilfrid's subsequently expressed an interest in pursuing a career in Palliative and End of Life Care when qualified.

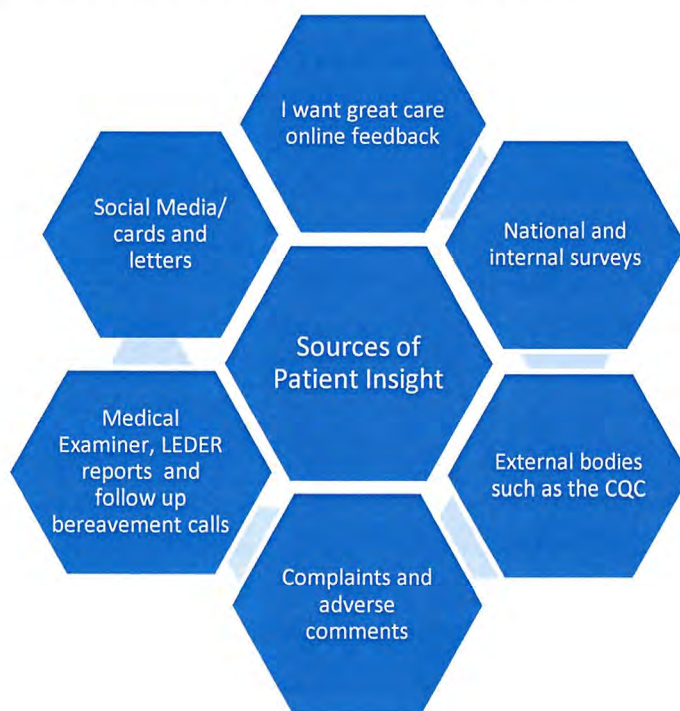
I was very limited in my exposure to palliative and end of life care and I had never considered a hospice is where I would potentially aspire to work when I graduate. I had no negative connotations towards hospices and initially didn't think I would enjoy it from my previous experiences of undignified death in hospitals. However, this placement has completely changed my outlook on EOL and palliative care and I have been able to see how death can be dignified, peaceful and respectful. I am hoping I will get the opportunity to go back here for my management placement, or once I qualify.

Mia, year 2 student nurse. April 2023

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Patient experience

St Wilfrid's gains insight into the patient experience in a number of ways.



Recently, people have been encouraged provide feedback via a website called 'iwantgreatcare'. Patients, families, friends and loved ones can post comments online via a QR code. Not all patients have digital access, so hard copy version of the feedback form are also made available. In 2023/24 all of St Wilfrid's ratings were five-star.

During 2023/24, St Wilfrid's received five complaints about clinical services. These all centred on observations about care given by other healthcare providers (for example GPs, or community NHS services). Seven adverse comments received, two of which related to discharge from the ward. The others were on varied subjects. Two concerns were received were about staff attitudes. All were responded to within the timelines expected and have been closed. St Wilfrid's continues to learn from these comments and observations.

In response to a request from other local care providers during 2023/24, St Wilfrid's set up, and continues to lead, the Learning Disabilities & Palliative Care Link Group - a forum for those caring for people with a learning disability. This group is proving to have a significant beneficial impact on the quality of end-of-life care provided to people with a learning disability. The forum also helps to improve St Wilfrid's own understanding of the needs people with a Learning Disability. St Wilfrid's has also contributed to the Sussex 'Learning from the lives and deaths of people with a learning disability' (LEDER) reports.

Care Quality Commission compliance

St Wilfrid's is registered with the Care Quality Commission (CQC) for the 'Treatment of Disease, Disorder or Injury'.

The CQC underwent a significant number of changes to its administration, management and approach during 23/24. St Wilfrid's has engaged with the CQC at every stage of consultation. Changes to St Wilfrid's care and other arrangements continue to be notified to the CQC, including the revision to the Statement of Purpose mentioned above to reflect that St Wilfrid's will care for young adults aged 16 and 17 in certain circumstances.

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Education service

The work of St Wilfrid's highly skilled and experienced Education Team has flourished over recent years and the team has been successful in delivering education and training to the local health and social care workforce across West Sussex and beyond.

However, the volume of work commissioned by the ICB, Health Education England, and West Sussex County Council has significantly reduced. This prompted a review of the service during 2023/24, and a focus on the introduction of non-commissioned, participant-funded courses, including Bereavement in the Workplace, Advanced Communication Skills for Clinicians, and other bespoke training for care homes.

St Wilfrid's continues to have a close working relationship with the University of Chichester's new School of Nursing and Physiotherapy, which has led to an increase in the number of student placements provided by St Wilfrid's. Facilitation of training for medical students from Brighton & Sussex Medical School (BSMS) and Southampton University Medical School continued during 2023/24, involving placements at the Hospice as well as formal teaching at BSMS by the Hospice Medical Team. During 2023/24 the clinical team also continued to support social worker and counsellor students from Chichester University and College, as well as paramedic students from across Sussex.

Equality, Diversity and Inclusion

As reported last year, the Trustees recognise that action is required to ensure that the organisation is truly inclusive, and that the services meet the needs of all parts of the community. The Equality, Diversity and Inclusion (ED&I) Steering Group was refreshed during 2023/24 to focus on delivering three revised organisational goals:

- Providing inclusive care and support to everyone in the community
- Educating to
 - embed the value of ED&I across the organisation
 - increase the diversity of St Wilfrid's teams
 - foster a culture of inclusion
- Ensuring that data driven decision making is at the heart of how ED&I goals are achieved

The Steering Group met quarterly during 2023/24, chaired by the Chief Executive. The multi-disciplinary membership is made up of two leads for each workstream goal.

During 2023/24 there was a specific focus on learning and hidden disabilities. Over 80% of employees in all departments have completed the Oliver McGowan training mentioned above, which focuses on this subject, and how to provide better care for those with learning and hidden disabilities, including autism. Engagement with external providers of care for people with profound learning disabilities in the forum described above has enabled the transformation of St Wilfrid's understanding of care requirements. As a result, referrals have risen, and clinicians are better equipped to ensure excellent quality of care.

St Wilfrid's produced a clinical poster about its care for a patient with learning disabilities for presentation at a national conference and has successfully influenced policy at ICB level to remove barriers to better quality care.

Internally, St Wilfrid's has provided education on learning and hidden disabilities through two focus weeks. More practically, advice has been sought and taken from employees and volunteers with learning and / or hidden disabilities. As a result, the recruitment process has been changed to make it more attractive and equitable for those who might need extra help or to have barriers removed. The accessibility of our training process for volunteer roles has also been reviewed.

St Wilfrid's achieved the Government's 'Disability Confident' status during 23/24.

"It's been really nice to see St Wilfrid's taking feedback from Autistic employees and volunteers, and actively making changes to not only improve accessibility in the workplace, but to make the recruitment process more accessible, too"

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Employee quote

Digital

St Wilfrid's has continued work on a number of digital projects to support its digital maturity development journey. Key amongst the projects implemented during 2023/24 have been supporting the development of the internal SharePoint intranet, 'the Hub', new electronic HR forms, a cloud-based backup system, an IT support ticketing system, and a new risk register data base.

In the summer of 2023 St Wilfrid's appointed a new Assistant IT Systems Engineer to the IT team. This has ensured a more robust onsite presence, provided additional support capacity, and created time in the team to focus on some of the projects identified above.

St Wilfrid's IT partnership with St Catherine's Hospice in Crawley continued during 2023/24. However, due to changes at St Catherine's Hospice this will end in the summer of 2024, when St Wilfrid's will extend the range of services commissioned from its current third-party IT support provider to ensure an effective range of cover is maintained.

Income generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the Hospice's role in the local community. Voluntary income is generated mainly through fundraising and St Wilfrid's retail functions.

Fundraising

The Fundraising Team manages a variety of income streams

- individual and in-memory donations
- grants from trusts and foundations
- events and community activity
- corporate partnerships
- appeals
- raffles
- gifts in wills

All of these activities are managed in-house. The only external fundraising activity for which St Wilfrid's pays is the lottery run by Local Hospice Lottery Ltd.

In 2023 an extensive new Gifts in Wills marketing and stewardship campaign was launched, in line with the new strategy. The associated actions included the appointment of a Gifts in Wills Manager to ensure effective stewarding of those who have pledged to leave St Wilfrid's a legacy.

St Wilfrid's flagship Moonlight Walk was moved back to spring in 2023, after a deferment to September in previous years, due to COVID restrictions. In 2023 over 600 walkers, who raised a total of £87,615, were welcomed to the event. A further £50,000 of matched funding was generously donated by the Peacock Trust. As always, the Moonlight Walk was an uplifting event, in which many participated in memory of a loved one. It was wonderful to see the streets of Chichester filled with hundreds of walkers in their bright orange event T-shirts and fancy dress.

The 2023 Christmas Tree Recycling project was the fifth of its kind, and over 1,504 trees were collected and recycled across the county, with an average associated gift of £15.61. The project brought in £26,412 against a target of £15,000. Trees were recycled for use as mulch on local farms; a positive action and a signal to demonstrate St Wilfrid's aims for sustainability.

In February 2024 a new project to mark the leap year was launched. 'Pay for a Day' called on supporters to help St Wilfrid's raise the £26,000 it cost to provide services free of charge for the extra day on 29 February, and indeed all other days. To incentivise this project, matched funding of £26,000 was secured from generous donors. Events and community activity took place throughout February to generate income and engagement.

Whilst the public target was £26,000, the matched funding meant that there was scope to raise £52,000. The

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final total achieved was £63,646, a wonderfully successful outcome. St Wilfrid's thanks everyone who supported the campaign.

Support from individuals donating to the Hospice in memory of loved ones, in response to direct marketing appeals or through committed monthly giving programmes, including the Lottery, is fundamental to achieving income growth. Throughout 2023/24, general donations and in-memory donations were very strong, exceeding the target by £84,000, a 11% increase over budget. This method of giving is very often a reflection of the excellent care provided by St Wilfrid's to its beneficiaries.

St Wilfrid's is grateful to all the Trusts and Foundations which supported it throughout the year. As mentioned above, the Peacock Trust played an important role in the Moonlight Walk event, and the Marguerite Foundation continued to provide vital income.

Community, events, and corporate fundraising outperformed their income targets by 18%, 8%, and 21% respectively. St Wilfrid's has been very pleased to be able to engage with companies again; two new community and corporate fundraisers have been recruited, and relationships in this area will continue to be built. St Wilfrid's is very grateful to all the companies which supported the hospice throughout the year, and everyone in the community who helped raise funds during 23/24.

Through the Fundraising Team, St Wilfrid's will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maximise retention, with the aim of increasing income in future years.

As always, throughout 2023/24 all volunteers who participated in fundraising events and activities were given comprehensive training and safety briefings. These were conducted in person or on-line, and reinforced in written form. Identity checks were conducted on all new volunteers, and they were provided with clear terms and conditions for all activities.

Throughout the year, the Events and Community Fundraising Team also supported fundraising activities carried out by others, in aid of St Wilfrid's, whenever their assistance or advice were sought. Team members offer advice intended to help ensure legally compliant fundraising, and manage potential risks to St Wilfrid's reputation.

St Wilfrid's is registered with the Fundraising Regulator. This means the Fundraising Code of Practice is followed and high standards of fundraising are maintained at all times. St Wilfrid's fundraising practices continue to follow industry standards and are compliant with all fundraising standards. Any complaints about fundraising are monitored by St Wilfrid's Voluntary Income Generation Committee – there were none during 2023/24. The Hospice's Fundraising Promise is published on the website, and the public are encouraged to provide feedback, which is used to improve St Wilfrid's fundraising activities and maintain its reputation. During 2023/24 one request to remove someone from the fundraising database was logged with the Fundraising Preference Service. Investigation showed that this person was not on St Wilfrid's database.

St Wilfrid's strives to ensure that all supporters have a great experience and that everyone, including specifically vulnerable people, are treated fairly. If cause for concern is identified, the matter is investigated as a matter of urgency, however no such issues were raised during 2023/24. All members of the Income Generation team, including all fundraisers and retail managers, have participated in safeguarding awareness and training.

Retail

2023/24 was a year of strong income generation from St Wilfrid's retail operation, driven by the Retail Team's dedication and hard work. Income was helped by the overall trend in customer behaviour across the United Kingdom meaning that more people, especially younger consumers, actively sought to buy second hand goods. This was driven by an appreciation of both affordability and sustainability. St Wilfrid's shops appealed to consumers who wish to shop locally, and to support a local cause. Items that cannot be sold are recycled, and in 2023/24 over 98 tonnes of goods were recycled and diverted from landfill.

As a result, the overall annual income generated in 2023/24 from St Wilfrid's retail operation was the strongest for the third year running. This income was above the budget anticipated for the year, and

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demonstrates the continuing post pandemic retail recovery, despite economic uncertainty affecting the cost of living for customers, and the increased costs of running the retail operation.

Sales were achieved through attracting customers. There were 324,905 transactions in shops and 7,831 eCommerce transactions during the year. These sales were only possible due to the high volumes of items donated to St Wilfrid's. The Trustees are extremely grateful for the support St Wilfrid's received through 2023/24, and continues to receive, from customers and donors in all local communities.

Whilst St Wilfrid's did not expand its retail property portfolio during 2023/24, a number of existing leases were renewed, and there was positive growth in key locations, most notably East Street, the flagship shop, and the Retro/Vintage shop, both located in Chichester city centre. There was also good growth at the Chalcroft shop in Bognor, the Chidham shop, which is 'local' to St Wilfrid's hospice building in Bosham, and at the Selsey shop where the second unit became embedded in the operation. The e-commerce operation, essential to the retail operation, also thrived during 2023/24, and investment in further listing capacity is planned for the new financial year.

The retail units were resourced by approximately 50 staff (mostly working part time). During 2023/24, a Head of Retail was hired, and the management structure was reorganised to be fit for the future. Over 300 volunteers supported the retail operation during the course of the year accounting for 46% of the total hours needed to operate the shops. This contribution was invaluable to the successful operation of the retail function. On joining St Wilfrid's, both staff and volunteers complete an induction and ongoing training. This training covers retail gift aid, in order that St Wilfrid's complies with His Majesty's Revenue & Customs (HMRC) standards. Training on St Wilfrid's mission and values is also provided to volunteers in order that the whole retail team can represent St Wilfrid's in the local community.

Marketing and communications

The Marketing and Communications Team delivered a number of significant achievements during 2023/24, including the launch of successful Christmas and summer appeals in collaboration with the Fundraising Team, and production of content-packed seasonal newsletters in spring and autumn, portraying care in action, sharing supporter stories, and explaining how the community can get involved at St Wilfrid's.

During the year, the team built successfully on key social media channels, and added TikTok to the existing portfolio. A pipeline of case studies was developed, supported by photo and video content to build awareness of St Wilfrid's services. Online tools including a virtual visit to the hospice building were added to the website. The social media content has been focussed more effectively on St Wilfrid's care, including the 'myth busting about hospices' and 'what death has taught me' campaigns which were received well by audiences who regard St Wilfrid's as an expert, reassuring, honest voice in the community on death and dying.

The team continued to strengthen its organisation-wide remit, owning all internal and external communications for voluntary income generation (retail and fundraising), clinical teams, and non-clinical teams such as HR. The successful launch of the internal SharePoint Intranet 'The Hub' early in 2024 was a highlight, and is much appreciated by St Wilfrid's professionally and physically dispersed workforce.

The small team of three had a change this year, with the recruitment of a new Head of Marketing and Communications who has reinvigorated the Marketing and Communications strategy, and brought innovations and automation such as Dot Digital to email marketing.

Employees

St Wilfrid's invested in setting up a People Directorate to oversee the Voluntary Services function and to modernise the HR function in 2022.

During 2023/24 all key performance indicators for St Wilfrid's people improved. Turnover fell drastically from pre-2022 levels to around 10%. Time lost to sickness absence also decreased and sat below 5% in March 2024.

There was further investment in the HR Team to create a business partnering model to support line

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managers across the organisation. This focus allowed St Wilfrid's to recruit, retain and develop its people in a sustainable and differentiated way. St Wilfrid's goal is to become a local employer of choice and an organisation that employees describe as a great place to work.

There was a focus on financial wellbeing during 2023/24, supplemented by support for St Wilfrid's people through provision of extra personal finance education and financial planning for retirement. A volunteer Independent Financial Advisor was also recruited during 2023/24 to provide education on good money management and budgeting. Work was undertaken throughout 2023 to develop a holistic wellbeing strategy, to be launched in the 2024/25 financial year.

After a COVID related hiatus, an Employee Forum was re-launched in 2023/24, and continues to be attended by a diverse set of people in order to ensure that the employee voice is heard at senior manager level. This group was established, and continues, to be used for informal consultation and shaping initiatives, as providing a way for employees to raise their ideas for consideration.

A large-scale benefits survey was completed during the year to ascertain satisfaction with the reward and benefits package offered to employees, and to understand more about both what additional benefits are important to our people, and what they might be willing to swap in the future to achieve a more attractive package. This data will be used in 2024/25 year for planning proposals.

There was more activity than ever on development opportunities during 2023/24. All retail managers attended specific training on the management of volunteers, and all line managers undertook a full day 'Fundamentals of Line Management' training to ensure a consistent level of expertise and support for St Wilfrid's people. Four managers participated in the Sussex Hospice Collaborative 'Thrive' programme to develop their leadership skills. The HR Team took over the management of the Training Tracker system during 2023/24, and this has helped to improve oversight of completion of mandatory training.

Volunteers

The Trustees express their heartfelt thanks to all volunteers who supported St Wilfrid's during 2023/24. Volunteers generously offered their expertise, skills and time to support St Wilfrid's through a variety of opportunities, which are listed in the table below.

Retail Assistants	E-Commerce Researchers	Administrators
Warehouse Assistants	E-Commerce Listers	Event Assistants
Quality-control assistants	E-commerce Photographers	Drivers
Ward Assistants – Refreshments	Parcel Packers	Retail Driver's Mate
Stock Garment Picker	Occasional Wear & Wedding Co-ordinators	Gardeners
Ward Assistants – Refreshments	Ward Assistants – Clinical support	Hairdressers
Ward Meet & Greet	Living Well Centre Rehab Support	Art Volunteers
Community Support Team	Community Support Triage	Complementary Therapists
Counsellors	Bereavement Support	Walk & Talk Guides
Bereavement Support Safe Haven	Calligraphers	Hospitality -Coffee Shop

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Pets as Therapy Assistants – human and canine	Fundraising Supporter Groups	Friendship Group Secretary
Project Management Advisor	Data Analyst Support	Good Money Management Advisor

Development of new roles has continued throughout 2023/24, including the introduction of Garment Stock Pickers to help select items to be distributed from the main donation centre to the traditional charity shops, and the set up and weekend opening of an occasion/wedding wear section at Terminus Road. The Voluntary Services Team also collaborated with the Clinical Team on the IPU to develop training to enhance the Ward Assistant role, enabling volunteers to help the Nursing Team with feeding patients, preparing patient rooms for new admission, sitting with patients at the end of their life, and offering hand massage.

The annual mandatory update training for all volunteers was successful, with new training methods implemented in retail to assist completion. In 2023/24, 100% of hospice-based volunteers, and 95% of retail-based volunteers completed this training.

With induction training now being carried out within departments or through e-learning, during 2023/24 the Volunteer Induction Day was reviewed to focus on welcoming new volunteers to the team, sharing future plans for St Wilfrid's, strengthening understanding of St Wilfrid's services, and highlighting the impact that volunteers make.

A tour around the hospice is now also offered to those volunteers who support St Wilfrid's in roles not located at the hospice itself.

The Volunteer Induction Day content now covers:

- St Wilfrid's hospice and future goals
- The hospice movement – how it started
- Vision, mission and values
- What about the future – strategy and goals
- Everyone Matters: ED&I
- What makes St Wilfrid's special – going the extra mile
- Clinical services
- Income Generation
- Retail & fundraising
- Understanding the impact of volunteers
- Being a volunteer at St Wilfrid's
- Speaking up & raising concerns
- Safeguarding
- Confidentiality
- Volunteering safely – health & wellbeing
- Boundaries
- Communication
- Support & recognition

The Trustees join new volunteers during their induction day to welcome them to the team and thank them for choosing St Wilfrid's. Since the new content was introduced in 2023/24 feedback has been positive, with attendees often sharing how much they have learnt about the hospice, and that they feel welcomed and part of the hospice team.

Feedback from the volunteer workforce continues to be very positive, with 100% of those who completed the volunteer annual survey in 2023 confirming they would recommend volunteering at St Wilfrid's to others.

The Voluntary Services Team continued to work in partnership with local organisations to welcome a diverse volunteer workforce to St Wilfrid's. In 2023/24 these partner organisations included The Sanctuary in Chichester which supports asylum seekers and refugees, and the Apuldram Centre which supports people with learning disabilities, and the Aldingbourne Trust which supports people with learning disabilities or autism. St Wilfrid's continued to welcome young people to carry out their work experience placements,

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including for the Duke of Edinburgh's Awards scheme, alongside other volunteers.

Sanctuary Placements	6	Work Experience (school)	5
The Apuldram Centre	6	Work Placements (College/Uni)	3
ThinkOut Community	5	Duke of Edinburgh	33
The Aldingbourne Trust	1		

At the end of March 2024, there were 542 active volunteers across the organisation, along with a further 39 potential volunteers currently inactive who hope to return following an agreed period of absence due to poor health, bereavement, work commitments etc. As a whole, the volunteer workforce donated around 58,000 hours over 2023/24, on average 1,120 hours a week, supporting all teams. The hours donated by retail volunteers equated to 45% of the overall hours worked in retail.

Some indicative comments from the Volunteer Satisfaction Survey:

- *I feel as though I am making a useful contribution and helping people less fortunate than me (Patient Driver)*
- *As a volunteer at St Wilfrid's, I feel valued and appreciated. Time and effort are given to training, understanding my role and asking how I feel about my experience as a volunteer (Ward & LWC)*
- *Warm welcome when I am on duty, friendly and cheerful environment. I am left to get on with my work and I like and appreciate the autonomy (Gardener)*

Once again, during 2023/24 the whole Volunteer Team has proven that it is indispensable to St Wilfrid's, and the Trustees would like to thank all volunteers for their dedication and support.

Embedding St Wilfrid's values

During 2023/24 work has continued, via the People Strategy, to further embed the five values of Compassion, Excellence, Responsibility, Integrity & Collaboration throughout the organisation.

Some examples include

- ensuring that the Values and how they come to life are threaded through new appointment, induction and engagement sessions for new starters
- creating the Foundations for Line Managers programme, focussed on showcasing the values absolutely at the heart of management responsibilities
- introducing a 360-degree assessment of behaviour against the Values element to the annual performance review process for SMT members.

FUTURE PLANS

St Wilfrid's five-year strategy came to an end in March 2024, and preparation of the next strategy was a significant focus for the SMT and Board during 2023/24. The new strategy was presented to the Board and approved on 1st March 2024, to cover the years 2024/25 – 2026/2027.

The Trustees re-adopted the objectives and goals of the 2019 – 2024 strategy (as set out on page 4), with the addition of a further objective under the goal 'Ensuring long term sustainability': reducing reliance on reserves for operational activity.

This new objective reflects the Trustees' commitment to addressing the deficit position which prevailed at the end of 2023/24.

Sub-strategies and priorities which support delivery of the corporate strategic goals and objectives have been developed and agreed, and their implementation is monitored by the Board's committees. The Board of Trustees receives a quarterly update on delivery of the actions designed to achieve the objectives and goals, and a strategic risk register which includes details of the plans in place to mitigate the risks to delivery of the strategy. Summaries of those sub-strategies and priorities are set out in relevant sections throughout the report.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

St Wilfrid's was incorporated on 18th May 1981. It is controlled by its Memorandum and Articles of Association (amended 21st October 2009 and 27th September 2023). St Wilfrid's is a company limited by guarantee, as defined by the Companies Act 2006, registered in England and Wales (Company number 01562110) and a charity registered with the Charity Commission of England and Wales (Charity number 281963).

Members, appointment, and members' liability

The members of the charitable company are its directors and four named Founders.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

New members are approved by the Directors of the company.

Organisational structure and how decisions are made

St Wilfrid's is governed by the Board of Trustees, which met formally four times in 23/24, with the Senior Management Team (SMT) in attendance for the majority of each meetings, and once without the SMT members (before one of the formal Board meetings) . The Board meetings are informed by the work of the five Committees, each of which has Terms of Reference ratified by the Board.

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

The Committees of the Board are:

- Clinical Services
- Finance (including Investments)
- Resources
- Board Development (including SMT Remuneration)
- Voluntary Income Generation

There is a Scheme of Delegation and a Financial Scheme of Delegation in place which specify those decisions reserved to the Board of Trustees, and those delegated to individuals (for example the Chair / Committee Chairs / the Chief Executive / the Director of Finance).

The Board of Trustees also met informally for development days, with the SMT, twice.

Remuneration of key management personnel

The salaries of members of the Senior Management Team (SMT) are reviewed by the Board Development Committee, which makes recommendations to the Board. The salary of the Medical Director is broadly in line with Consultant pay scales operated in the NHS.

As reported last year, members of the SMT are included in the pay structure used for all staff (except the medical team). The advice of an external Pay and Reward Consultant is sought as required to help avoid conflicts of interest regarding recommendations. This approach takes account of NHS pay ranges for the evaluated band, provides contribution-based pay steps within the band, and aims for the market median (if not achievable now, then as a future ambition).

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Recruitment and appointment of Trustees

The Board identifies Trustee vacancies based upon information from the Trustee skills audit, Committee membership, and Trustee succession planning. Recruitment to the Board of Trustees follows an agreed process of advertising and selection. Until the Annual General Meeting on 27 September 2023 when the Memorandum and Articles of Association were changed, all Trustees appointed since 2009 served a maximum of nine years.

The amendment to the Memorandum and Articles of Association allowed Trustees to serve a total of ten years. Those already in post at that date have been offered a choice of retirement at the end of their ninth year on the Board, or at the end of the new ten-year period of trusteeship.

Three new Trustees were appointed during the year – Karla Greenberg and Jim Martyn on 19 April 2023, and Alastair Bateman on 24 May 2023. Jim Dicks retired at the end of his term of office in September 2023.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted Committee members is followed, including sessions with key members of staff across the organisation so Trustees understand how St Wilfrid's works and the context in which it operates. This is supported by a pack of relevant information, ongoing internal and external training and, if required, mentoring over the first year by an established Trustee. Trustees attended a range of training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. The Trustee training and development plan is updated annually, and a record of training attended is maintained.

Group Structure

St Wilfrid's has two wholly owned subsidiaries:

- St Wilfrid's Hospice Trading Limited, a registered company in England and Wales (registered company number 02105189). The company is principally engaged in the delivery of charity shop furniture and the retail sale of cards, gifts and accessories.
- St Wilfrid's Hospice (South Coast) Projects Limited, a company registered in England and Wales (registered number 09253834). The company was principally engaged in the design and build of a new hospice, which was completed in 2019. There was no activity by the company in 2023/24 and the company was dissolved in June 2024.

Relationships with wider interests and related parties

Throughout 2023/24 St Wilfrid's continued to engage with the national and regional work of Hospice UK, a membership body for voluntary hospices. The support provided by Hospice UK includes education and training, formal and informal networking, a resource library, benchmarking information, and best practice guidance.

St Wilfrid's also continued its commitment to close working with the other hospices serving people in Sussex. The priorities of 'The Sussex Hospices Collaborative' changed over the year, in part influenced by proposals to create an 'Alliance' to promote closer working with the ICB and NHS.

By the end of 2023/24, the Collaborative's principal workstreams were:

- Engagement with the NHS
 - Led by the Chief Executive Officers (CEOs) of St Wilfrid's Hospice (Eastbourne) and St Barnabas Hospice (Worthing), this work is intended to help ensure consistency in the availability, quality, definition, commissioning, and funding of services offered to the ICB across the whole of Sussex.
- Data
 - The CEO of St Peter & St James Hospice (Chailey) is leading on this project to develop a common architecture for the clinical information system used across all Sussex Hospices,

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and a common data set. This will help to support not only improved engagement with the NHS, but also benchmarking, quality improvement, and efficiencies. The work is supported by a post funded by the ICB, the holder of which will work in partnership with representatives from each of the Sussex Hospices.

- Workforce
 - The 'Thrive' leadership development programme introduced as a result of this workstream continues to deliver welcome results for all participants, to the benefit of the hospices. Further projects during 23/24 have been the collation of data and other material relating to the recruitment and deployment of volunteers. The CEO of St Michael's Hospice (Hastings) leads on this project.

St Wilfrid's has a direct arrangement with St Catherine's Hospice in Crawley for the provision of IT services and support. The arrangement brought benefit to both hospices during 2023/24, but came to an end early in 2024/25 as a result of restructuring at St Catherine's. St Wilfrid's is making alternative commercial arrangements to ensure effective service provision.

Risk Management

The SMT and each of the Board's Committees review the risks allocated to them at every meeting, and provide feedback to the Board concerning their management. In this manner, the Trustees maintain oversight of the strategic and operational risks faced by St Wilfrid's, and can pursue assurance that the risks are being managed effectively. During the year, St Wilfrid's reviewed the allocation of risk oversight across the committees to ensure that risk management remained responsive and effective.

During 2023/24, the principal strategic risks (scored 9 or above after control measures) were judged to be:

Strategic Risks	Mitigation
Risk of failure to deliver all/any strategic objectives due to insufficient resourcing of key functions	<ul style="list-style-type: none"> • Oversight of objective delivery through use of the scorecard and updates to SMT and relevant committees
Risk of failure to deliver all or any of the strategic objectives as a result of external influences affecting fundraising ability negatively	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving actions/development of new income streams to be taken. • Quarterly review by Chair of VIG Committee.
Risk of failure to deliver all /any strategic objective as a result of failure to secure legacy income necessary to fund budget	<ul style="list-style-type: none"> • Monthly reporting of legacy income to Finance & Audit Committee
Risk of failure to deliver all / any strategic objectives as a result of insufficient funding from the NHS	<ul style="list-style-type: none"> • Regular monitoring of income • Dedication of resource to pursue applications for Continuing Health Care (CHC) funding • Engagement with ICB re: grant • Participation in development of Sussex-wide Alliance with the ICB • Identification and development of potential NHS-income generating services
Risk of failure to deliver all /any strategic objective as a result of failure to secure retail income necessary to fund budget	<ul style="list-style-type: none"> • Monthly financial performance review and forecast process, allowing time for mitigating cost saving/income generation actions to be taken. • Quarterly review by Chair of VIG Committee

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FINANCIAL REVIEW

OVERALL

Financially, a number of trends which began in 2022/23 continued in 2023/24, reflecting international political and economic uncertainty, and reducing, but still high, inflation.

This overall environment has created significant financial challenges for hospices. Costs continued to grow as hospices endeavoured to ensure they offered competitive salaries and met their obligations. Income streams increased only very slightly, and in some cases decreased.

At the end of 2023/24 the hospice sector as a whole is expecting to report an overall deficit for the first time in its history. This is in stark contrast with the significant surplus reported across the sector in 2022/23. 2023/24 saw a number of hospices merge or announce cost reductions and redundancies.

In this environment, the Trustees set an overall deficit budget, including depreciation, of £1.154m, to ensure that services could continue with minimum disruption. They noted, however, that although St Wilfrid's reserves could support this deficit, the position was not tenable in the mid to long term.

The actual outcome for 2023/24 was a deficit of £943k, which was considerably better than expected.

This was despite the fact that legacy income, always a volatile source, was considerably lower than the previous year, and its expected budget. Fundraising and retail income were, however, both higher than expected.

Costs were kept under strict control and although they again increased from 2022/23, they were kept below budget.

These events are reflected in the financial results for the year which show a deficit of £943k (2022/23: £303k surplus).

Key information for the group is summarised in the table below: -

	2023-24	2022-23
TOTAL Income	8,391,633	8,872,073
TOTAL Expenditure	9,334,223	8,567,694
Net surplus for the year (before investment gains/(losses))	(942,590)	304,379
Realised & unrealised gains/(losses) on investments & property	(519)	(1,231)
Net movement in funds	(943,109)	303,148
Balance Sheet		
Restricted Funds	29,042	34,361
Funds represented by Fixed Assets	13,788,426	14,153,578
Other Designated Funds	475,000	575,000
Total Designated Funds	14,263,426	14,728,578
General Funds	8,393,885	8,866,523
Total Funds	22,686,353	23,629,462

INCOME

Overall, St Wilfrid's income decreased from £8.9m to nearly £8.4m (decrease of just under £500k).

There was a reduction in the number and value of legacies, with income for the year at £1.92m (2023: £2.64m), a decrease of £722k (27%) from 2023.

Although a significant decrease from last year, this is not considered a trend and the Trustees continue to recognise that legacy income can be volatile, as reflected in the Reserves Policy (see Reserves on following

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pages). The Trustees monitored the number and value of legacies received regularly throughout 2023/24, and continue to do so.

Overall donations decreased by £27k during 2023/24, for a number of reasons. Donations and committed giving decreased by £59k from last year, but Fundraising income increased by £105k. After a number of years during which St Wilfrid's received free Personal Protective Equipment from the state, this source of income ended, and none was received in 2023/24 (2022/23: £49k).

Charitable Activities income decreased by £37k. This was due to decreases in NHS funding of nearly £21k (1.3%) associated with the ending of NHS 'Winter bed pressures' initiatives, and reduced medical insurance income at £20k (2023: £62k). Medical Insurance receipts is a volatile income source.

Other Trading Activities income increased by over £172k (6%). This is due almost entirely to retail sales which increased by £174k (7%). Income from Supporter Groups, Raffles and the lottery decreased by £1.4k.

Investment income increased from nearly £82k to £216k, a £134k increase (163%). St Wilfrid's is currently holding most of its reserves as cash until the Trustees believe it is the correct time to purchase investments. As interest rates remained relatively high over the year, St Wilfrid's has managed its funds carefully, resulting in receipt of higher levels of interest.

EXPENDITURE

Overall expenditure increased by just over £766k (9%).

The single most significant rise was in costs related to employee pay which increased by £776k (13.6%). St Wilfrid's increased employee pay scales in April 2023 and October 2023 to ensure that it met the new National Minimum Wage and remained attractive as an employer.

Non-salaried costs were well managed, and remained unchanged from 2022/23.

SUMMARY

The deficit for the year before investment gains and losses was £942,590 (2023: £304,379 surplus). During the year St Wilfrid's made an unrealised loss on investments of £519 (2022/23 – £1,231). Overall, there was a decrease in investments of £519.

As mentioned in previous reports, St Wilfrid's does not receive sufficient ongoing NHS funding to support the needs of the organisation on an annual basis. The Trustees have reluctantly agreed a reduced deficit budget for 2024/25 of £1.029m. This is only possible in the short term because of the impact of a few years of healthy surplus. St Wilfrid's is working to bring the annual revenue budget deficit to zero. The commitment to reducing the deficit is underpinned by the introduction of a new strategic objective for 2024 – 2027: reducing reliance on reserves to fund operational activity.

RESERVES

The Trustees review the Reserves Policy annually and have updated its provisions in light of St Wilfrid's current circumstances, with particular reference to the economic situation. Total reserves at 31 March 2024 were £22.686m (2023: £23.629m).

Designated funds - £14.26m

Fixed Asset Fund New Hospice £13.62m (2023: £13.93m)	At 31 March 2024, the Hospice land and buildings had a net book value of £13.62m. In line with the Reserves Policy, the Trustees have designated these funds.
Fixed Asset Fund Other Assets £0.17m (2023: £0.22m)	At 31 March 2024 the other fixed assets had a net book value of £173k. In line with the Reserves Policy, the Trustees have designated these funds.

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<p>Capital Maintenance Fund £100k (2023: £200k)</p>	<p>In July 2019 St Wilfrid's moved into a new purpose-built Hospice building. The Trustees are aware that they need maintain a designated fund to cover larger capital maintenance costs.</p>
<p>Moonlight Walk Match Pot £50,000</p>	<p>The Trustees agreed to set up a new designated fund called Moonlight Walk Match Pot. This fund holds funds received in 2023/24 but which will be released in to reserves in 24/25 to match the funds raised during the Moonlight Walk.</p>
<p>Project funds £325,000</p>	<p>The Trustees agreed to hold designated funds totaling £325k for the following projects, due for implementation over the course of the next strategy period (2024/25 – 2026/27):</p> <p>E, D & I Project £5,000 to enable implementation of specific Equality, Diversity, and Inclusion objectives.</p> <p>Frailty Project £50,000 to enable assessment of options to support frail people more effectively.</p> <p>Extending our Reach Project £70,000 to assist in providing care to patients with long term conditions, extending St Wilfrid's's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.</p> <p>Income Generating Projects £80,000 to enable seed funding for income generating projects.</p> <p>Data Information Project £50,000 to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.</p> <p>Sussex Hospices Alliance Project £50,000 to contribute to the overall alliance project.</p> <p>Telephony Project £20,000 to enable the telephony system to move to a software option.</p>

Unrestricted General Funds

St Wilfrid's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the charity's long-term financial viability. St Wilfrid's is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure, plus any unforeseen expenditure, over a period of two years.

Part of these reserves, the Operational Reserve, was increased from £818k to £870k in 2023/24. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

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The level of free reserves, including Operational Reserve, at 31 March 2024 was £8.394m (2023: £8.866m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for free reserves as an Operational Reserve of £870k, plus a financial sustainability reserve of £5.826m, totaling £6.69m.

The Trustees recognise that the level of reserves at the year-end is £1.7m above the target level required by the Policy. The Trustees consider this is reasonable in the light of a deficit budget for 2024/25, the current budgetary forecasts for future years, and the general economic outlook. In reaching this view, the Trustees also note the significant reliance of St Wilfrid's charitable beneficiaries on the palliative and end of life care services provided by the hospice. Reduction of this vital support would cause detriment to the community, at odds with St Wilfrid's values and its charitable objects.

Restricted Funds

At 31 March 2024, the Charity held £29k of funds restricted by donors for specific purposes. Further detail is given in note 21a to the accounts.

INVESTMENTS

The revaluation of investments as at 31 March 2024 resulted in an un-realised loss of £519. At 31 March 2024 investments were valued at £2,345 compared to £2,863 at March 2023.

The remaining investments were monitored by the Finance & Audit Committee during the year.

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios which model a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in St Wilfrid's ability to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of St Wilfrid's Hospice (South Coast) Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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In so far as the Board of Trustees is aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees on 05/09/2024 and signed on behalf of the board by:



**Mrs S Jerram
Chair of Trustees**



**Mr J J Martyn
Treasurer**

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INDEPENDENT AUDITOR'S REPORT
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Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024

- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 30 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024**

financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

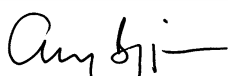
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically Non-NHS grant income and legacy income) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income streams noted above, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 19 September 2024

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,381,064	116,947	1,498,011	1,525,684
Legacies	3	1,919,280	-	1,919,280	2,640,913
		3,300,344	116,947	3,417,291	4,166,597
Charitable Activities					
Charitable Activities	4	1,708,270	-	1,708,270	1,745,787
Other Trading Activities	5	3,047,967	1,847	3,049,814	2,877,573
Investments	6	216,258	-	216,258	82,116
Total Income		8,272,839	118,794	8,391,633	8,872,073
EXPENDITURE ON:					
Raising Funds					
Raising Funds	7, 8 & 9	3,161,768	3,280	3,165,048	2,973,506
Charitable Activities					
Inpatient Unit	7, 8 & 9	3,537,649	11,199	3,548,848	3,305,084
Community Services	7, 8 & 9	2,088,729	83,034	2,171,763	1,778,000
Living Well Services	7, 8 & 9	222,916	16,420	239,336	278,003
Education and Training	7, 8 & 9	209,228	-	209,288	233,101
Total Costs of Charitable Activities		6,058,522	110,653	6,169,175	5,594,188
Total Expenditure		9,220,290	113,933	9,334,223	8,567,694
Net income from operational activities for the year		(947,451)	4,861	(942,590)	304,379
Net (losses) on investments	15	(519)	-	(519)	(1,231)
NET (EXPENDITURE) / INCOME		(947,970)	4,861	(943,109)	303,148
Transfers between funds	21	10,180	(10,180)	-	-
NET MOVEMENT IN FUNDS		(937,790)	(5,319)	(943,109)	303,148
RECONCILIATION OF FUNDS					
Total funds brought forward	21	23,595,101	34,361	23,629,462	23,326,314
TOTAL FUNDS CARRIED FORWARD	21	22,657,311	29,042	22,686,353	23,629,462

The statement of financial activities includes all gains and losses in the year. All income and expenditure derived from continuing activities.

The notes on pages 38 to 57 form part of these financial statements.

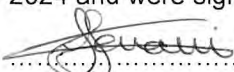
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2024

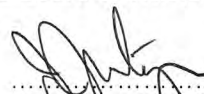
Company number: 01562110

	Notes	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed Assets					
Tangible fixed assets	14	13,788,426	14,153,578	13,788,426	14,153,578
Investments	15	2,345	2,863	2,347	2,866
		<u>13,790,771</u>	<u>14,156,441</u>	<u>13,790,773</u>	<u>14,156,444</u>
Current Assets					
Stock	17	1,021	1,350	-	-
Debtors	18	3,142,384	2,474,264	3,142,384	2,480,976
Cash at bank and in hand		6,595,407	7,805,265	6,539,290	7,755,908
		<u>9,738,812</u>	<u>10,280,879</u>	<u>9,681,674</u>	<u>10,236,884</u>
Liabilities					
Creditors: Amounts falling due within one year	19	(843,230)	(807,858)	(841,536)	(805,273)
		<u>8,895,582</u>	<u>9,473,021</u>	<u>8,840,138</u>	<u>9,431,611</u>
Net Current Assets					
		<u>22,686,353</u>	<u>23,629,462</u>	<u>22,630,911</u>	<u>23,588,055</u>
Total Net Assets					
		<u>22,686,353</u>	<u>23,629,462</u>	<u>22,630,911</u>	<u>23,588,055</u>
The funds of the Charity:					
	21				
Restricted income funds					
		29,042	34,361	29,042	34,361
Designated funds					
Capital Maintenance Fund		100,000	200,000	100,000	200,000
Moonlight Walk Match Pot		50,000	50,000	50,000	50,000
Project Funds		325,000	325,000	325,000	325,000
Fixed Asset Fund – New Hospice		13,615,311	13,929,490	13,615,311	13,929,490
Fixed Asset Fund – Other Assets		173,115	224,088	173,115	224,088
		<u>14,263,426</u>	<u>14,728,578</u>	<u>14,263,426</u>	<u>14,728,578</u>
Operational reserve		870,000	818,000	870,000	818,000
Share Capital		-	-	-	-
General fund		7,523,885	8,048,523	7,468,443	8,007,116
		<u>22,657,311</u>	<u>23,595,101</u>	<u>22,601,869</u>	<u>23,553,694</u>
Total unrestricted funds					
		<u>22,657,311</u>	<u>23,595,101</u>	<u>22,601,869</u>	<u>23,553,694</u>
TOTAL FUNDS					
		<u>22,686,353</u>	<u>23,629,462</u>	<u>22,630,911</u>	<u>23,588,055</u>

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a deficit for the year of £957,144 (2023: Surplus £254,981).

The financial statements were approved and authorised for issue by the Board of Trustees on 5 September 2024 and were signed on its behalf by:


 Ms S Jerram (Chair)


 Mr J Martyn (Honorary Treasurer)

The notes on pages 38 to 57 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024**

		Group	
	Note	2024 £	2023 £
Cashflows from operating activities:			
Net cash (used in) / provided by operating activities	23	(1,346,784)	783,860
Cash flows from investing activities:			
Dividends, interest and rent from investments		216,258	82,116
Purchase of property, plant and equipment		<u>(79,332)</u>	<u>(91,059)</u>
Net cash provided by / (used in) investing activities		<u>136,926</u>	<u>(8,943)</u>
Change in cash and cash equivalents in the year		(1,209,858)	774,917
Cash and cash equivalents at the beginning of the year	24	7,805,265	7,030,348
Change in cash and cash equivalents		<u>(1,209,858)</u>	<u>774,917</u>
Cash and cash equivalents at the end of the year	24	<u>6,595,407</u>	<u>7,805,265</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

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

a) **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 (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities Act 2011 and the Companies Act 2006.

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

The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

b) **Going Concern**

The Board notes the year end deficit for 2023/2024. It recognises that there is also an expected deficit for 2024/2025 and that St Wilfrid's is working to reduce this deficit and associated reliance on reserves in future years. Given the strength of the balance sheet, including the level of cash held and cashflow forecasts, the members of the Board believe that the deficit can be managed, and does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board therefore considers it appropriate for the accounts to be prepared on a going concern basis.

c) **Group Financial Statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiaries St Wilfrid's Hospice Trading Limited and St Wilfrid's Hospice (South Coast) Projects Limited on a line-by-line basis. Further details are provided in note 16b.

d) **Fund Accounting**

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 21.

e) **Income**

All income is included on the Statement of Financial Activities when the charity is legally entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

e) Income (cont.)

Income from donations and legacies are received by way of grants, donations, trusts and legacies and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period.

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

PPE donated as a result of the Covid pandemic has been recognised within the Statement of Financial Activities where the amount is quantifiable and measurable. Note 2 shows £nil (2023: £49,353).

f) 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. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs and retail costs.

Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services, Living Well Services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 9 to the financial statements. Governance costs are included within support costs and include strategic planning costs and costs of complying with statutory requirements e.g. board meetings and audit fees.

g) Volunteers

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

h) Fixed Assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of 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, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between the sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) 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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) 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.

n) Employee benefits

i) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (Cont.)

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 20.

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

q) Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Provisions

The group has estimated the anticipated costs of dilapidations across its retail operations based on lease requirements knowledge of individual shops.

r) Gift Aid Policy

The subsidiaries pay all their taxable profits for the reporting period to their parent charity under the gift aid scheme. These gift aid payments are recognised as distributions to owners in equity within retained earnings.

The subsidiaries have applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall £nil charge for tax in the income statement. This exception is only applicable as the gift aid payments will be made by the companies to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. DONATIONS	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Trusts	127,803	105,746	233,549	138,391	103,984	242,375
Donations and committed giving	719,276	11,201	730,477	770,292	19,565	789,857
Fundraising	416,879	-	416,879	311,735	-	311,735
Gifts of Personal Protective Equipment	-	-	-	49,353	-	49,353
Gift Aid recovered	117,106	-	117,106	132,364	-	132,364
	1,381,064	116,947	1,498,011	1,402,135	123,549	1,525,684

3. LEGACIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Legacies	1,919,280	-	1,919,280	2,640,913	-	2,640,913
	1,919,280	-	1,919,280	2,640,913	-	2,640,913

4. CHARITABLE ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
NHS funding including:						
drug supply	1,566,298	-	1,566,298	1,587,049	-	1,587,049
Education	71,073	-	71,073	69,735	-	69,735
Medical insurance	11,742	-	11,742	31,349	-	31,349
Other income	59,157	-	59,157	57,654	-	57,654
	1,708,270	-	1,708,270	1,745,787	-	1,745,787

5. OTHER TRADING ACTIVITIES	Group			Group		
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Retail income	2,631,009	-	2,631,009	2,457,419	-	2,457,419
Support groups	7,816	1,847	9,663	8,975	1,136	10,111
Raffles	8,750	-	8,750	14,568	-	14,568
Lottery income	400,392	-	400,392	395,475	-	395,475
	3,047,967	1,847	3,049,814	2,876,437	1,136	2,877,573

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6. INVESTMENTS	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£	£	£	£	£	£
Bank interest	216,258	-	216,258	82,116	-	82,116
	<u>216,258</u>	<u>-</u>	<u>216,258</u>	<u>82,116</u>	<u>-</u>	<u>82,116</u>
	<u><u>216,258</u></u>	<u><u>-</u></u>	<u><u>216,258</u></u>	<u><u>82,116</u></u>	<u><u>-</u></u>	<u><u>82,116</u></u>
7. EXPENDITURE	Unrestricted funds	Restricted funds	Total 2024	Unrestricted funds	Restricted funds	Total 2023
	£	£	£	£	£	£
Raising Funds						
Fundraising	1,026,092	3,280	1,029,372	852,214	9,698	861,912
Retail	2,135,676	-	2,135,676	2,111,594	-	2,111,594
	<u>3,161,768</u>	<u>3,280</u>	<u>3,165,048</u>	<u>2,963,808</u>	<u>9,698</u>	<u>2,973,506</u>
	<u><u>3,161,768</u></u>	<u><u>3,280</u></u>	<u><u>3,165,048</u></u>	<u><u>2,963,808</u></u>	<u><u>9,698</u></u>	<u><u>2,973,506</u></u>
Charitable Activities						
Inpatient Unit	3,537,650	11,199	3,548,849	3,284,187	20,897	3,305,084
Community Services	2,088,729	83,034	2,171,763	1,720,829	57,171	1,778,000
Living Well Services	222,916	16,420	239,336	277,829	174	278,003
Education and Training	209,228	-	209,228	233,101	-	233,101
	<u>6,058,523</u>	<u>110,653</u>	<u>6,169,176</u>	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>
	<u><u>6,058,523</u></u>	<u><u>110,653</u></u>	<u><u>6,169,176</u></u>	<u><u>5,515,946</u></u>	<u><u>78,242</u></u>	<u><u>5,594,188</u></u>
8. ANALYSIS OF EXPENDITURE	Direct costs	Support costs	Total 2024	Direct costs	Support costs	Total 2023
	£	£	£	£	£	£
Raising Funds						
Fundraising	894,616	134,756	1,029,372	752,810	109,102	861,912
Retail	1,813,766	321,910	2,135,676	1,837,450	274,144	2,111,594
	<u>2,708,382</u>	<u>456,666</u>	<u>3,165,048</u>	<u>2,590,260</u>	<u>383,246</u>	<u>2,973,506</u>
	<u><u>2,708,382</u></u>	<u><u>456,666</u></u>	<u><u>3,165,048</u></u>	<u><u>2,590,260</u></u>	<u><u>383,246</u></u>	<u><u>2,973,506</u></u>
Charitable Activities						
Inpatient Unit	3,244,850	303,998	3,548,848	3,037,204	267,880	3,305,084
Community Services	1,965,413	206,350	2,171,763	1,612,731	165,269	1,778,000
Living Well Services	196,423	42,913	239,336	240,870	37,133	278,003
Education and Training	175,565	33,663	209,228	202,363	30,738	233,101
	<u>5,582,251</u>	<u>586,924</u>	<u>6,169,175</u>	<u>5,093,168</u>	<u>501,020</u>	<u>5,594,188</u>
	<u><u>5,582,251</u></u>	<u><u>586,924</u></u>	<u><u>6,169,175</u></u>	<u><u>5,093,168</u></u>	<u><u>501,020</u></u>	<u><u>5,594,188</u></u>
	<u><u>8,290,633</u></u>	<u><u>1,043,590</u></u>	<u><u>9,334,223</u></u>	<u><u>7,683,428</u></u>	<u><u>884,266</u></u>	<u><u>8,567,694</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9. ANALYSIS OF SUPPORT COSTS

2024	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2024
	£	£	£	£	£	£	£
Governance	8,268	17,287	29,026	16,821	2,255	1,503	75,160
Finance	78,592	57,983	61,814	29,880	9,368	13,770	251,407
HR	17,958	151,850	114,811	59,132	12,684	5,986	362,421
IT	14,357	62,213	43,645	68,818	14,357	9,571	212,961
Management	15,581	32,577	54,702	31,699	4,249	2,833	141,641
	<u>134,756</u>	<u>321,910</u>	<u>303,998</u>	<u>206,350</u>	<u>42,913</u>	<u>33,663</u>	<u>1,043,590</u>

2023	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2023
	£	£	£	£	£	£	£
Governance	8,115	19,477	31,309	17,383	2,435	2,435	81,154
Finance	67,776	50,256	56,054	26,365	7,964	11,969	220,384
HR	9,360	119,098	99,275	41,662	10,222	7,020	286,637
IT	10,797	53,983	30,879	51,896	12,596	5,398	165,549
Management	13,054	31,330	50,363	27,963	3,916	3,916	130,542
	<u>109,102</u>	<u>274,144</u>	<u>267,880</u>	<u>165,269</u>	<u>37,133</u>	<u>30,738</u>	<u>884,266</u>

Governance Costs - These include the direct costs of running the Charity as a legal entity such as Audit (2024: £15,000, 2023: £18,500), Legal, Professional and Consultancy Advice (2024: £3,176, 2023: £8,992) and Trustee Indemnity (2024: £1,750, 2023: £2,059). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

10. NET INCOME / (EXPENDITURE)

Net income is stated after charging:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Auditor's remuneration				
Audit services	17,365	18,500	15,000	16,500
Tax advisory services	1,700	1,950	-	1,950
Operating lease rentals				
Land and buildings	337,816	335,714	337,816	335,714
Office equipment	11,404	11,420	11,404	11,420
Motor vehicles	20,145	18,971	20,145	18,971
Depreciation	<u>444,484</u>	<u>434,370</u>	<u>444,484</u>	<u>434,370</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
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11. STAFF COSTS (CHARITY AND GROUP)

The average monthly number of permanent employees during the year was:

	2024 Number	2023 Number
Doctors	7	7
Nursing staff	81	80
Other hospice staff	68	57
Charity shops	57	54
	<u>213</u>	<u>198</u>

Employment costs in respect of the staff above were:

	2024 £	2023 £
Wages and salaries	5,487,876	4,845,902
National insurance	464,993	415,815
Pensions	506,690	422,079
	<u>6,459,559</u>	<u>5,683,796</u>

The total employment costs (including employer's NIC) of the Charity Management Team were £599,416 (2023: £561,146).

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2024 Number	2023 Number
£60,001 to £70,000	2	-
£70,001 to £80,000	3	4
£80,001 to £90,000	1	-
£100,001 to £110,000	1	1
£110,001 to £120,001	1	1
£120,001 to £130,002	1	1
	<u>1</u>	<u>1</u>

12. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2023: nil). No Trustees received reimbursed travel and subsistence costs during the year (2023: £nil).

13. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

14. TANGIBLE FIXED ASSETS
(CHARITY AND GROUP)

	Freehold Land and Property	Short Lease- Hold Property	Medical Equipment	Fixtures & Fittings	Motor Vehicles	Office & Computer Equipment	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2023	15,168,156	66,017	183,255	687,625	45,770	332,476	16,483,299
Additions	-	-	38,452	1,871	-	39,009	79,332
Disposal	-	-	-	-	-	(22,417)	(22,417)
At 31 March 2024	15,168,156	66,017	221,707	689,496	45,770	349,068	16,540,214
Depreciation							
At 1 April 2023	1,183,466	56,508	163,416	637,368	45,770	243,193	2,329,721
Charge for the year	316,379	2,170	20,600	46,639	-	58,696	444,484
Elimination on disposal	-	-	-	-	-	(22,417)	(22,417)
At 31 March 2024	1,499,845	58,678	184,016	684,007	45,770	279,472	2,751,788
Net book value							
At 31 March 2024	13,668,311	7,339	37,691	5,489	-	69,596	13,788,426
At 31 March 2023	13,984,690	9,509	19,839	50,257	-	89,283	14,153,578

15. INVESTMENTS

	Group			Charity				
	Listed Investments	Cash & Settlements		Listed Investments	Cash & Settlements		Share in Group Company 2024	Total
		Pending			Pending			
		2024	2024		2024	2024		
£	£	£	£	£	£	£		
1 April 2023	2,863	-	2,863	2,863	-	3	2,866	
Additions	-	-	-	-	-	-	-	
Disposal at open market value	-	-	-	-	-	-	-	
Net investment gains / (loses)	(518)	-	(518)	(518)	-	(1)	(519)	
31 March 2024	2,345	-	2,345	2,345	-	2	2,347	

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

15. INVESTMENTS (continued)

	Group			Charity			
	Listed Investments	Cash & Settlements Pending	Total	Listed Investments	Cash & Settlements Pending	Share in Group Company 2023	Total
	2023 £	2023 £	2023 £	2023 £	2023 £	2023 £	2023 £
At 1 April 2022	4,094	-	4,094	4,094	-	3	4,097
Additions	-	-	-	-	-	-	-
Disposals at open market value	-	-	-	-	-	-	-
Net investment gains / (loses)	(1,231)	-	(1,231)	(1,231)	-	-	(1,231)
At 31 March 2023	<u>2,863</u>	<u>-</u>	<u>2,863</u>	<u>2,863</u>	<u>-</u>	<u>3</u>	<u>2,866</u>

Analysis of investments	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Listed investments at valuation	2,345	2,863	2,345	2,863
Total	<u>2,345</u>	<u>2,863</u>	<u>2,345</u>	<u>2,863</u>
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
St Wilfrid's Hospice (South Coast) Projects Limited	-	-	-	1
	-	-	2	3
Total investments	<u>2,345</u>	<u>2,863</u>	<u>2,347</u>	<u>2,866</u>

At March 2024, the historic cost of the listed investments was £5,783 (2023: £5,783).

The subsidiary undertakings included as an investment at the balance sheet date are: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods
St Wilfrid's Hospice (South Coast) Projects Limited	Ordinary	100%	New hospice development

The subsidiary undertakings are incorporated in England and Wales.

	2024 £	2023 £
Aggregate capital and reserves	<u>49,296</u>	<u>41,409</u>

St Wilfrid's Hospice (South Coast) Projects Limited was not active during the year and was dissolved on 04 June 2024.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

16 SUBSIDIARY COMPANIES

16a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement and retained earnings	2024	2023
	£	£
Turnover	76,853	74,390
Cost of Sales	(20,414)	(19,472)
Gross Profit	56,439	54,918
Operating expenses	(7,143)	(6,801)
Net trading profit	49,296	48,117
Retained earnings at the beginning of the year	48,119	2
Profit for the year	49,296	48,117
Donation to parent under gift aid	(41,969)	-
Retained earnings at the end of the year	55,446	48,119
Balance sheet	2024	2023
	£	£
Assets	61,115	51,801
Liabilities	(5,667)	(3,680)
Net assets	55,448	48,121
Represented by:		
Capital	2	2
Reserves	55,446	48,119
	55,448	48,121

16b Project Subsidiary

The hospice owned a subsidiary, St Wilfrid's Hospice (South Coast) Projects Limited (company number 09253834). Registered in England & Wales. Registered office: Walton Lane, Bosham, West Sussex.

The company had ceased trading and was dissolved on 04 June 2024. The only transaction within the company in the year was the write off of the inter company loan of £6,712 which resulted in a profit for the year of £6,712.

At 31st March 2024, net assets for the company were £nil (2023: deficit £6,713).

17. STOCK

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bought in goods for resale	1,021	1,350	-	-

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

18. DEBTORS

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	67,315	91,315	67,315	91,315
Legacy debtors	1,946,940	1,923,029	1,946,940	1,923,029
Asset for resale	600,000	-	600,000	-
Other debtors	187,530	161,609	187,530	161,609
Prepayments and accrued income	340,599	298,311	340,599	298,311
Owed by group undertaking	-	-	-	6,712
	3,142,384	2,474,264	3,142,384	2,480,976

The Asset for resale is a property received as a legacy and will be sold.

19. CREDITORS

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	133,028	159,281	133,028	159,281
Taxation and social security	120,642	105,488	120,642	105,488
Other creditors	18,160	26,515	18,160	26,515
Pension creditor	72,405	59,417	72,405	59,417
Accruals and deferred income	498,995	457,157	493,325	453,477
Owed to group undertaking	-	-	3,976	1,095
	843,230	807,858	841,536	805,273

20. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- Scottish Widows Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2024, £39,955 was owed to the scheme in relation to contributions for the year (2023: £30,533). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Scottish Widows Group Pension Scheme is a defined contribution scheme. At the 31 March 2024, £32,450 was owed to the Scheme in relation to contributions for the year (2023: £28,884).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21a. RESERVES	At 1 April 2023	Income	Expenditure	Transfers and Losses	At 31 March 2024
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	8,048,523	8,272,839	(8,704,789)	(40,688)	7,575,885
Operational Reserve	818,000	-	-	-	818,000
	8,866,523	8,272,839	(8,704,789)	(40,688)	8,393,885
Designated					
Capital Maintenance Reserve	200,000	-	-	(100,000)	100,00
Moonlight Walk Match Funding	50,000	-	-	-	50,000
Project Funds	325,000	-	(71,017)	71,017	325,000
Fixed Asset Fund - New Hospice	13,929,490	-	(314,179)	-	13,615,311
Fixed Asset Funds – other Assets	224,088	-	(130,305)	79,332	173,115
	14,728,578	-	(515,501)	50,349	14,263,426
Total Unrestricted Funds	23,595,101	8,272,839	(9,220,290)	9,661	22,657,311
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	430	-	-	-	430
Hospice Pay for a Day	-	8,125	(8,125)	-	-
Hospice at Home Costs	-	1,847	(1,847)	-	-
Community Team Costs	-	77,830	(77,830)	-	-
Clinical Staff training	3,655	10,000	(3,655)	-	10,000
Living Well Centre Costs	9,433	-	(4,608)	-	4,825
Rene & Ghislaine of Paris Healing Foundation	13,093	-	(12,980)	-	113
IT for Clinical Staff	672	-	(650)	-	22
IPads for CNS Staff	915	-	(879)	-	36
Gifts in Will Strategy	2,802	-	-	-	2,802
Solar Panel Project	-	5,000	-	-	5,000
Equipment	-	13,244	(600)	(10,180)	2,464
Various Small funds	1,526	2,748	(2,759)	-	1,515
	34,361	118,794	(113,933)	(10,180)	29,042
	23,629,462	8,391,633	(9,334,223)	(519)	22,686,353

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to clinical services education and training, and nursing & medical equipment and supplies. The new hospice solar panels project was partially funded by restricted funds.

Designated Funds

Fixed Asset Fund - New Hospice was maintained during the year. The only activity on the fund being the transfer of funds to cover the addition of the ambulance canopy and depreciation for the year.

Fixed Asset Fund - Other Assets was maintained during the year. The only activity on the fund being the transfer of funds to cover addition of assets and the depreciation for the year.

Moonlight Walk Match Pot - The Trustees agreed to set up a new designated fund called Moonlight Walk match funding. This fund holds funds received in 2023/2024 but which will be released to reserves in 24/25 during the Moonlight Walk fundraising campaign.

Project Funds - The Trustees agreed to set up new designated funds totaling £325,000 for Project funds for a number of projects.

- **E, D & I Project £5,000** – to enable implementation of specific Equality, Diversity, and Inclusion objectives.
- **Frailty Project £50,000** – to enable assessment of options to support frail people more effectively.
- **Extending our Reach Project £70,000** – the second year to our project to assist in providing care to patients with long term conditions, extending the Charity's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.
- **Income Generating Projects £80,000** – to enable seed funding for income generating projects.
- **Data Information Project £50,000** – to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.
- **Sussex Hospices Alliance Project £50,000** – to contribute to the overall collaborative project.
- **Telephony Project £20,000** – to enable the telephony system to move to a software option.

Capital Maintenance Fund

The trustees are aware that the on going major maintenance of the new hospice building will be a significant cost and have designated £100,000 to ensure the charity has sufficient funds to meet those costs.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21b. RESERVES PRIOR YEAR	At 1 April 2022	Income	Expenditure	Transfers and Gains	At 31 March 2023
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	7,821,616	8,747,388	(8,110,080)	(410,401)	8,048,523
Operational Reserve	740,000	-	-	78,000	818,000
	<u>8,561,616</u>	<u>8,747,388</u>	<u>(8,110,080)</u>	<u>(332,401)</u>	<u>8,866,523</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	-	200,000
35 th Anniversary Match Funding	43,830	-	-	(43,830)	-
Moonlight Walk Match Funding	-	-	-	50,000	50,000
Project Funds	-	-	-	325,000	325,000
Fixed Asset Fund - New Hospice	14,219,374	-	(303,290)	13,406	13,929,490
Fixed Asset Funds – other Assets	277,515	-	(66,384)	12,957	224,088
	<u>14,740,719</u>	<u>-</u>	<u>(369,674)</u>	<u>357,533</u>	<u>14,728,578</u>
Total Unrestricted Funds	<u><u>23,302,335</u></u>	<u><u>8,747,388</u></u>	<u><u>(8,479,754)</u></u>	<u><u>25,132</u></u>	<u><u>23,595,101</u></u>
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	410	20	-	-	430
Hospice Pay for a Day	-	15,900	(15,900)	-	-
Hospice at Home Costs	-	5,621	(5,621)	-	-
CNS Team Costs	-	6,300	(6,300)	-	-
Community Team Costs	-	39,000	(39,000)	-	-
Clinical Staff training	-	5,000	(1,345)	-	3,655
Living Well Centre Costs	3,500	10,000	(4,067)	-	9,433
St James' Place Grant – Breath Easy Project	(34,382)	34,329	53	-	-
Rene & Ghislaine of Paris Healing Foundation	13,093	-	-	-	13,093
Ambulance Canopy	8,000	5,406	-	(13,406)	-
IT for Clinical Staff	17,731	-	(4,102)	(12,957)	672
IPads for Clinical Staff	-	915	-	-	915
Gifts in Will Strategy	12,500	-	(9,698)	-	2,802
Various Small funds	1,292	2,194	(1,960)	-	1,526
	<u>23,979</u>	<u>124,685</u>	<u>(87,940)</u>	<u>(26,363)</u>	<u>34,361</u>
	<u><u>23,326,314</u></u>	<u><u>8,872,073</u></u>	<u><u>(8,567,694)</u></u>	<u><u>(1,231)</u></u>	<u><u>23,629,462</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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FOR THE YEAR ENDED 31 MARCH 2024

22. ANALYSIS OF NET ASSETS

		Group			
22a	Analysis of net Assets by fund 2024	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,345	8,391,540	8,393,885
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
	Fixed Asset – Other Assets	173,115	-	-	173,115
	Total Designated Funds	13,788,426	-	475,000	14,263,426
	Restricted funds	-	-	29,042	29,042
		13,788,426	2,345	8,895,582	22,686,353

		Charity			
22a	Analysis of net Assets by fund 2024 (continued)	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,347	8,336,096	8,338,443
	Designated funds				
	Capital Maintenance Fund	-	-	100,000	100,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,615,311	-	-	13,615,311
	Fixed Asset – Other Assets	173,115	-	-	173,115
	Total Designated Funds	13,788,426	-	475,000	14,263,426
	Restricted funds	-	-	29,042	29,042
		13,788,426	2,347	8,840,138	22,630,911

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

		Group			
22b	Analysis of net Assets by fund 2023	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,863	8,863,660	8,866,523
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	35 th Anniversary Match Point	-	-	50,000	50,000
	Project Funds	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490
	Fixed Asset – Other Assets	224,088	-	-	224,088
	Total Designated Funds	14,153,578	-	575,000	14,728,578
	Restricted funds	-	-	34,361	34,361
		14,153,578	2,863	9,473,021	23,629,462

		Charity			
22b	Analysis of net Assets by fund 2023 (continued)	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	2,866	8,822,250	8,825,116
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	Moonlight Walk Match Pot	-	-	50,000	50,000
	35 th Anniversary Match Point	-	-	325,000	325,000
	Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490
	Fixed Asset – Other Assets	224,088	-	-	224,088
	Total Designated Funds	14,153,578	-	575,000	14,728,578
	Restricted funds	-	-	34,361	34,361
		14,153,578	2,866	9,431,611	23,588,055

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

23. RECONCILIATION OF NET (EXPENDITURE) / INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2024	2023
	£	£
Net (expenditure) / income for the year	(943,109)	303,148
Adjustments for:		
Depreciation of charges	444,484	434,370
Loss on investments	518	1,231
Dividends, interest from investments	(216,258)	(82,116)
Decrease / (increase) in stock	329	(966)
(Increase)/ Decrease in debtors	(68,120)	15,551
(Increase) in assets for resale	(600,000)	-
Increase in creditors	35,372	112,642
	<u>(1,346,784)</u>	<u>783,860</u>

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2024	2023
	£	£
Cash in hand	6,595,407	7,805,265
	<u>6,595,407</u>	<u>7,805,265</u>

25. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited paid a gift aid donation of £41,969 (2023: £nil), to St Wilfrid's Hospice (South Coast) Limited, its parent company.

At the year end, £3,976 was outstanding (2022: £1,095) relating to the timing of transfers.

A loan arrangement was entered into with St Wilfrid's Hospice (South Coast) Limited in 2019, with a maximum facility of £100,000 where interest will be paid at 5% plus the Bank of England base rate.

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £2,213 (2023: £962) for professional advice during the year.

During the year George Ide LLP made donations of £3,849 (2023: £10,139) to the Charity.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

26. FINANCIAL COMMITMENTS

As at 31 March 2024 the company was committed to making the following payments under non-cancellable operating leases:

	<1 year	2024 – Group		Total
		Between 2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	305,709	657,025	16,000	978,734
Other	11,539	17,013	-	28,552
	<u>317,248</u>	<u>674,038</u>	<u>16,000</u>	<u>1,007,286</u>

	<1 year	2024 – Charity		Total
		Between 2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	305,709	657,025	16,000	978,734
Other	11,539	17,013	-	28,552
	<u>317,248</u>	<u>674,038</u>	<u>16,000</u>	<u>1,007,286</u>

	<1 year	2023 – Group and Charity		Total
		2 and 5 years	>5 years	
	£	£	£	£
Land & Buildings	330,175	826,192	107,640	1,264,007
Other	20,811	791	-	21,602
	<u>350,986</u>	<u>826,983</u>	<u>107,640</u>	<u>1,285,609</u>

27. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Limited was contracted into capital commitments totalling £77,561 (2023: £nil) for the installation of solar panels.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

28. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2023 £
INCOME FROM:			
Donations and Legacies			
Donations	1,402,135	123,549	1,525,684
NHS England Grant	-	-	-
Legacies	2,640,913	-	2,640,913
	<u>4,043,048</u>	<u>123,549</u>	<u>4,166,597</u>
Charitable Activities	1,745,787	-	1,745,787
Other Trading Activities	2,876,437	1,136	2,877,573
Investments	82,116	-	82,116
Other Income	-	-	-
	<u>8,747,388</u>	<u>124,685</u>	<u>8,872,073</u>
EXPENDITURE ON:			
Raising Funds			
	2,963,808	9,698	2,973,506
Charitable Activities			
Inpatient Unit	3,284,187	20,897	3,305,084
Community Services	1,720,829	57,171	1,778,000
Palliative Day Services	277,829	174	278,003
Education and Training	233,101	-	233,101
	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>
Total costs of Charitable Activities	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>
Total Expenditure	<u>8,479,754</u>	<u>87,940</u>	<u>8,567,694</u>
Net income from operational activities for the year	267,634	36,745	304,379
Net gains / (losses) on investments	(1,231)	-	(1,231)
NET INCOME / (EXPENDITURE)	<u>266,403</u>	<u>36,745</u>	<u>303,148</u>
Transfers between funds	26,363	(26,363)	-
NET MOVEMENT IN FUNDS	<u>292,766</u>	<u>10,382</u>	<u>303,148</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	23,302,335	23,979	23,326,314
TOTAL FUNDS CARRIED FORWARD	<u><u>23,595,101</u></u>	<u><u>34,361</u></u>	<u><u>23,629,462</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales - Charity number 281963

Accounts



St Wilfrid's Hospice

Making a difference to local lives

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Registered Company Number 01562110
Registered Charity Number: 281963

Welcome from our Chair

Please find enclosed the Charity Annual Report for St Wilfrid's Hospice.

As we closed 2022 after an exciting 35th anniversary year caring for those within our community, 2023 brought with it new beginnings.

25 years after joining St Wilfrid's, CEO Alison Moorey, retired from the Hospice at the very end of the financial year, and kindly handed over the baton to our new CEO, Lois Howell, who will continue to focus on providing high-quality specialist end-of-life care and bereavement support whenever and wherever it is needed.

As the highest peak of the acute impact of the pandemic abated during 22/23, we reviewed its effects, and the services we put in place to tackle the associated challenges. Many of these new systems, processes and offers will remain in place as part of our commitment to providing the best care for our community. Along with this focus on patient care, we did not forget the wellbeing of our staff, and with the appointment of a new People Director in June 2022, we have improved, and continue to improve, our welfare offering to staff and volunteers.

We continue to collaborate across the organisation with our Hospice Community Team and Community Support Team Volunteers providing support for patients with complex physical and physiological needs. This partnership between these two teams demonstrates St Wilfrid's commitment to embedding our fantastic volunteers into the Charity. The Retail and Fundraising teams have developed stronger working relationships during 22/23 to support the financial growth of our vital funds, and our Living Well Services are working closer than ever before with our Family Services team, offering care to our patients and their loved ones.

Improvements continue to be made across the Charity, including the introduction of accessibility tools on our website, and the implementation of 'IWantGreatCare' to monitor the independent reviews provided by users of our services. I'm delighted to say we have 22 five-star reviews so far, showcasing the incredible work and commitment of Hospice staff and Volunteers.

The following Trustees' Annual Report looks in more detail at the successes we saw in the financial year 22/23 and shines a light on Hospice departments and how they have performed against their Key Performance Indicators.

Also enclosed is our Hospice Financial Review.

Finally, I would like to say 'thank you' to all those who have supported St Wilfrid's over this past year, and to all my fellow trustees for their commitment towards St Wilfrid's. We are first and foremost a people organisation, and without the support of our staff, volunteers, supporters, and donors, we wouldn't be able to continue with the great work that you'll read about in this report.

Many thanks

Soline Jerram

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**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2023**

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex PO18 8QB
Vice Presidents	Dr C J Bateman FRCPATH Mr M G Bevis Dr A Copsey Professor A G Dewhurst Mrs P J Foster Mrs S Hyland Mrs K Glendinning MBE Mr G C Papworth Mr C Shippam Mrs E A Spence Mr M D Troy Dr S Williams FRCGP MMed Ed Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson DL Dame K P Routledge DBE Mrs S Pyper (resigned July 2022) Mr C & Mrs A Timothy
Trustees	Dr A M Bateman (appointed 24 th May 2023) Mrs L Bruce Mr J Clayton (Vice Chair) Mr C J Dicks (Honorary Treasurer) Mr A Easter Mr N Fox Dr K Greenberg (appointed 19 th April 2023) Mrs S Jerram (Chair) Ms H Keenlyside Mr J Martyn (appointed 19 th April 2023) Ms V Mudford Ms A Sharp (resigned September 2022) Dr A Stone Ms L U Watt
Company Secretary	Helen Edson

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2023**

Senior Management Team Laura Addison, Director of Income Generation (resigned 12th May 2023)
Helen Edson, Director of Finance
Lois Howell, Chief Executive (appointed 27th March 2023)
Cat Horlock, People Director
Claire Magee, Medical Director
Alison Moorey, Chief Executive (retired 31st March 2023)
Suzy O'Callaghan, Director of Clinical Services
Rachael Tout, Director of income Generation (appointed 1st July 2023)

Independent Auditor Crowe UK LLP
4th Floor, St James House
St James Square
Cheltenham
Glos GL50 3PR

Solicitors Irwin Mitchell Solicitors
Thomas Eggar House
Friary Lane
Chichester
West Sussex PO19 1UF

George Ide LLP
52 North Street
Chichester
West Sussex PO19 1NQ

Bankers National Westminster Bank plc
5 East Street
Chichester
West Sussex PO19 1HE

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

STRATEGIC REPORT

Vision

The Charity's vision is that all dying people and those close to them should have access to the care and support that they need.

Mission

The Charity's mission is to provide high quality specialist end of life care and bereavement support whenever and wherever it is needed.

"Palliative care is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual." (WHO definition of Palliative Care).

Paragraph 3 of The Memorandum of Association reads: "The Charity's object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress."

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives. The Trustees have identified that the Charity meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely the advancement of health, the relief of those in need by reason of ill health or disability, and the advancement of education.

Those who benefit from the services the Charity provides are people living with cancer and other terminal illnesses, and the relatives and friends of such people. The referral criteria for access to the Charity's services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, and referrals for those services are received for patients registered with specific GP surgeries within that defined geographical area.

Through participation in the delivery of *echo*, (the end of life coordination service hosted by Sussex Community NHS Foundation Trust), the Charity's services are extended to other patients and their close associates who have not been directly referred to the Charity, but who do live within the defined geographical area.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. The Charity's Education Department has an impact on services and care provided beyond the defined geographical area, as explained later in the report.

ST WILFRID'S HOSPICE'S STRATEGY FOR 2019-24

Values

- Excellence
- Integrity
- Responsibility
- Compassion
- Collaboration

Strategic Goal Objectives

Extending our reach to more people in the community

- Services that are accessible, flexible, and responsive
- Seeking opportunities to engage and influence a diverse community

Strategic Goal Objectives

Improving and enhancing the quality of our care

- Services that are innovative, evaluated and outstanding
- Seeking opportunities to learn, develop and improve

Strategic Goal Objectives

Ensuring long term sustainability

- Services that maximise the use of our existing resources
- Seeking opportunities to diversify and grow
- Caring for our resources and the environment

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

OBJECTIVES AND ACTIVITIES

Internal Context

The Chief Executive, Alison Moorey, gave notice of her intention to retire at the end of 2022/23, and as a consequence, the identification of a replacement was a priority for the Trustees during the year. The Board was grateful for the assistance of many staff and volunteers during the recruitment process and appointed a new Chief Executive who started in time to receive a comprehensive handover from Alison. The Trustees would like formally to place on record their sincere thanks for Alison's dedication to the Charity during her 25-year career with the organisation, and in particular her stewardship during the fundraising campaign for the new building in Bosham, the move into the new premises, and the many challenges presented by the COVID-19 pandemic. The Board of Trustees wishes Alison very well in her retirement.

The Senior Management Team changed during 2022/23 with the appointment of a People Director. This, and the creation in February 2022 of the Director of Income Generation post – an amalgamation of the previous Director of Retail and Director of Fundraising roles, made a material beneficial impact on the Charity during 2022/23.

Recruitment and retention in other areas also lead to significant changes amongst other teams. There was high turnover in the Fundraising, LivingWell, In-Patient Unit, and Community Teams. The Trustees are grateful to all parts of the staff and volunteer workforce who contributed to the maintenance of services during these challenges.

External Context

The Integrated Care Board (ICB) for Sussex came into effect on 1 July 2022. The ICB has been considering how best to comply with its new statutory responsibility for planning and delivering Palliative and End of Life Care (PEoLC) across West and East Sussex. Engagement with the ICB is a key priority of the Sussex Hospices Collaborative, and a workstream, led by the chief executives of St Wilfrid's Hospice (Eastbourne) and St Barnabas Hospice (Worthing), is dedicated to creating and implementing an effective framework to this end.

The NHS also moved into a post COVID-19 recovery phase during 2022/23, and the challenges of addressing backlogs which built up during the suspension of many non-essential services, coupled with the increase in need and acuity caused by associated delays, added to the customary winter pressures on many NHS bodies. The ICB sought the support of members of the Sussex Hospices Collaborative, and several schemes to promote timely discharge to hospice care were implemented. The Charity was able to provide 92 additional bed days to local people as a result.

The Charity also made use of the NHS 'Better Care' funds to enhance admission avoidance programmes, delivered by its Community Service to help people stay in their own home rather than be admitted to hospital. Discussions regarding the further development of these programmes is expected to continue during 2023/24.

Cost of living and inflationary rises continued to affect St Wilfrid's, its patients, service users, workforce (staff and volunteers), suppliers and other stakeholders. Wellbeing support provided to staff included signposting to financial advice and discount schemes, and pay rates were adjusted twice during the year to ensure that terms and conditions were reflective of those available to staff in the NHS. Although utility bills did not increase significantly thanks to mid-term fixed price contracts, other supplies increased considerably in price, notably those associated with facilities. The post-pandemic cessation of the free supply of personal protective equipment (PPE) has also affected the Charity's costs.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

Post pandemic recovery

The impact of the COVID-19 pandemic on the Charity's services has reduced significantly, although the virus is still present in the community and occasionally affects staff, volunteers and patients. The Charity has moved into a recovery phase, and is focussed on rebuilding the 'Living Well' services it provides, and reviewing clinical practice and structures.

Part of this review includes consideration of the lessons that can be learned from the experience of providing care and services throughout lockdown and beyond. Key amongst the changes introduced in response to COVID-19 that will be maintained are:

- the provision of a seven-day a week non-medical prescribing function
- the psychological support delivered by the volunteer community support team
- the telephone bereavement support service, again delivered by volunteers.

All of these developments have proved beneficial to patients, service users, and families and friends, and will be pursued further over coming months.

The Charity continues occasionally to exploit digital options for attendance at meetings and training etc first used during lockdown. Reducing the need for travel not only helps to reduce the Charity's carbon footprint and save costs, but allows team members to re-allocate time previously spent on the road to clinical and other important services.

Virtual attendance options introduced in response to COVID-19 related travel restrictions have also enabled the Charity's team members to participate in education and development events that would not previously have been feasible and/or affordable. Similarly, the reach of education and training provided by the Charity has extended further as a result of being able to offer virtual attendance options. The Board has also adapted to use of technology in its governance arrangements, and this will help to promote engagement and participation in decision making, and potentially to open Trusteeship up to a wider range of people.

COVID-19-related NHSE funding, including free Personal Protection Equipment and testing kits ceased during 22/23. However, voluntary income generation, so heavily curtailed during the pandemic, is recovering.

Charitable Objectives and Activities

Noted below are the key objectives that were set for 2022 – 23, with an indication of where commentary on their achievement or otherwise is set out:

Objective	Page no
• Meet agreed KPIs and report to Sub-Committees and Board	6, 9, 10
• Review changes made to services in response to COVID-19 and ensure services are delivered to best meet patient needs	5, 6, 12
• Ensure all services are delivered in ways that enable a positive patient/customer/supporter experience	8, 12
• Continue to develop and implement an Equality, Diversity and Inclusion (EDI) Strategy and action plan	7
• Establish baseline E, D+I data of our people and our community	8
• Continue to develop and implement a staff wellbeing strategy	11
• Review and update strategic and organisational risk management methodology	15
• Review our values and how they are described, to develop a values-based culture	12
• Build back the organisation as one team and emphasise the need to take personal ownership for safety	8, 12
• Build on digital maturity matrix score and track contributing projects across the organisation	8
• Continue to work towards a balanced budget and securing the Hospice's financial stability over 3-5 years and beyond	7, 9, 10
• Support Retail and Fundraising to achieve their surplus budgets and demonstrate growth in future years	9, 10
• Collaborate with hospices in Sussex to reduce costs, increase reach and statutory funding	6, 8, 15
• Support the use of 35 th Anniversary messaging to communicate the brand to our audiences	9, 10

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

Clinical Services

As Covid 19 restrictions were lifted the clinical teams have been in a recovery phase to restore services that were stopped or reduced during the pandemic. The full pandemic consequences have yet to be realised, and delayed diagnoses will result in increased need for palliative and end of life care for some years to come. The clinical team has noted a major impact on work routines and workloads, due in part to NHS and Social Care staffing shortages. As need for the Charity's services increase, work continues to ensure that teams are working as efficiently and effectively as possible to meet the increasingly complex needs of patients.

The Charity's clinical operations were significantly affected this year by the pressure experienced in the NHS during the winter months. NHS England wrote to leaders in the health and social care system on 18th October 2022 highlighting steps it was necessary to take to promote the system's resilience over the winter, and making additional funds to contribute to these actions available via the Sussex Integrated Care Board (ICB). The Clinical Directors of the West Sussex hospices proposed a plan to transfer dying patients with low complexity from local acute hospitals; this was agreed and in place by late December. As a result of this scheme, the Charity provided 92 additional bed days, bringing in additional, un-budgeted income. More importantly, the arrangement demonstrated to the health and social care system that the hospices are able to work together to develop solutions to capacity problems that can be implemented quickly.

During the pandemic the Hospice Community team ensured that a Non-Medical Prescriber Nurse Specialist was on duty seven days a week. This practice has been continued, as it addressed very effectively previously identified delays in care associated with medicines management experienced by patients.

The seven-day-a week availability of a prescriber also contributed to the development of the Urgent Community Response Scheme. The Scheme was introduced during 22/23 in response to the Sussex ICB's request for the Charity's assistance in reducing the number of avoidable hospital admissions. Under the new arrangements (currently funded by Better Care Fund monies), the Community Multidisciplinary team identifies patients who can be supported and cared for at home rather than in hospital. Key to this approach is the timely intervention of medication, therapy input and hands-on care by the Charity's clinical teams. This also resulted in an unexpected income stream.

The Trustees thank all staff for their resilience and flexibility in meeting and delivering on these challenges.

New patient referral numbers have not yet returned to pre-pandemic levels; monthly referrals have been variable and there continues to be an uplift in demand for the Charity's services.

As the Living Well Services opened up there has been a small percentage increase in the number of non-cancer referrals. There are six Key Performance Indicators (KPIs) for clinical services and all but one were met (see below), further emphasising the achievements of the team.

	KPI	2018-19	2019-20	2020-21	2021-22	2022-23	KPI met?
Referrals (total)	780-900	881	944	886	931	933	Yes
% of eligible patients registered on ECHO	95%	92%	96%	96%	97%	98%	Yes
% occupancy of IPU	80-85%	76%	80%	79%	62%	70%	No
% deaths at home or care home	55%	50%	53%	57%	58%	58%	Yes
% non-cancer referrals	20%	20%	21%	22%	20%	23%	Yes
% patients with recorded preferred place of death	50%	N/A	55%	54%	62%	74%	Yes

Bed occupancy remains below the 80% KPI, however the number of admissions to the inpatient unit has increased and 65% of patients are admitted within 48 hours of referral. Bed occupancy rates are generally influenced by demand / suitability of patients, and the existence of any factors which might affect the speed with which a patient can be, or chooses to be, admitted once they have been accepted. Length of stay has also reduced for those returning to a home environment, and therefore the ward turnover and workload have increased. Work continues on improving the capture and recording of patients' Preferred Place of Death, especially when there is a change to the original stated preference.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

The Hospice Community Team has been supporting patients with complex physical and psychological needs, whilst working with other services who are under increasing pressure. They have continued to adapt to new ways of working and to support complex care coordination with other local services. The Community Support Team volunteer service continues to expand and is an example of how the Charity's volunteers are now embedded within the clinical team.

Living Well Services were stopped through the pandemic, with staff working in the community and inpatient teams, however services and therapies are now being restarted. Occupational Therapy and Physiotherapy play a key part in the continuing development of a rehabilitative approach to end of life care. The role of the Family Support Services team developed greatly during 22/23, improving the psychological support and bereavement care the Charity offers.

The ward medical and nursing teams have also been involved in a CHELsea-II research study. The study is intended to assess whether giving patients in the last days of their life fluids via a drip ("clinically-assisted hydration", CAH) is effective at preventing patients from developing delirium ("terminal agitation"). The Trustees would like to thank patients and their loved ones for their consent to participating in this important national study.

In line with local NHS services, 26 obsolete McKinley syringe drivers have been replaced with Bodyguard T34 syringe drivers. This is to ensure consistency and patient safety when delivering sub cutaneous medication to patients who are unable to take oral medication.

Palliative and End of Life Care Statutory Guidance was published by NHS England in July 2022. Through the rest of the year, the Charity liaised with other Sussex Hospices to discuss an 'offer' intended to help address the PEoLC issues faced by the whole system. It is not expected that there will be any additional funding to support delivery of the ICB's new additional responsibilities, but there is willingness to look at different funding streams that may be available. Every hospice has a slightly different combination of service offers to reflect their population's need, but each recognises the need for some consistency. Negotiations regarding services, pathways, and funding continued throughout the rest of 22/23.

The work of the Charity's highly skilled and experienced Education team has flourished over recent years and the team has been successful in delivering education and training to the local health and social care workforce across West Sussex and beyond. Training and education were commissioned by West Sussex Clinical Commissioning Group, Health Education England and West Sussex County Council (West Sussex Joint Dementia Strategy 2021-2022) during 22/23. COVID-19 necessitated moving the delivery of training to virtual platforms, which enabled greater access and removed many barriers. Although some training returned to face to face delivery methods during 22/23, on-line participation continued to offer better access for many.

Other Education initiatives have included the establishment of a close working relationship with the University of Chichester's new School of Nursing and Physiotherapy, which has led to the increase in the number of student placements provided by the Charity, and the Education team's involvement in curriculum development. Facilitation of the training of medical students from Brighton & Sussex Medical School commenced, involving placements at the Hospice as well as formal teaching and working with the Hospice medical team. The clinical team has also continued to support Social Worker and Counsellor students from Chichester College, as well as Paramedic students.

22/23 also saw the introduction of non-commissioned, self-funded courses, including the development of a new course 'Essentials in palliative and end of life care for Registered Nurses'.

Equality, Diversity and Inclusion

As reported last year, the Trustees recognise that there are a number of actions required to ensure that the organisation is truly inclusive, and that the services meet the needs of all in our community. The Equality, Diversity and Inclusion (E,D+I) steering group was refreshed to focus on delivering three revised organisational goals:

1. Provide inclusive care and support to everyone in our community
2. Educate and embed the value of ED&I across our organisation, increase the diversity of our teams and foster a culture of inclusion

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3. Ensure that data driven decision making is at the heart of how we achieve our ED&I goals

The Steering group meets quarterly and is chaired by the Chief Executive. The multi-disciplinary membership is made up of two leads for each workstream goal, and the designated Trustee Lead.

ED&I training was rolled out to all members of staff in 2022/23, and a version has been made available to volunteers. The training focussed on the meaning of EDI, and why these principles are important to the hospice and its aims in the community.

The Charity has good access to E, D + I data about staff, and all are encouraged regularly to maintain the demographic data held by the Charity about them. Access to demographic data provided by the Integrated Care System during 2022/23 has meant that the Charity now has more detailed information about the profile of the communities it serves, and the likely needs of the members of those communities.

Quality and Governance

The services of the Clinical team have continued to be highly valued by patients and their loved ones, with numerous examples of positive feedback received. Capturing the experience of patients and their friends and family members is key to improving the Charity's services. 'iWantGreatCare' is an independent online feedback service launched at the beginning of December 2022, and to date there have been 22 five-star reviews. The clinical team has also worked closely with NHS colleagues to obtain views from carers about the *echo* Hub services, and continues to work closely with the Medical Examiner's team to gain feedback from families about the care their relatives received at the end of their life.

There were no formal complaints received during 22/23, however, the team has worked hard to listen to adverse comments and to address them immediately. The team has also ensured that lessons are learned and shared in response to such feedback, and that improvements to services are made.

Incident reporting through Sentinel has been promoted throughout the year, and leaders have sought to ensure that those who report incidents and concerns receive timely feedback about the outcome of any associated investigations and any changes made to address identified concerns.

The Trustees maintain oversight of the clinical services and receive assurance reports from the SMT in addition to regular visits and contact with staff, volunteers and patients.

The Care Quality Commission has not yet inspected the Charity's services since the move to the new location in Bosham, but has maintained oversight through regular virtual assurance visits and open communication with the Registered Manager and Chief Executive.

Digital

The Charity has continued work on a number of digital projects to support its digital maturity development journey. Key amongst the projects implemented during 2022/23 have been the introduction of accessibility tools to the new external website, the replacement of existing 'iGel' devices with new laptops, and, as outlined above, the launch of the aforementioned 'iWantGreatCare'.

The most significant digital achievement in retail was the transition from local servers for documentation and reporting to cloud servers (SharePoint). This shift involved the adoption of Microsoft Teams to access SharePoint. Around 70% of operations have now migrated to SharePoint, which has had a positive impact on efficiency, saving many hours of administrative work in the retail office and shops. The move has also boosted the retail team's digital competence, establishing a baseline from which further adaptations and developments can flow more easily.

The Charity's IT partnership with St Catherine's Hospice in Crawley underpinned the developments made during 2022/2023, and continues to ensure that both organisations benefit from a more resilient and cost-effective service than either could manage alone. The partnership will be enhanced during 2023/2024.

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Income Generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the Charity's role in the local community. Voluntary income is generated through fundraising as well as through the Charity's retail functions.

During the year, the Charity strengthened the collaboration between the Fundraising and Retail teams by enabling them to work together as one income generation team, to maximise opportunities to raise funds and provide effective stewardship for supporters and volunteers.

Fundraising

The Fundraising Team manages a variety of income streams to secure income - individual and 'in-memory' donations, grants from trusts and foundations, organising events and community activity, supporting corporate partners, running a lottery and raffles, and encouraging gifts in wills. After an extensive review in 21/22 of how gifts in wills are managed, a new Gifts in Wills Strategy was launched in 22/23, and a new post to oversee and deliver the strategy has been created and filled.

2022 was the Charity's 35th anniversary, and an associated major fundraising project *Make Double the Difference* was undertaken. This was an interactive crowdfunding project, designed to bring people together through digital channels via the 'Charity Extra' platform, so that cancellations could be avoided if there was a resurgence of COVID-19. The project was a great success; the £250,000 target was surpassed, and a total of £307,000 was raised, enhanced by a further £22,000 collected through Gift Aid. 224 people actively participated in the 35-hour online event, and over 4000 donations were received.

The Christmas Tree Recycling project continued for a fourth year, and in 22/23 1110 trees were collected and recycled, with an average gift of £11.92. The net income was £13,239.43 against a target of £13,000. This is an improvement on the previous year when 971 trees were recycled, with an average gift of £10.43 and a total net income of £9,606.66.

The trees were recycled for use as mulch on local farms; a positive action and a demonstration of St Wilfrid's aims for sustainability.

Talking to members of the public in person, speaking to existing supporters on the telephone, and writing to key contacts are some of the most important ways to engage people with the Charity's work and raise vital funds - this activity is undertaken by the income generation staff in the Fundraising and Retail Teams, and by trained volunteers.

The Charity is part of Local Hospice Lottery (LHL). This is the only out-sourced fundraising contract the Charity uses, and this relationship is managed closely. LHL is covered by the Fundraising Regulator.

Support from individuals donating to the Charity in memory of a loved one, in response to direct marketing appeals, or through committed monthly giving programmes (including the Lottery), is fundamental to achieving income growth. Throughout 22/23, general donations and in-memory donations were strong – this method of giving is often a reflection of the excellent care provided to users of the Charity's services. The Trustees thank all those individuals who have kindly supported its work.

Income from Trusts and Foundations has been a strong area of growth, exceeding its annual target by 15.5%. The Trustees are grateful to all the Trust and Foundations which have supported the Hospice throughout the year.

Community and corporate fundraising activities both exceeded their targets 45% and 71% respectively. The Charity was delighted to have been able to re-engage with companies during 22/23. Two new community and corporate fundraisers have been appointed, and will continue to build relationships in this area. The Trustees are very grateful to all the companies who have supported the Hospice throughout the year.

Through the Fundraising Team, the Charity will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maximise retention and increase income in future years.

Volunteers who support the Charity income generation activities are provided with role specific training. For all Hospice fundraising events and relevant 'on behalf of St Wilfrid's' community fundraising activities, this

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training includes:

- risk assessments
- legal regulations
- health and safety

Community Fundraising activity carried out by third parties 'in aid of St Wilfrid's' is supported where identified in advance - the Event and Community Fundraising Team offers bespoke guidance on legal matters, risk, and safety measures to ensure legally and regulatory compliant fundraising.

Records of all events, community fundraising, event participants, donors, and fundraising income are maintained on 'Raisers Edge', a secure database.

The Charity is registered by the Fundraising Regulator. This means the Fundraising Code of Practice is followed, and high standards of fundraising probity are maintained at all times. The Charity continues to follow industry standards and comply with the Regulator's requirements. Any complaints received about fundraising activity are monitored by the Voluntary Income Generation sub-committee. The St Wilfrid's Fundraising Promise is published on the website, and members of the public are encouraged to provide feedback, which is used to improve fundraising activities and maintain the Charity's reputation. There have been no requests or complaints logged with the Fundraising Preference Service in 22-23.

The Charity strives to ensure that its supporters have a great experience and that all participants and donors, particularly including vulnerable people, are treated fairly. If cause for concern is identified, investigations are conducted as a matter of urgency. The income generation team, including all fundraisers and retail management staff, have participated in safeguarding awareness raising activity and training.

Retail

2022-23 was a year of strong income generation from the Charity's retail operation, helped by the overall trend in customer behaviour across the United Kingdom where more people, especially younger consumers, actively seek to buy second hand goods. This has often been driven by an appreciation of both affordability and sustainability. Charity retailing plays a key role in contributing to the circular economy, by offering donated goods to be purchased in the Charity's shops for reuse, thus avoiding landfill. The Charity's shops also appeal to consumers who wish to shop locally and support a local cause.

As a result, the overall annual income generated from the Charity's retail operation has been the strongest in story for the second year running. This income is above the budget anticipated in 2022-23, and continues to demonstrate the post pandemic retail recovery, despite economic uncertainty affecting the cost of living for customers, and the increased costs of running the retail operation.

Sales were achieved through an increase in customers in the shops, with over 313,000 purchase transactions during the year across all of the Charity's shops and online platforms. These sales were only possible due to the high numbers of donated items given to the Charity by supporters. The Trustees are extremely grateful for the support the Charity receives from customers and donors in all local communities.

During the course of the past year, whilst the Charity has not expanded the existing retail property portfolio, there has been positive growth in key locations, most notably East Street, the flagship shop, and the Retro/Vintage shop, both located in Chichester City Centre. There has also been good growth at the Chidham shop, which is 'local' to the Hospice in Bosham.

The retail units were resourced by approximately 50 staff (mostly working part time) and over 300 volunteers during the course of the year. The volunteer hours account for over 40% of the total hours needed to operate the shops, and this contribution is invaluable to the successful operation of the retail function. On joining the Charity, both staff and volunteers complete an induction and ongoing training. This training covers retail gift aid, in order that the Charity complies with His Majesty's Revenue & Customs (HMRC) standards. Training on St Wilfrid's mission and values is also provided to volunteers in order that the whole retail team can represent the Charity in the local community.

Marketing and Communications

Key successes achieved by the Marketing and Communications team in 2022-23 included the 35th anniversary celebrations, and the very successful 'Make Double the Difference' campaign referenced above

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and delivered in collaboration with the Fundraising Team.

The team has successfully audited and reinvigorated key social channels, and developed a clear pipeline of case studies and photo and video content to build awareness of the Charity's services.

Longer range planning has allowed the team to segment and offer specific communications for, for example 'A Will to Care', the Charity's reinvigorated Gifts in Will branding. Longer range planning has allowed several other campaigns to succeed, including the sale of 'early-bird' Moonlight Walk '23 tickets.

The team continues to strengthen its organisation-wide remit, working as a hub for all internal and external communications for Voluntary Income Generation (retail and fundraising), clinical teams, and non-clinical teams such as HR.

The team has had a change of staff members; the new Marketing and Communications Officer started in November '22, following a gap of four months. The team now comprise three people.

Staff Wellbeing

The Charity has maintained its focus on preserving and protecting the wellbeing of staff. An interim Wellbeing Policy was introduced for the first time, outlining the provisions available for staff.

During 2022/23 there has been a particular focus on financial wellbeing. Pension and future financial planning education has been provided, including the importance of will writing. Other benefits such as over 40's health checks, the employee assistance programme and flu vaccinations have also been made available. A pilot programme to supply free period products to staff is currently being undertaken as part of support for a workforce that is predominately female, and also to support those visiting the Hospice that may have cost of living constraints.

Some wellbeing initiatives continue to be delivered through a 'Wellbeing Week' which aims to provide a specific focus and build momentum for staff, ensuring that provisions are delivered in a way in which the mainly part-time, shift working and geographically dispersed workforce can access them.

Volunteers

The Trustees express their heartfelt thanks to all volunteers who have continued to support the Charity. Yet again, the volunteers have been selfless in offering their time to support the Charity in many and varied ways, without which the essential services delivered could not continue. Volunteer numbers have continued to remain robust post-Covid.

The team of clinical volunteers has continued to adapt to new ways of working to ensure patients and their loved ones are kept safe, whilst still offering a warm welcome to the ward. During 2022/2023, volunteers supported the Charity, its patients and other service users in the following roles:

• Retail Assistants	• E-Commerce Researchers	• Administrators
• Warehouse Assistants	• E-Commerce Listers	• Event Assistants
• Quality-control assistants	• E-commerce Photographers	• Drivers
• Ward Assistants	• Parcel Packers	• Gardeners
• Patient Companions	• Ward Meet & Greet	• Calligraphers
• Client Support Assistants	• Safe-haven Assistants	• Walk & Talk Guides
• Complementary Therapists	• Rehab Assistants	• Hairdressers
• Maintenance Assistants	• Bereavement Supporters	• Friendship Group Secretary
• Pets as Therapy Assistants – human and canine		

Once again, the whole volunteer team has proven that it is indispensable to the Charity, and the Trustees would like to thank all Volunteers.

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Development of new roles for volunteers has continued, led by the Voluntary Services Team and supported by other areas. The team of volunteers which provides bereavement support continues to grow.

Alongside mandatory training of staff, the Charity provides induction and departmental training for all volunteers, including annual mandatory update training, through the volunteer management system MyImpact. 100% of Hospice-based volunteers completed their mandatory training again this year. In retail, 74% of volunteers completed their mandatory training.

There has been a particular focus on the retention of retail volunteers, and extra support in this area has been provided to retail managers by the Voluntary Services function. In addition, the introduction of a new induction training handbook has made the induction of new retail volunteers more engaging and easier to manage. The Voluntary Services function is also following up 'reasons for leaving' amongst our retail volunteers more closely, to inform other volunteer retention programmes.

Study Days are also offered by the Hospice Education Team to assist volunteers in carrying out their volunteering role. The delivery of training is through a variety of methods: e-learning, direct learning and written material. The Charity does not provide free of charge non-essential training, as this may be interpreted as consideration for the services provided by the volunteers, and indicate an intent to create an employment relationship.

The Volunteer Foundation Day has been re-instated at the hospice for all new volunteers, and any existing volunteers who may have missed this due to Covid. Induction training covers

- an explanation of the services the Hospice provides to the local community
- St Wilfrid's values and objectives
- How to volunteer safely by following policies, guidelines and maintaining boundaries
- Health & Safety
- Fire safety
- Safeguarding
- Manual handling
- Hand hygiene
- Equality, Diversity + Inclusion.

The Foundation Day is an essential part of how the Charity makes volunteers feel welcomed, engaged, and part of the wider team that supports the hospice. Hospice tours for retail volunteers have also recommenced.

Feedback from volunteers has continued to be very positive, with 100% of respondents agreeing that they would recommend volunteering at the Charity to others.

Many actions have been undertaken to recruit new volunteers, including the use of social media to seek to attract a more diverse volunteer team. Partnerships with local charities including the Apuldram Centre and Think18 have provided volunteering opportunities in the shops for local people with learning disabilities. In addition, the Charity has provided work experience opportunities to 40 Duke of Edinburgh Award participants, 12 students from local schools, and one Ukrainian Doctor.

By March 2023, the number of active volunteers in the Hospice rose from 173 to 185, and the number of retail volunteers from 302 to 343. Key Performance Indicators (KPIs) have been amended to help monitor the resilience of the volunteer workforce rather than just the number of hours of volunteering completed.

Embedding the Charity's Values

The charity has continued to embed the five values of Compassion, Excellence, Responsibility, Integrity & Collaboration throughout the organisation, and all staff have participated in on-line training on the Values and how they can be implemented.

Set out below are just five examples of the ways in which the Values have been fostered.

- In the interests of promoting Kindness, resilience training has been provided for clinical and non-clinical staff to help challenge perceptions of the importance of self-compassion amongst those working in a caring environment.

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- Commitment to Excellence has been demonstrated in the context of engagement with the wider Hospice sector. Academic posters were presented at the Hospice UK conference (*Still, Evans, Palmer, O'Brien, Watson, Pyrgies, Philips, Coton, and Barclay. Use of volunteers in Project ECHO (extension for Community Healthcare Outcomes and Evans, Burden, Moorey, Barclay, and Coton. Development of a hospice education collaborative across Sussex, Hospice UK Annual Conference, November 2022, Liverpool UK)*), and St Wilfrid's leading work on virtual approaches to addressing breathlessness has also been showcased by Hospice UK.
- In line with the Charity's pledge to act with Integrity, honest feedback about the Charity's services has been encouraged and facilitated by the implementation of the 'IWantgreatCare' system mentioned above. This enables service-users to comment in detail about their experience of the Charity's care, and the Charity to respond. Responses are made both directly to the provider (where contact details are given) and in the form of changes to practice.
- The Charity took responsibility for co-ordinating the care of a patient with particularly complex needs whose behaviour had proved challenging for other providers involved, including the NHS Community Trust and Ambulance Trust. The Charity's staff found innovative ways to support the patient and his family when conventional pathways broke down, and negotiated input from other services to help develop and deliver a plan of care.
- An Operational Leads Group has been set up and meets eight times a year. The Group is comprised of leaders from across the Charity, and focusses on Collaboration as a means to shape organisational activities, and to share best practice across clinical, non-clinical and retail groups.

Governing document

The Charity was incorporated on 18th May 1981. The Hospice is controlled by its Memorandum and Articles of Association (amended 21st October 2009). It is a company limited by guarantee, as defined by the Companies Act 2006 registered in England and Wales (Company number 01562110) and a Charity registered with the Charity Commission of England and Wales (Charity number 281963).

Members, appointment, and members' liability

The members of the charitable company are the Trustees, Vice-Presidents, the chairs of some of the Hospice Supporter Groups, and others appointed to the membership by the company in order to give the widest possible representation of those involved with St Wilfrid's.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

Organisational structure and how decisions are made

The Charity is governed by the Board of Trustees, which met eight times in the year, with the Senior Management Team (SMT) in attendance. The Board meetings are informed by the work of the five Sub Committees, each of which has Terms of Reference ratified by the Board.

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

The Sub Committees of the Board are:

- Clinical Services
- Finance (including Investments)
- Resources
- Board Development (including SMT Remuneration)
- Voluntary Income Generation.

The Trustees continued to review the updated Charity Governance Code for larger charities and carried out a self-assessment against the recommendations in the Code. The Board Development Sub Committee

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recommended a three-step governance and development programme in response to the self-assessment. This involved the following steps, undertaken during 2022-23:

- Trustee team building session, with external facilitation
- Observation of a board meeting by an experienced Chair of another hospice, with structured feedback
- An external desktop governance review, with feedback provided to the Board at a workshop

The review was undertaken and 20 recommendations were agreed, covering a range of matters including:

- Adding timings to agendas to improve the efficiency of meetings
- Amending the Memorandum and Articles of Association, to create a category of membership known as 'Founders'
- Introducing clearer structure to Board papers, and greater distinction between reports presented for noting and reports requiring a decision
- Updating the Trustees' skills audit
- Considering a separation of the roles of Chair of the Finance & Audit Committee and Treasurer

Actions to address all of these recommendations were developed and implemented, and the Board Development sub-committee has monitored their impact. All of the agreed actions were completed during 2022/23, with the exception of the planned amendment of the Memorandum and Articles of Association. The revisions are expected to be presented to the Board for consideration at its August meeting.

Remuneration of key management personnel

The salaries of members of the Senior Management Team (SMT) are reviewed by the Board Development sub-committee, which makes recommendations to the Board. The salary of the Medical Director is broadly in line with Consultant pay scales operated in the NHS. Terms and conditions for the medical team will be overseen by the newly established Medical Workforce Working Group, which reports to the Clinical Services sub-committee.

As reported last year, members of the SMT are included in the pay structure used for all staff (except the medical team). The advice of an external Pay and Reward Consultant is sought as required to help avoid conflicts of interest regarding recommendations. This approach takes account of NHS pay ranges for the evaluated band, provides contribution-based pay steps within the band, and aims for the market median (if not achievable now, then as a future ambition).

Recruitment and appointment of Trustees

The Board identifies Trustee vacancies based upon information from the Trustee skills audit, Sub-Committee membership and Trustee succession planning. Recruitment follows an agreed process of advertising and selection. Currently, all Trustees appointed since 2009 serve a maximum of nine years.

No new Trustees were appointed during the year. However as disclosed on page 1 three new Trustees have been appointed since the year end. Amanda Sharp retired at the end of her term of office in September 2022.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted Sub-Committee members is followed, including sessions with key members of staff across the organisation so Trustees understand how the Charity works and the context in which it operates. This is supported by a pack of relevant information, ongoing internal and external training and, if required, mentoring over the first year by an established Trustee. Trustees attended many training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. The Trustee training and development plan is updated annually and a record of training attended is maintained.

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Group Structure

The Charity has two wholly owned subsidiaries:

St Wilfrid's Hospice Trading Limited, a registered company in England and Wales (registered company number 02105189). The company is principally engaged in the delivery of charity shop furniture and the retail sale of cards, gifts and accessories.

St Wilfrid's Hospice (South Coast) Projects Limited, a company registered in England and Wales (registered number 09253834). The company was principally engaged in the design and build of a new hospice, which was largely completed in 2019.

Relationships with wider interests and related parties

The Charity continues to engage with the national and regional work of Hospice UK, a membership body for voluntary hospices. The support provided by Hospice UK includes education and training, formal and informal networking, a resource library, benchmarking information, and best practice guidance.

The Charity is also continuing its commitment to close working with the other hospices serving people in Sussex. The form and function of 'The Sussex Hospices Collaborative' remain under consideration, as members consider whether a framework more formal than the current Memorandum of Understanding would be beneficial.

The Collaborative's five key workstreams are:

- **Engagement with the NHS**
 - Led by the Chief Executive Officers (CEOs) of St Wilfrid's Hospice (Eastbourne) and St Barnabas hospice (Worthing), this work is intended to help ensure consistency in the quality and definition of services offered to the Sussex Integrated Care Board across the whole of Sussex, and to address funding arrangements.
- **Data**
 - The CEO of St Peter & St James Hospice (Chailey) is leading on this project to develop a common architecture for the clinical information system used across all Sussex Hospices, and a common data set. This will help to support not only improved engagement with the NHS, but also benchmarking, quality improvement, and efficiencies.
- **Education**
 - This workstream, led by the CEO of St Barnabas Hospice (Worthing), involves the review and revision of the approach to delivery of PEOLC education funded by the NHS to care providers across Sussex.
- **Research**
 - The Research workstream is intended to ensure that research participation across Sussex increases, by, amongst other things, creating a critical mass of patients potentially eligible for recruitment to trials and studies, and supporting the development of good research governance.
- **Workforce**
 - Key amongst the Workforce workstream's outputs is the Thrive leadership development programme. Several of the Charity's leaders participated during 2022/23, and further cohorts will join during 2023/24. The CEO of St Michael's Hospice (Hastings) leads on this project.

The Charity has a direct arrangement with St Catherine's Hospice in Crawley for the provision of IT services and support. The arrangement brought benefit to both hospices during 2022/23, and will continue during 2023/24, to be strengthened by further appointments.

Risk Management

The SMT and each of the Board's Sub-Committees review the risks allocated to them at every meeting, and provide feedback to the Board concerning their management. In this manner, the Trustees maintain oversight of the strategic and operational risks faced by the Charity, and can pursue assurance that the risks

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are being managed effectively. During the year, the Charity reviewed the allocation of risk oversight across the committees to ensure that risk management remained responsive and effective.

The principal risks (scored 9 or above after control measures) were judged to be:

Risk	Mitigation
Risk that collaboration with Sussex Hospices does not succeed, becomes a hindrance to (time/efficiency/cost), and/or undermines identity/reputation of STWH	<ul style="list-style-type: none"> • The Collaboration includes a governance workstream, involving three of the hospice Chairs, plus all seven CEOs and external support as required • Reports are provided to each Trustee meeting on progress • Comms leads in each hospice link to oversee internal and external communications
Risk that the Charity is unable to meet its strategic objectives due to insufficient resourcing of key functions	<ul style="list-style-type: none"> • Budget proposals to reduce the risk and ensure effective management of the funds allocated to key functions were approved and monitored throughout the year
Risk that annual income from legacies will reduce by more than 20%. Risk that the benefits of legacy strategy are not realised and legacy income fails to meet budget and to grow in line with legacy budget policy.	<ul style="list-style-type: none"> • Recruitment of Gifts in Wills Officer providing specialist competence & increased data integrity helps legacy forecast accuracy vs reliance on 'averages' • Close monitoring by VIG & Finance committees
Risk that utilities (supply or equipment) become unavailable, or that costs outside the Charity's control escalate to over 10% higher than the previous annual rate	<ul style="list-style-type: none"> • Contracts, proactive planning, inventory control, collaboration • New fixed unit price contracts agreed for gas and electricity from 30/9/21 for 2 & 3 years • Looking at solar power to mitigate some costs
Risk of inability to address an underlying deficit budget without more significant use of reserves than provided for in the Reserves Policy	<ul style="list-style-type: none"> • Negotiation for extra NHS funding as part of the collaborative • Review of operations with a view to reducing costs or invest in activities to improve income
Risk that inability to recruit/retain staff in key roles will negatively affect the ability of the organisation to meet the needs of patients, their loved ones, staff, volunteers, customers or supporters with high quality care/service	<ul style="list-style-type: none"> • New contribution-based pay progression system put in place, linking pay steps to contribution • SMT led the workforce planning process, reviewing skill mix and new roles as required • Flexible working options and phased retirement processes made available • Thank you payment made to staff June 2022 • Implications of new NHS pay awards assessed and changes made to pay from October 2022 along with pay steps for high performers
Risk that lack of diversity and inclusion in the workforce/volunteer force leads to missed opportunities for expertise, knowledge and creativity Risk that the Charity would fail to fulfil its moral values / role in the community to support and promote under-served communities, creating an organisation that is not fit for the future and puts reputation at risk	<ul style="list-style-type: none"> • ED+I steering group led implementation of an agreed action plan • Recruitment processes reviewed to reduce risk of bias in process • Staff and volunteer training delivered to ensure everyone understands the need for change

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Risk	Mitigation
<p>Risk that SMT members do not have adequate management/administrative support, resulting in a lack of capacity to perform at a strategic level, and a lack of succession planning/options for SMT members or other key members of staff</p>	<ul style="list-style-type: none"> • Board Development Sub Committee discussed SMT succession planning January 2022 • Plans implemented to reduce risk of reliance on single person e.g. payroll • Collaborative options being reviewed at all times • Leadership capability at levels below SMT being enhanced by the Thrive programme • Recruitment plan for new CEO agreed and implemented
<p>Risk that the Charity is unable to meet clinical needs, demands of patients and provide safe quality care as a result of inadequate staffing/resources and/or the ability to adequately monitor and manage workloads or caseloads, due to unplanned staff absence or a high vacancy factor. Poor utilisation of resources and associated cost of more hours from extra hours, bank and agency staff</p>	<ul style="list-style-type: none"> • Post Covid review of patient pathway through services conducted to ensure working as efficiently as possible • 'Establishment Genie' used to improve understanding of gaps and pressures on workforce • Close monitoring of safe staffing levels and caseloads undertaken • Process for reporting and reviewing incidents and sickness absence revised • KPI in place • Close working with other external agencies to help overburdened system - CCG, ECHO, Palliative Care team at SRH & PCN's/ GP surgeries
<p>Lack of availability of Consultants in Palliative Medicine presents a risk of not being able to provide sufficient senior cover and therefore deliver services</p>	<ul style="list-style-type: none"> • Medical Workforce planning group formed, reporting into the Clinical Services Sub Committee • Options to collaborate with other hospices in Sussex and / or the NHS are being explored
<p>Risk of cyber security incident, leading to negative messaging, inability to communicate effectively, being held to ransom or other cyber threat. Potential for negative communications given out in the name of STWH, resulting in financial, legal and reputational damage</p>	<ul style="list-style-type: none"> • Shift to predominantly cloud-based systems • Some legacy files/data is still saved on servers and these are regularly backed up • Impersonator protection software implemented • Other data loss prevention mechanisms implemented • Staff have annual data security training • Cyber security insurance in place
<p>Risk of poor decision making arising from lack of access to data or data analysis, resulting in ineffective resource allocation etc</p>	<ul style="list-style-type: none"> • Participation in collaboration data group (DoCS)

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023

FINANCIAL REVIEW

OVERALL

2022/2023 was the first financial year in several when the Charity did not have to deal with the direct impact of COVID-19. Instead the Charity needed to manage the long-term after-effects of the pandemic, and the 'new normal'. The year was also affected by political and economic uncertainty and high inflation.

For the first time in three years the Charity received very little additional funding relating directly to COVID-19. This had been a substantial income stream over the past few years, but in 2022/2023, only £49k's worth of free Personal Protective Equipment (PPE) was received from government sources.

The inpatient unit activity increased during the year, in particular over the winter months when capacity was increased to help ease pressure on the NHS. The extra costs were covered by the NHS Winter Beds funding. The Community Team remained very busy, again working with the NHS to help people remain in their own homes and receiving additional Admission Avoidance Funding.

This additional funding, together with careful cost control, improved the financial situation of the Charity. The Living Well Centre reopened in the year, meaning that staffing costs re-allocated to the In-Patient Unit and Community Team during the pandemic were re-attributed to the services provided in the Centre.

Fundraising, legacy, and retail income were all higher than expected.

The high level of inflation and increase in pay settlements meant that salary costs increased by 12.8% in the year, as the Charity worked to ensure that it remained an attractive employer. Despite this, however, staff recruitment remained a challenge. The increased cost of utilities had little impact on the Charity in 2022/2023 as there are long term utility contracts in place, but these cost increases are expected to begin to take effect in 2023/2024 when one of those contracts ends. Other costs were affected by inflation at differing rates.

These events are reflected in the financial results for the year which show a surplus of £303k (2022: £931k surplus), despite a forecast deficit budget.

Key information for the group is summarised in the table below: -

	2022-2023	2021-2022
TOTAL Income	8,872,073	8,722,613
TOTAL Expenditure	8,567,694	7,790,887
Net surplus for the year (before investment gains/(losses))	304,379	931,726
Realised & unrealised gains/(losses) on investments & property	(1,231)	(798)
Net movement in funds	303,148	930,928
Balance Sheet		
Restricted Funds	34,361	23,979
Funds represented by Fixed Assets	14,153,578	14,496,889
Other Designated Funds	575,000	243,830
Total Designated Funds	14,728,578	14,740,719
General Funds	8,866,523	8,561,616
Total Funds	23,629,462	23,326,314

INCOME

Overall, the Charity's income increased from £8.7m to nearly £8.9m (increase of nearly £150k). However, the mix of income has changed significantly from last year.

Although donations decreased by £17k, this was mainly due to the reduction in government grants relating to COVID-19 (£47,734 to zero) and gifts in kind of PPE (£76,373 to £49,353). Gifts from other sources increased by £57k (4%).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023

NHS England grants relating to COVID-19 dropped from £766k in 2021/2022 to zero in 2022/2023.

Legacy income for the year was £2.64m (2022: £2.2m), an increase of £437k (20%) from 2022. As mentioned earlier the Charity has continued implementing its Gifts in Wills Fundraising strategy to ensure this important source of income continues. The Trustees continue to recognise that legacy income can be volatile, and this is reflected in the Reserves Policy (see Reserves below). The Trustees continue to monitor the level of legacies received regularly.

Charitable Activities income increased by nearly £188k (12%). This was due mainly to increases in NHS funding of £135,145 (9%), as the Charity received additional funding for Admission Avoidance and Winter Bed Pressures initiatives.

Other Trading Activities income increased by nearly £230k (8%). This is due entirely to retail sales which increased by £269k (12%). Income from Supporter Groups, Raffles and the lottery decreased by £39k (8%).

Investment income increased from nearly £4k to £82k, a £78k increase (2,052%). The Charity is currently holding most of its reserves as cash until the Trustees believe it is the correct time to purchase investments. As interest rates have increased over the year the Charity has managed its funds, resulting in receipt of higher levels of interest.

EXPENDITURE

Overall expenditure increased by just over £777k (10%).

The single most significant rise was in costs related to Staff pay which increased by £646k (12.8%). Of this, nearly £70k was a one off 'Thank you' payment made to staff in June 2022 to show appreciation for their hard work in the previous year. The charity also increased staff pay scales in April 2022 and October 2022 to ensure that it remained attractive as an employer.

The Directors also reviewed the provision for dilapidations on shop leases. Based on current leases, the Directors agreed to provide £96k for dilapidations at the year end.

During the year the Living Well Centre (LWC) reopened to patients. During the pandemic when the Centre was closed, its staff, and consequently its costs, were re-allocated to the ward and community teams. In 2022/23 costs were re-allocated to the service, thereby distorting the allocation of cost. Overall, however the LWC costs were lower than in 2021/2022.

SUMMARY

The surplus for the year before investment gains and losses was £304,379 (2022: £931,726). During the year the Charity made an unrealised loss on investments of £1,231 (2022 – £798). Overall, there was a decrease in investments of £1,231.

As mentioned in previous reports, the Charity does not receive sufficient ongoing NHS funding to support the needs of the organisation on an annual basis. The Trustees have agreed a deficit budget for 2023/2024 of over £1.154m. This is only possible in the short term due to a few years of healthy surpluses. The Charity is working to bring the annual revenue budget deficit to a more sustainable level.

RESERVES

The Trustees review the Reserves Policy annually and have updated its provisions in light of the Charity's current situation, with particular reference to the economic situation. Total reserves at 31 March 2023 were £23.629m (2022: £23.326m).

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

Designated funds £14.73m

Fixed Asset Fund New Hospice £13.93m (2022: £14.22m) - At 31 March 2023, the Hospice land and buildings had a net book value of £13.93m. In line with the Reserves Policy, the Trustees have designated these funds.

Fixed Asset Fund Other Assets £0.22m (2022: £0.28m) – At 31 March 2023 the other fixed assets had a net book value of £224k. In line with the Reserves Policy, the Trustees have designated these funds.

Capital Maintenance Fund £200k (2022: £200k) – In July 2019 the Charity moved into a new purpose-built Hospice building. The Trustees are aware that they need maintain a designated fund to cover larger capital maintenance costs.

Moonlight Walk Match Pot £50,000 – The Trustees agreed to set up a new designated fund called Moonlight Walk Match Pot. This fund holds funds received in 2022/2023 but which will be released in to reserves in 23/24 to match the funds raised during the Moonlight Walk.

Project funds £325,000 – The Trustees agreed to designated funds totaling £325k for the following projects:

- **E, D & I Project £10,000** – to enable implementation of specific Equality, Diversity, and Inclusion objectives.
- **Frailty Project £50,000** – to enable assessment of options to support frail people more effectively.
- **Extending our Reach Project £140,000 over 2 years** – to assist in providing care to patients with long term conditions, extending the Charity's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.
- **Risk Management project £25,000** – to fund the updating and embedding of a new Risk Management Policy and Procedures.
- **Data Information Project £50,000** – to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.
- **Sussex Hospices Collaborative Project £50,000** – to contribute to the overall collaborative project.

Unrestricted General Funds

The Charity's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the long-term financial viability of the Charity. The Charity is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure, plus any unforeseen expenditure, over a period of two years.

Part of these reserves, the Operational Reserve, was increased from £740k to £818k. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

The level of free reserves at 31 March 2023 was £8.866m (2022: £8.562m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for free reserves as an Operational Reserve of £818k, plus a financial sustainability reserve of £5.762m, totaling £6.58m. The Trustees recognise that the level of reserves at the year-end is £2.29m above the target level required by the policy. The Trustees consider this is reasonable in the light of a deficit budget for 2023/2024, the current budgetary forecasts for future years, and the general economic outlook.

Restricted Funds

At 31 March 2023, the Charity held £34k of funds restricted by donors for specific purposes. Further detail is given in note 22 to the accounts.

INVESTMENTS

The revaluation of investments as at 31 March 2023 resulted in an unrealised loss of £1,231. At 31 March 2023 investments were valued at £2,863 compared to £4,094 at March 2022.

The remaining investments were monitored by the Finance Committee during the year.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (incorporating the Strategic Report)
FOR THE YEAR ENDED 31 MARCH 2023**

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios which model a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in the Charity's ability to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of St Wilfrid's Hospice (South Coast) Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board of Trustees is aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees on 23/8/23 and signed on behalf of the board by:



Mrs S Jerram
Chair



Mr C J Dicks
Honorary Treasurer

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income (specifically grant income and legacy income) and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income streams noted above, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 4 September 2023

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,402,135	123,549	1,525,684	1,543,238
NHS England Grant	3	-	-	-	766,385
Legacies	4	2,640,913	-	2,640,913	2,203,355
		<u>4,043,048</u>	<u>123,549</u>	<u>4,166,597</u>	<u>4,512,978</u>
Charitable Activities	5	1,745,787	-	1,745,787	1,558,051
Other Trading Activities	6	2,876,437	1,136	2,877,573	2,647,769
Investments	7	82,116	-	82,116	3,815
		<u>8,747,388</u>	<u>124,685</u>	<u>8,872,073</u>	<u>8,722,613</u>
Total Income					
EXPENDITURE ON:					
Raising Funds	8, 9 & 10	2,963,808	9,698	2,973,506	2,604,597
Charitable Activities					
Inpatient Unit	8, 9 & 10	3,284,187	20,897	3,305,084	3,355,017
Community Services	8, 9 & 10	1,720,829	57,171	1,778,000	1,601,526
Living Well Services		277,829	174	278,003	-
Education and Training	8, 9 & 10	233,101	-	233,101	229,747
		<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>	<u>5,186,290</u>
Total costs of Charitable Activities					
Total Expenditure		<u>8,479,754</u>	<u>87,940</u>	<u>8,567,694</u>	<u>7,790,887</u>
Net income from operational activities for the year		267,634	36,745	304,379	931,726
Net losses on investments	16	(1,231)	-	(1,231)	(798)
NET INCOME		<u>266,403</u>	<u>36,745</u>	<u>303,148</u>	<u>930,928</u>
Transfers between funds	22	26,363	(26,363)	-	-
NET MOVEMENT IN FUNDS		<u>292,766</u>	<u>10,382</u>	<u>303,148</u>	<u>930,928</u>
RECONCILIATION OF FUNDS					
Total funds brought forward	22	23,302,335	23,979	23,326,314	22,395,386
TOTAL FUNDS CARRIED FORWARD	22	<u>23,595,101</u>	<u>34,361</u>	<u>23,629,462</u>	<u>23,326,314</u>

The notes on pages 28 to 49 form part of these financial statements.

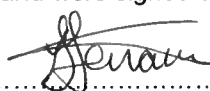
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2023

Company number: 01562110

		Group		Charity	
	Notes	2023 £	2022 £	2023 £	2022 £
Fixed Assets					
Tangible fixed assets	15	14,153,578	14,496,889	14,153,578	14,496,889
Investments	16	2,863	4,094	2,866	4,097
		<u>14,156,441</u>	<u>14,500,983</u>	<u>14,156,444</u>	<u>14,500,986</u>
Current Assets					
Stock	18	1,350	384	-	-
Debtors	19	2,474,264	2,489,815	2,480,976	2,506,759
Cash at bank and in hand		7,805,265	7,030,348	7,755,908	7,013,490
		<u>10,280,879</u>	<u>9,520,547</u>	<u>10,236,884</u>	<u>9,520,249</u>
Liabilities					
Creditors: Amounts falling due within one year	20	(807,858)	(695,216)	(805,273)	(688,161)
Net Current Assets		<u>9,473,021</u>	<u>8,825,331</u>	<u>9,431,611</u>	<u>8,832,088</u>
Total Net Assets		<u>23,629,462</u>	<u>23,326,314</u>	<u>23,588,055</u>	<u>23,333,074</u>
The funds of the Charity:					
Restricted income funds	22	34,361	23,979	34,361	23,979
Designated funds					
Capital Maintenance Fund	22	200,000	200,000	200,000	200,000
35 th Anniversary Match Pot		-	43,830	-	43,830
Moonlight Walk Match Pot		50,000	-	50,000	-
Project Funds		325,000	-	325,000	-
Fixed Asset Fund – New Hospice		13,929,490	14,219,374	13,929,490	14,219,374
Fixed Asset Fund – Other Assets		224,088	277,515	224,088	277,515
		<u>14,728,578</u>	<u>14,740,719</u>	<u>14,728,578</u>	<u>14,740,719</u>
Operational reserve		818,000	740,000	818,000	740,000
General fund		8,048,523	7,821,616	8,007,116	7,828,376
Total unrestricted funds	22	23,595,101	23,302,335	23,553,694	23,309,095
TOTAL FUNDS	22/23	<u>23,629,462</u>	<u>23,326,314</u>	<u>23,588,055</u>	<u>23,333,074</u>

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a surplus for the year of £254,981 (2022: Surplus £934,821).

The financial statements were approved and authorised for issue by the Board of Trustees on 23rd August 2023 and were signed on its behalf by:



Ms S Jerram (Chair)
Treasurer)



Mr C J Dicks (Honorary

The notes on pages 28 to 49 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023**

		Group	
	Note	2023 £	2022 £
Cashflows from operating activities:			
Net cash provided by operating activities	24	783,860	1,125,610
Cash flows from investing activities:			
Dividends, interest and rent from investments		82,116	3,815
Purchase of property, plant and equipment		<u>(91,059)</u>	<u>(10,731)</u>
Net cash (used in) investing activities		<u>(8,943)</u>	<u>(6,916)</u>
Change in cash and cash equivalents in the year		<u>774,917</u>	<u>1,118,694</u>
Cash and cash equivalents at the beginning of the year	25	7,030,348	5,911,654
Change in cash and cash equivalents		<u>774,917</u>	<u>1,118,694</u>
Cash and cash equivalents at the end of the year	25	<u>7,805,265</u>	<u>7,030,348</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

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

a) **Basis of preparation**

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Companies Act 2006 and Charities Act 2011.

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

The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

b) **Going Concern**

The Board note the current business climate with rising costs and an uncertain economic climate. Given the strength of the balance sheet, including the level of cash held, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

c) **Group Financial Statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiaries St Wilfrid's Hospice Trading Limited and St Wilfrid's Hospice (South Coast) Projects Limited on a line-by-line basis. Further details are provided in note 17.

d) **Fund Accounting**

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 22.

e) **Income**

All income is included on the Statement of Financial Activities when the charity is entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

e) Income (cont.)

Income from donations and legacies are received by way of grants, donations, trusts and legacies and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax reclaims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed (there are currently no legacies meeting this criteria).

Government Grant (note 2) consists of The Local Restriction Support Grants and Covid Job Retention Income as follows:

The Local Restriction Support Grants (LRSG (Closed) Addendum) were included when receivable. Please also refer to note 2 £nil (2022: £38,002).

Covid Job Retention Income - has been included when receivable in Government Grants (note 2) and matched with the month to which it relates. Note 2 shows £nil (2022: £9,202)

NHS England Income has been included when receivable and matched with the month to which it relates. It is shown as a separate line of income (note 3).

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

PPE donated as a result of the Covid pandemic has been recognised within the Statement of Financial Activities where the amount is quantifiable and measurable. Note 2 shows £49,353 (2022: £76,373).

f) 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. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs, retail costs and investment management fees. Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services, Living Well Services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 10 to the financial statements. Governance costs are included within support costs and include strategic planning costs and costs of complying with statutory requirements e.g. board meetings and audit fees.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

g) Volunteers

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

h) Fixed Assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of 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, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between the sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) 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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) 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.

n) Employee benefits

i) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 21.

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

q) Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of tangible assets

The annual depreciation charge for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

Provisions

The group has estimated the anticipated costs of dilapidations across its retail operations based on lease requirements knowledge of individual shops.

r) Gift Aid Policy

The subsidiaries pay all their taxable profits for the reporting period to their parent charity under the gift aid scheme. These gift aid payments are recognised as distributions to owners in equity within retained earnings.

The subsidiaries have applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall £nil charge for tax in the income statement. This exception is only applicable as it is probable that the gift aid payments will be made by the companies to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. DONATIONS	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
Trusts	138,391	103,984	242,375	160,433	102,935	263,368
Donations and committed giving	770,292	19,565	789,857	648,607	16,574	665,181
Fundraising	311,735	-	311,735	354,178	-	354,178
Government Grants	-	-	-	47,734	-	47,734
Gifts of Personal Protective Equipment	49,353	-	49,353	76,373	-	76,373
Gift Aid recovered	132,364	-	132,364	136,404	-	136,404
	<u>1,402,135</u>	<u>123,549</u>	<u>1,525,684</u>	<u>1,423,729</u>	<u>119,509</u>	<u>1,543,238</u>

Government Grant include Covid Job Retention Scheme income of £0 (2022: £9,202) and Local Restriction Support Grants of £0 (2022: £38,002).

3. NHS ENGLAND GRANT	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
NHS England Grant	-	-	-	-	766,385	766,385
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>766,385</u>	<u>766,385</u>

No NHSE funding was received in 22/23. In 2021/2022 NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 21 to March 22 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support (2022: £766,385).

4. LEGACIES	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
Legacies	2,640,913	-	2,640,913	2,203,355	-	2,203,355
	<u>2,640,913</u>	<u>-</u>	<u>2,640,913</u>	<u>2,203,355</u>	<u>-</u>	<u>2,203,355</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. CHARITABLE ACTIVITIES	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
NHS funding including drug supply	1,587,049	-	1,587,049	1,434,173	17,731	1,451,904
Education	69,735	-	69,735	69,221	-	69,221
Medical insurance	31,349	-	31,349	9,468	-	9,468
Other income	57,654	-	57,654	27,458	-	27,458
	<u>1,745,787</u>	<u>-</u>	<u>1,745,787</u>	<u>1,540,320</u>	<u>17,731</u>	<u>1,558,051</u>
6. OTHER TRADING ACTIVITIES	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
Retail income	2,457,419	-	2,457,419	2,188,578	-	2,188,578
Support groups	8,975	1,136	10,111	9,993	2,234	12,227
Raffles	14,568	-	14,568	22,042	-	22,042
Lottery income	395,475	-	395,475	424,922	-	424,922
	<u>2,876,437</u>	<u>1,136</u>	<u>2,877,573</u>	<u>2,645,535</u>	<u>2,234</u>	<u>2,647,769</u>
7. INVESTMENTS	Unrestricted funds	Restricted funds	Total 2023	Unrestricted funds	Restricted funds	Total 2022
	£	£	£	£	£	£
Income from investments	-	-	-	367	-	367
Bank interest	82,116	-	82,116	3,448	-	3,448
	<u>82,116</u>	<u>-</u>	<u>82,116</u>	<u>3,815</u>	<u>-</u>	<u>3,815</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. EXPENDITURE	Unrestricted funds £	Restricted funds £	Total 2023 £	Unrestricted funds £	Restricted funds £	Total 2022 £
Raising Funds						
Fundraising	852,214	9,698	861,912	813,350	4,604	817,954
Retail	2,111,594	-	2,111,594	1,784,597	2,046	1,786,643
	<u>2,963,808</u>	<u>9,698</u>	<u>2,973,506</u>	<u>2,597,947</u>	<u>6,650</u>	<u>2,604,597</u>
Charitable Activities						
Inpatient Unit	3,284,187	20,897	3,305,084	2,557,497	797,520	3,355,017
Community Services	1,720,829	57,171	1,778,000	1,506,063	95,463	1,601,526
Living Well Services	277,829	174	278,003	-	-	-
Education and Training	233,101	-	233,101	229,440	307	229,747
	<u>5,515,946</u>	<u>78,242</u>	<u>5,594,188</u>	<u>4,293,000</u>	<u>893,290</u>	<u>5,186,290</u>
9. ANALYSIS OF EXPENDITURE						
	Direct costs £	Support costs £	Total 2023 £	Direct costs £	Support costs £	Total 2022 £
Raising Funds						
Fundraising	752,810	109,102	861,912	712,509	105,445	817,954
Retail	1,837,450	274,144	2,111,594	1,550,025	236,618	1,786,643
	<u>2,590,260</u>	<u>383,246</u>	<u>2,973,506</u>	<u>2,262,534</u>	<u>342,063</u>	<u>2,604,597</u>
Charitable Activities						
Inpatient Unit	3,037,204	267,880	3,305,084	3,081,560	273,457	3,355,017
Community Services	1,612,731	165,269	1,778,000	1,457,369	144,157	1,601,526
Living Well Services	240,870	37,133	278,003	-	-	-
Education and Training	202,363	30,738	233,101	195,395	34,352	229,747
	<u>5,093,168</u>	<u>501,020</u>	<u>5,594,188</u>	<u>4,734,324</u>	<u>451,966</u>	<u>5,186,290</u>
	<u>7,683,428</u>	<u>884,266</u>	<u>8,567,694</u>	<u>6,996,858</u>	<u>794,029</u>	<u>7,790,887</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

10. ANALYSIS OF SUPPORT COSTS

	Raising Funds	Retail	Inpatient Unit	Community Services	Living Well Services	Education & Training	Total 2023
	£	£	£	£	£	£	£
Governance	8,115	19,477	31,309	17,383	2,435	2,435	81,154
Finance	67,776	50,256	56,054	26,365	7,964	11,969	220,384
HR	9,360	119,098	99,275	41,662	10,222	7,020	286,637
IT	10,797	53,983	30,879	51,896	12,596	5,398	165,549
Management	13,054	31,330	50,363	27,963	3,916	3,916	130,542
	109,102	274,144	267,880	165,269	37,133	30,738	884,266

	Raising Funds	Retail	Inpatient Unit	Community Services	Education & Training	Total 2022
	£	£	£	£	£	£
Governance	6,023	17,318	33,615	16,079	2,259	75,294
Finance	57,294	35,989	58,179	22,203	9,815	183,480
HR	15,160	109,338	89,893	34,486	7,181	256,058
IT	17,086	45,564	36,624	45,012	11,391	155,677
Management	9,882	28,409	55,146	26,377	3,706	123,520
	105,445	236,618	273,457	144,157	34,352	794,029

Governance Costs - These include the direct costs of running the Charity as a legal entity such as Audit (2023: £18,500, 2022: £18,500), Legal, Professional and Consultancy Advice (2023: £8,992, 2022: £4,571) and Trustee Indemnity (2023: £2,059, 2022: £1,791). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

11. NET INCOME

	Group 2023	2022	Charity 2023	2022
	£	£	£	£
Net income is stated after charging:				
Auditor's remuneration				
Audit services	18,500	18,500	16,500	16,500
Tax advisory services	1,950	1,175	1,950	1,175
Operating lease rentals				
Land and buildings	335,714	317,291	335,714	317,291
Office equipment	11,420	14,159	11,420	14,159
Motor vehicles	18,971	22,181	18,971	22,181
Depreciation	434,370	429,768	434,370	429,768

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

12. STAFF COSTS (CHARITY AND GROUP)

	2023	2022
	Number	Number
The average monthly number of permanent employees during the year was:		
Doctors	7	7
Nursing staff	80	86
Other hospice staff	57	55
Charity shops	54	51
	<u>198</u>	<u>199</u>

	2023	2022
	£	£
Employment costs in respect of the staff above were:		
Wages and salaries	4,845,902	4,315,717
National insurance	415,815	337,018
Pensions	422,079	384,610
	<u>5,683,796</u>	<u>5,037,345</u>

The total employment costs (including employer's NIC) of the Charity Management Team were £561,146 (2022: £495,567).

Included in the above wages & salaries figure for 2023 is £nil (2022: £5,984) of redundancy payments, due and paid in the year.

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2023	2022
	Number	Number
£60,001 to £70,000	-	1
£70,001 to £80,000	4	2
£90,001 to £100,000	-	-
£100,001 to £110,000	1	2
£110,001 to £120,001	1	-
£120,001 to £130,002	1	-
	<u>1</u>	<u>1</u>

13. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2022: nil). No Trustees received reimbursed travel and subsistence costs during the year (2022: £nil).

14. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. TANGIBLE FIXED ASSETS
(GROUP AND CHARITY)

	Freehold Land and Property	Short lease- hold	Medical Equipmen t	Fixtures and fittings	Motor vehicles	Office & Computer equipment	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2022	15,143,861	66,017	173,255	687,625	45,770	275,712	16,392,240
Additions	24,295	-	10,000	-	-	56,764	91,059
Disposal	-	-	-	-	-	-	-
At 31 March 2023	15,168,156	66,017	183,255	687,625	45,770	332,476	16,483,299
Depreciation							
At 1 April 2022	867,087	54,338	148,607	590,804	45,770	188,745	1,895,351
Charge for the year	316,379	2,170	14,809	46,564	-	54,448	434,370
Depreciation on disposal	-	-	-	-	-	-	-
At 31 March 2023	1,183,466	56,508	163,416	637,368	45,770	243,193	2,329,721
Net book value							
At 31 March 2023	13,984,690	9,509	19,839	50,257	-	89,283	14,153,578
At 31 March 2022	14,276,774	11,679	24,648	96,821	-	86,967	14,496,889

16. INVESTMENTS

	Group		Charity		Share in Group Company	
	Listed Investments 2023 £	Total 2023 £	Listed Investments 2023 £	Total 2023 £	2023 £	Total 2023 £
1 April 2022	4,094	4,094	4,094	3	3	4,097
Net investment gains/(losses)	(1,231)	(1,213)	(1,231)	-	-	(1,231)
31 March 2023	2,863	2,863	2,863	3	3	2,866

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

16. INVESTMENTS (continued)

	Group			Charity			
	Listed Investments 2022	Cash & Settlements Pending 2022	Total 2022	Listed Investments 2022	Cash & Settlements Pending 2022	Share in Group Company 2022	Total 2022
	£	£	£	£	£	£	£
1 April 2021	4,892	-	4,892	4,892	-	3	4,895
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Net investment gains/(losses)	(798)	-	(798)	(798)	-	-	(798)
31 March 2022	4,094	-	4,094	4,094	-	3	4,097

Analysis of investments	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Listed investments at valuation	2,863	4,094	2,863	4,094
	2,863	4,094	2,863	4,094
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
St Wilfrid's Hospice (South Coast) Projects Limited	-	-	1	1
	-	-	3	3
Total investments	2,863	4,094	2,866	4,097

The subsidiary undertakings included as an investment at the balance sheet date are: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods
St Wilfrid's Hospice (South Coast) Projects Limited	Ordinary	100%	New hospice development

	2023	2022
	£	£
Aggregate capital and reserves	41,409	6,757

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

SUBSIDIARY COMPANIES

17a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement	2023	2022
	£	£
Turnover	74,390	66,950
Cost of Sales	(19,472)	(17,289)
	<hr/>	<hr/>
Gross Profit	54,918	49,661
Administrative expenses	(6,801)	(6,332)
Profit before tax	48,117	43,329
Gift Aid donated to hospice	-	(43,329)
	<hr/>	<hr/>
Profit for the financial year being the retained profit	48,117	-
	<hr/> <hr/>	<hr/> <hr/>

Balance sheet	2023	2022
	£	£
Assets	51,801	18,262
Liabilities	(3,680)	(18,258)
	<hr/>	<hr/>
Net assets	48,121	4
	<hr/> <hr/>	<hr/> <hr/>
Represented by:		
Called up share capital	2	2
Profit and loss account	48,119	2
	<hr/>	<hr/>
	48,121	4
	<hr/> <hr/>	<hr/> <hr/>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

17. SUBSIDIARY COMPANIES (continued)

17b. Project Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice (South Coast) Projects Limited (Company Number: 09253834). Registered in England and Wales. Registered Office: Grosvenor Road, Chichester, West Sussex.

Income statement	2023	2022
	£	£
Turnover	-	(2,841)
Cost of Sales	-	-
	<hr/>	<hr/>
Gross loss	-	(2,841)
Administrative expenses	(14)	(17)
	<hr/>	<hr/>
Operating loss	(14)	(2,858)
Interest (payable) / received	62	(1,035)
	<hr/>	<hr/>
Loss before tax	48	(3,893)
Tax on loss	-	-
	<hr/>	<hr/>
Loss after tax	48	(3,893)
	<hr/> <hr/>	<hr/> <hr/>
 Balance sheet	 2023	 2022
	£	£
Assets	-	3,301
Liabilities	(6,712)	(10,062)
	<hr/>	<hr/>
Net Liabilities	(6,712)	(6,761)
	<hr/> <hr/>	<hr/> <hr/>
Represented by:		
Capital	1	1
Reserves	(6,713)	(6,762)
	<hr/>	<hr/>
	(6,712)	(6,761)
	<hr/> <hr/>	<hr/> <hr/>

18. STOCK

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bought in goods for resale	1,350	384	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. DEBTORS	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	91,315	56,024	91,315	52,424
Legacy debtors	1,923,029	1,490,665	1,923,029	1,490,665
Other debtors	161,609	150,060	161,609	149,338
Prepayments and accrued income	298,311	793,066	298,311	793,066
Owed by group undertaking	-	-	6,712	21,266
	<u>2,474,264</u>	<u>2,489,815</u>	<u>2,480,976</u>	<u>2,506,759</u>

20. CREDITORS	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	159,281	144,035	159,281	142,822
Taxation and social security	105,488	85,768	105,488	85,768
Other creditors	26,515	103,738	26,515	103,738
Pension creditor	59,417	51,530	59,417	51,530
Accruals and deferred income	457,157	310,145	453,477	304,303
Owed to group undertaking	-	-	1,095	-
	<u>807,858</u>	<u>695,216</u>	<u>805,273</u>	<u>688,161</u>

Included within accruals and deferred income for the group and charity is deferred income of £nil (2022: £33,305) which represents NHS funding received relating to the following financial year.

21. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- AEGON Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2023 £30,533 was owed to the scheme in relation to contributions for the year (2022: £27,859). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Aegon Group Pension Scheme is a defined contribution scheme, during the year this changed to a Scottish Widows Group Pension Scheme which is also a defined contribution scheme. At the 31 March 2023, £28,884 was owed to the Scheme in relation to contributions for the year (2022: £23,672).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

22a. RESERVES	At 1 April 2022	Income	Expenditure	Transfers and Gains	At 31 March 2023
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	7,821,616	8,747,388	(8,110,080)	(410,401)	8,048,523
Operational Reserve	740,000	-	-	78,000	818,000
	<u>8,561,616</u>	<u>8,747,388</u>	<u>(8,110,080)</u>	<u>(332,401)</u>	<u>8,866,523</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	-	200,000
35 th Anniversary Match Funding	43,830	-	-	(43,830)	-
Moonlight Walk Match Funding	-	-	-	50,000	50,000
Project Funds	-	-	-	325,000	325,000
Fixed Asset Fund - New Hospice	14,219,374	-	(303,290)	13,406	13,929,490
Fixed Asset Funds – other Assets	277,515	-	(66,384)	12,957	224,088
	<u>14,740,719</u>	<u>-</u>	<u>(369,674)</u>	<u>357,533</u>	<u>14,728,578</u>
Total Unrestricted Funds	<u><u>23,302,335</u></u>	<u><u>8,747,388</u></u>	<u><u>(8,479,754)</u></u>	<u><u>25,132</u></u>	<u><u>23,595,101</u></u>
Restricted Funds					
New Hospice Project	1,835	-	-	-	1,835
Staff amenity fund	410	20	-	-	430
Hospice Pay for a Day	-	15,900	(15,900)	-	-
Hospice at Home Costs	-	5,621	(5,621)	-	-
CNS Team Costs	-	6,300	(6,300)	-	-
Community Team Costs	-	39,000	(39,000)	-	-
Clinical Staff training	-	5,000	(1,345)	-	3,655
Gym equipment	-	-	-	-	-
Living Well Centre Costs	3,500	10,000	(4,067)	-	9,433
St James' Place Grant – Breath Easy Project	(34,382)	34,329	53	-	-
Rene & Ghislaine of Paris Healing Foundation	13,093	-	-	-	13,093
Ambulance Canopy	8,000	5,406	-	(13,406)	-
IT for Clinical Staff	17,731	-	(4,102)	(12,957)	672
IPads for CNS Staff	-	915	-	-	915
Gifts in Will Strategy	12,500	-	(9,698)	-	2,802
Various Small funds	1,292	2,194	(1,960)	-	1,526
	<u>23,979</u>	<u>124,685</u>	<u>(87,940)</u>	<u>(26,363)</u>	<u>34,361</u>
	<u><u>23,326,314</u></u>	<u><u>8,872,073</u></u>	<u><u>(8,567,694)</u></u>	<u><u>(1,231)</u></u>	<u><u>23,629,462</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

22. RESERVES (Continued)

Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to clinical services education and training, and nursing & medical equipment and supplies. The new hospice ambulance canopy was partially funded by restricted funds.

Designated Funds

The designated fund called the Fixed Asset Fund - New Hospice was maintained during the year. The only activity on the fund being the transfer of funds to cover the addition of the ambulance canopy and depreciation for the year.

The designated fund called the Fixed Asset Fund - other assets was maintained during the year. The only activity on the fund being the transfer of funds to cover addition of assets and the depreciation for the year.

The designated fund called the Capital Maintenance Fund was maintained during the year. The Trustees are still aware that the ongoing major maintenance of the new hospice building will be a significant cost and continue to designate £200,000 to ensure the charity has sufficient funds to meet those costs.

The Trustees agreed to set up a new designated fund called Moonlight Walk match funding. This fund holds donations received in 2022/2023 but which will be released to free reserves in 23/24 during the Moonlight Walk fundraising campaign if they are matched.

The Trustees agreed to set up a new designated fund of £325,000 called Project funds. The current projects are:

- **E, D & I Project £10,000** – to enable implementation of specific Equality, Diversity, and Inclusion objectives.
- **Frailty Project £50,000** – to enable assessment of options to support frail people more effectively.
- **Extending our Reach Project £140,000 over 2 years** – to assist in providing care to patients with long term conditions, extending the Charity's reach beyond cancer patients and significantly supporting GP surgeries, especially in locations where there is high social deprivation.
- **Risk Management project £25,000** – to fund the updating and embedding of a new Risk Management Policy and Procedures.
- **Data Information Project £50,000** – to enable improvement and better alignment of digital systems across the Sussex Hospices to provide efficiencies in delivery, improvements in the quality of care, and improve reporting on outcome measures.
- **Sussex Hospices Collaborative Project £50,000** – to contribute to the overall collaborative project.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

22b. RESERVES PRIOR YEAR	At 1 April 2021	Income	Expenditure	Transfers and Gains	At 31 March 2022
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	6,546,400	7,816,754	(6,471,910)	(69,628)	7,821,616
Operational Reserve	715,000	-	-	25,000	740,000
	<u>7,261,400</u>	<u>7,816,754</u>	<u>(6,471,910)</u>	<u>(44,628)</u>	<u>8,561,616</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	-	200,000
Transition fund	-	-	-	43,830	43,830
Fixed Asset Fund - New Hospice	14,532,338	-	(312,964)	-	14,219,374
Fixed Asset Funds – other Assets	383,588	-	(106,073)	-	277,515
	<u>15,115,926</u>	<u>-</u>	<u>(419,037)</u>	<u>43,830</u>	<u>14,740,719</u>
Total Unrestricted Funds	<u><u>22,377,326</u></u>	<u><u>7,816,754</u></u>	<u><u>(6,890,947)</u></u>	<u><u>(798)</u></u>	<u><u>23,302,335</u></u>
Restricted Funds					
New Hospice Project	1,877	-	(42)	-	1,835
NHS England Capacity Grant	-	766,385	(766,385)	-	-
Staff amenity fund	390	20	-	-	410
Inpatient Unit equipment	1,315	-	(1,315)	-	-
Inpatient Unit running costs	-	10,000	(10,000)	-	-
Medical Staff training	2,406	-	(2,406)	-	-
Hospice at Home Costs	-	27,336	(27,336)	-	-
CNS Team Costs	-	7,000	7,000	-	-
Community Team Costs	10,000	34,500	(44,500)	-	-
Refurbishment of Physio & OT rooms	263	-	(263)	-	-
Clinical Staff training	10,577	-	(10,577)	-	-
Gym equipment	100	-	(100)	-	-
Living Well Centre Costs	3,500	-	-	-	3,500
St James' Place Grant – Breath Easy Project	(16,566)	-	(17,816)	-	(34,382)
Rene & Ghislaine of Paris Healing Foundation	3,190	20,000	(10,097)	-	13,093
Family Services	-	975	(975)	-	-
Ambulance Canopy	-	8,000	-	-	8,000
IT for Clinical Staff	-	17,731	-	-	17,731
Gifts in Wills Strategy	-	12,500	-	-	12,500
Various Small funds	1,008	1,412	(1,128)	-	1,292
	<u>18,060</u>	<u>905,859</u>	<u>(899,940)</u>	<u>-</u>	<u>23,979</u>
	<u><u>22,395,386</u></u>	<u><u>8,722,613</u></u>	<u><u>(7,790,887)</u></u>	<u><u>(798)</u></u>	<u><u>23,326,314</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

23. ANALYSIS OF NET ASSETS

23a 2023	Group				Total
	Fixed assets	Fixed asset Investments	Other net Assets		
	£	£	£	£	
General fund	-	2,863	8,863,660	8,866,523	
Designated funds					
Capital Maintenance Fund	-	-	200,000	200,000	
Moonlight Walk Match Pot	-	-	50,000	50,000	
Project Funds	-	-	325,000	325,000	
Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490	
Fixed Asset – Other Assets	224,088	-	-	224,088	
Total Designated Funds	14,153,578	-	575,000	14,728,578	
Restricted funds	-	-	34,361	34,361	
	14,153,578	2,863	9,473,021	23,629,462	

	Charity			
	Fixed assets	Fixed asset Investments	Other net Assets	Total
	£	£	£	£
General fund	-	2,866	8,822,250	8,825,116
Designated funds				
Capital Maintenance Fund	-	-	200,000	200,000
Moonlight Walk Match Pot	-	-	50,000	50,000
Project Funds	-	-	325,000	325,000
Fixed Asset Fund – New Hospice	13,929,490	-	-	13,929,490
Fixed Asset – Other Assets	224,088	-	-	224,088
Total Designated Funds	14,153,578	-	575,000	14,728,578
Restricted funds	-	-	34,361	34,361
	14,153,578	2,866	8,431,611	23,588,055

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

23. ANALYSIS OF NET ASSETS

23b 2022	Group			
	Fixed assets	Fixed asset Investments	Other net Assets	Total
	£	£	£	£
General fund	-	4,094	8,557,522	8,561,616
Designated funds				
Capital Maintenance Fund	-	-	200,000	200,000
35th Anniversary Match pot	-	-	43,830	43,830
Fixed Asset Fund – New Hospice	14,219,374	-	-	14,219,374
Fixed Asset – Other Assets	277,515	-	-	277,515
Total Designated Funds	14,496,889	-	243,830	14,740,719
Restricted funds	-	-	23,979	23,979
	14,496,889	4,094	8,825,331	23,326,314

	Charity			
	Fixed assets	Fixed asset Investments	Other net Assets	Total
	£	£	£	£
General fund	-	4,094	8,564,283	8,568,377
Designated funds				
Capital Maintenance Fund	-	-	200,000	200,000
35th Anniversary Match pot	-	-	43,830	43,830
Fixed Asset Fund – New Hospice	14,219,374	-	-	14,219,374
Fixed Asset – Other Assets	277,515	-	-	277,515
Total Designated Funds	14,496,889	-	243,830	14,740,719
Restricted funds	-	-	23,979	23,979
	14,496,889	4,094	8,832,092	23,333,075

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

24. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2023	2022
	£	£
Net income for the year	303,148	930,928
Adjustments for:		
Depreciation of charges	434,370	429,768
Losses on investments	1,231	798
Dividends, interest from investments	(82,116)	(3,815)
(Decrease) in stock	(966)	(287)
(Increase)/Decrease in debtors	15,551	(143,273)
Increase/(Decrease) in creditors	112,642	(88,509)
	<u>783,860</u>	<u>1,125,610</u>

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2023	2022
	£	£
Cash in hand	7,805,265	7,030,348
	<u>7,805,265</u>	<u>7,030,348</u>

26. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited declared a gift aid payment of £0 (2022: £43,329), to St Wilfrid's Hospice (South Coast) Limited, its parent company. At the year end, £1,095 is owed to the Trading company (2022 - £11,266 owed from the Trading company). A loan arrangement was entered into with St Wilfrid's Hospice (South Coast) Limited in 2019, with a maximum facility of £100,000 where interest will be paid at 5% plus the Bank of England base rate

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £962 (2022: £1,381) for professional advice during the year. During the year George Ide LLP made donations of £10,139 (2022: £5,310) to the Charity.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

27. FINANCIAL COMMITMENTS

As at 31 March 2022 the company was committed to making the following payments under non-cancellable operating leases:

	2023 – Group and Charity			
	<1 year	2 and 5 years	>5 years	Total
	£	£	£	£
Land & Buildings	330,175	826,192	107,640	1,264,007
Other	20,811	791	-	21,602
	<u>350,986</u>	<u>826,983</u>	<u>107,640</u>	<u>1,285,609</u>

	2022 – Group and Charity			
	<1 year	2 and 5 years	>5 years	Total
	£	£	£	£
Land & Buildings	332,400	967,942	199,640	1,499,982
Other	22,618	11,254	-	33,872
	<u>355,018</u>	<u>979,196</u>	<u>199,640</u>	<u>1,533,854</u>

28. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Projects Limited was contracted into capital commitments totalling £0 (2022: £nil) for the build of the new hospice.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

29. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total 2022	Total Restated 2021
	£	£	£	Restated £
INCOME FROM:				
Donations and Legacies				
Donations	1,423,729	119,509	1,543,238	1,976,175
NHS England Grant	-	766,385	766,385	2,235,323
Legacies	2,203,355	-	2,203,355	1,715,158
	3,627,084	885,894	4,512,978	5,926,656
Charitable Activities	1,540,320	17,731	1,558,051	1,551,170
Other Trading Activities	2,645,535	2,234	2,647,769	1,378,839
Investments	3,815	-	3,815	3,968
Other Income	-	-	-	240,000
Total Income	7,816,754	905,859	8,722,613	9,100,633
EXPENDITURE ON:				
Raising Funds	2,597,947	6,650	2,604,597	2,389,803
Charitable Activities				
Inpatient Unit	2,557,497	797,520	3,355,017	3,621,212
Community Services	1,506,063	95,463	1,601,526	1,645,523
Education and Training	229,440	307	229,747	234,863
Total costs of Charitable Activities	4,293,000	893,290	5,186,290	5,501,598
Total Expenditure	6,890,947	899,940	7,790,887	7,891,401
Net income from operational activities for the year	925,807	5,919	931,726	1,209,232
Net (losses)/gains on investments	(798)	-	(798)	1,135
NET INCOME	925,009	5,919	930,928	1,210,367
Transfers between funds	-	-	-	-
NET MOVEMENT IN FUNDS	925,009	5,919	930,928	1,210,367
RECONCILIATION OF FUNDS				
Total funds brought forward	22,377,326	18,060	22,395,386	21,185,019
TOTAL FUNDS CARRIED FORWARD	23,302,335	23,979	23,326,314	22,395,386

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales - Charity number 281963

Accounts



St Wilfrid's Hospice

Making a difference to local lives

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Registered Company Number 01562110
Registered Charity Number: 281963

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**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022**

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex PO18 8QB
Vice Presidents	Dr C J Bateman Mr M G Bevis Dr A Copsey Prof A G Dewhurst Mrs P J Foster Mrs S Hyland Mrs K Glendinning Mr G C Papworth Mr C Shippam Mrs E A Spence Mr M D Troy Dr S Williams Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson Dame K P Routledge DBE Mr and Mrs C Timothy
Trustees	Mr J Beard (resigned 3 rd March 2022) Mr M Bevis (retired 29 th September 2021) Mrs L Bruce Mr J Clayton (Vice Chair) Prof A Dewhurst (retired 24 th November 2021) Mr C Dicks (Honorary Treasurer) Mr A Easter Mr N Fox Ms S Jerram (Chair) Ms H Keenlyside Ms V Mudford Miss A Sharp Dr A Stone Ms L Watt
Company Secretary	Mrs H Edson

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022**

Senior Management Team
Mrs L Addison, Director of Income Generation
Mrs H Edson, Director of Finance
Ms C Horlock, People Director (appointed 7th June 2022)
Mrs L Kemp, Director of Fundraising (resigned 28th January 2022)
Dr C Magee, Medical Director (appointed 7th June 2021)
Dr B Amesbury, Medical Director (retired 11th June 2021)
Mrs A Moorey, Chief Executive
Mrs S O'Callaghan, Director of Clinical Services

Independent Auditor
Crowe U.K. LLP
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

Solicitors
Irwin Mitchell
Thomas Eggar House
Friary Lane
Chichester
West Sussex
PO19 1UF

George Ide LLP
52 North Street
Chichester
West Sussex PO19 1NQ

Bankers
National Westminster Bank plc
5 East Street
Chichester
West Sussex
PO19 1HE

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2022

STRATEGIC REPORT

Our Vision

Our vision is that all dying people and those close to them should have access to the care and support that they need.

Our Mission

Our mission is to provide high quality specialist end of life care and bereavement support whenever and wherever it is needed.

“**Palliative care** is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual.” (WHO definition of Palliative Care).

Paragraph 3 of The Memorandum of Association reads: “The Charity’s object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress.”

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission guidance on public benefit when reviewing the Charity’s aims and objectives. The Trustees have identified that St Wilfrid's meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely the advancement of health, the relief of those in need by reason of ill health or disability and the advancement of education.

Those who benefit from the services that the Hospice provides are people living with cancer and other terminal illnesses and the relatives and friends of such people. The referral criteria for access to our services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, referrals are received for patients registered with specific GP surgeries, and the boundaries of these are adjacent to those served by our neighbouring hospices who in turn provide very similar services to St Wilfrid's Hospice.

Through participation in the delivery of *echo*, (the end of life coordination service hosted by Sussex Community NHS Foundation Trust), the Hospice services extend beyond patients and their loved ones directly referred to them.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. Our Education Department has an impact on services and care elsewhere, and as explained later in the report this developed further during the COVID-19 pandemic.

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ST WILFRID'S HOSPICE'S STRATEGY FOR 2019-24

Values:

Excellence
Compassion
Integrity
Collaboration
Responsibility

Strategic Goal: **Extending our reach to more people in the community**

Objectives: Services that are accessible, flexible, and responsive
 Seeking opportunities to engage and influence a diverse community

Strategic Goal: **Improving and enhancing the quality of our care**

Objectives: Services that are innovative, evaluated and outstanding
 Seeking opportunities to learn, develop and improve

Strategic Goal: **Ensuring long term sustainability**

Objectives: Services that maximise the use of our existing resources
 Seeking opportunities to diversify and grow
 Caring for our resources and the environment

OBJECTIVES AND ACTIVITIES

COVID-19

The impact of the COVID-19 pandemic has continued to be felt, although some restrictions eased through the year. The Senior Management Team (SMT) remained focussed on maintaining safety, assessing risk and responding to changing guidance through the year. The importance of excellent infection control practices, social distancing, testing and vaccination to reduce the risk of transmission and harm remained vital. All team members, whatever their role, understand that it is their responsibility to put our Hospice values, whatever discipline or role, at the forefront of everything we do and protect those in our care from harm.

The past two years have proved exceptionally challenging for the whole Hospice team; it is to everyone's credit that the essential services have been maintained and adapted through this period. Funding and building the new Hospice facility was an important foundation in addressing these challenges, as was working to achieve the Charity's strategic goals and acting in accordance with the Hospice values. The Trustees thank all staff and volunteers for their work and commitment throughout the period of the pandemic.

The financial impact of the pandemic has remained a key consideration for the Trustees, who maintained close oversight of the cashflow. As reported last year, NHS England (NHSE) funding towards hospice care continued and had a positive impact at year end whilst many other income streams were negatively impacted by the pandemic.

The NHSE funding was not expected to continue but Hospice UK once again negotiated further support for hospices as the Omicron variant emerged as a concern. NHSE awarded funding to allow the Hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation. This funding is shown as a restricted fund and was fully utilised by year end to support patient care.

The Trustees thank Hospice UK for their persistence and commitment and NHS England for this additional funding, which recognised the continuing work of all hospices through the pandemic. The local Clinical Commissioning Group (CCG) also granted some additional funding for the increase in community nursing.

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Charitable Objectives and Activities

Noted below are the key objectives for the year:

- Meet agreed KPIs and report to SubCommittees and Board
- Review changes made to services in response to COVID-19 and ensure services are delivered to best meet patient needs
- Ensure all services are delivered in ways that enable a positive patient/customer/ supporter experience
- Develop and implement an Equality, Diversity and Inclusion (E, D + I) Strategy and action plan
- Establish baseline E, D+I data of our people and our community
- Develop and implement a staff wellbeing strategy
- Review and update strategic and organisational risk management methodology
- Develop and launch our new website and brand messaging
- Review our values and how they are described, to develop a values-based culture
- Build back the organisation as one team and emphasise the need to take personal ownership for safety
- Complete a digital maturity matrix and develop an action plan in response with a 3-year timescale
- Work towards a balanced budget and securing the Hospice's financial stability over 3-5 years and beyond
- Support Retail and Fundraising to achieve their surplus budgets and demonstrate growth in future years
- Collaborate with other hospices in Sussex to reduce costs, increase reach and statutory funding
- Ensure workforce plans are in place across all Directorates by end of 2022-23

In the paragraphs below the Trustees comment on achievements in relation to these objectives.

Clinical Services

The services delivered by the Hospice clinical team continued to be affected by the COVID-19 pandemic. As there were an estimated minimum 50,000 missed cancer diagnoses during the pandemic in the UK, delayed diagnoses will result in increased needs for palliative and end of life care for some years to come. As needs for the Charity's services increase, work will continue to ensure that our teams are working most efficiently and effectively to meet the increasingly complex needs of our patient group. The Trustees thank staff for their resilience and flexibility in meeting these challenges.

The number of new patient referral numbers increased from last year by 5% to 931, but have not yet returned to pre-pandemic levels. Monthly referrals have been variable, with June 2021 seeing 96 referrals received, the highest monthly figure ever. There are six Key Performance Indicators (KPIs) for clinical services and all but one was met (see below), further emphasising the achievements of the team.

	KPI	2018-19	2019-20	2020-21	Performance 2021-22	KPI met?
Referrals (total)	780-900	881	944	886	931	Yes
% of eligible patients registered on ECHO	95%	92%	96%	96%	97%	Yes
% occupancy of IPU	80-85%	76%	80%	79%	62%	No
% deaths at home or care home	55%	50%	53%	57%	58%	Yes
% non-cancer referrals	20%	20%	21%	22%	20%	Yes
% patients with recorded preferred place of death	50%	N/A	55%	54%	62%	Yes

Admissions to the inpatient unit decreased by 9% and occupancy reduced from 79% to 62%. This is a pattern experienced by many other hospices and reflects a reduced demand for beds, as more people were dying at home and the COVID impact on staffing. Length of stay has also reduced with the role of Future Planning Nurse, developed at the beginning of the pandemic, ensuring that patients who were discharged home did not

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experience unnecessary delays.

The Hospice Community Team have been supporting patients with complex physical and psychological needs whilst working with other services who are under increasing pressure. They have continued to adapt to new ways of working and support complex care coordination with other local services. Ensuring best use of our highly skilled Non-Medical Prescribers to benefit our patients alongside the further development of the Community Support Team volunteers are two examples of applying the 'right person, right place, right task' approach.

Living Well Services have been reduced through the pandemic, with staff working in the community and inpatient teams, and will now be gradually opened up, with Occupational Therapy and Physiotherapy being a key resource as we continue to develop the rehabilitative approach to end of life care. The role of the Family Support Services team developed through the year and continues to deliver psychological support including bereavement care.

The work of our highly skilled and experienced Education team has flourished over recent years and the team have been successful in delivering education and training to the local health and social care workforce across West Sussex and beyond. The focus has been on commissioned education and this year saw funding from West Sussex Clinical Commissioning Group, Health Education England and West Sussex County Council (West Sussex Joint Dementia Strategy 2021-2022). COVID-19 necessitated moving the delivery to virtual platforms, which has enabled greater access and removed many barriers. Other initiatives have included the establishment of a close working relationship with the University of Chichester's new School of Nursing both for placements and involvement in curriculum development. Facilitation of training of medical students from Brighton & Sussex Medical School commenced, involving placements at the Hospice as well as formal teaching, working with the Hospice medical team. The team has continued to support and be significantly involved in the Sussex Hospice Collaborative Project ECHO pilot (including IT).

This year also saw the introduction of self-funded courses particularly those that are essential for our local geographical area, and the introduction and development of a new course 'Essentials in palliative and end of life care for Registered Nurses'.

Equality, Diversity and Inclusion

As reported last year, the Trustees recognise that there are a number of actions required to ensure that the organisation is truly inclusive, and that the services meet the needs of all in our community. The Equality, Diversity and Inclusion (E,D+I) steering group met through the year, chaired by the Chief Executive, involving staff and volunteers as well as the designated Trustee Lead.

A revised E,D+I policy was launched with staff and volunteers and an E,D+I checklist used at all Board and SubCommittee meetings, to ensure E,D+I was considered. External advice was sought from County Council leads and baseline data collection of staff and volunteers carried out. An action plan is being taken forward to support the Hospice's strategic objectives, through advancement of these four key goals:

1. Provide equal access to our care and support to everyone in our community
2. Embed E,D+I into all aspects of Hospice activities and culture
3. Attract, retain and develop a diverse community of staff and volunteers, with equal opportunities for everyone and a culture of inclusion
4. Gather consistent and robust data to drive decisions that improve patient and staff experience and the diversity and inclusivity of the Hospice as an employer and a service provider

Quality and Governance

The services of the Clinical team have continued to be highly valued by patients and their loved ones, with numerous examples of positive feedback received. There was a significant decrease from 14 to 2 formal complaints received, along with seven adverse comments. All formal complaints and adverse comments have been resolved, with learnings from each one shared with the team.

The Trustees maintain oversight of the clinical services and receive assurance reports from the SMT in addition to regular visits and contact with staff, volunteers and patients. A particular focus was safeguarding, with the

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designated Safeguarding Trustee Lead supporting an audit and a newly established organisational safeguarding group. Peer review will be carried out in collaboration with other hospices in Sussex, to ensure processes and awareness are effectively monitored. The Care Quality Commission have not yet inspected our services since the move to our new location, and have maintained oversight by regular virtual assurance visits and open communication with the Registered Manager and Chief Executive.

Digital

The COVID-19 pandemic accelerated the importance of digital use and skills and this has been responded to as the Trustees recognise this as a critical area of development. A Digital Strategy Group was formed and a presentation given to the Trustees at their Awayday. A digital maturity matrix has been completed, our Digital Principles and Digital Purpose agreed and further engagement across the organisation is planned.

Internal Context

The Trustees recognise that our staff and volunteers are our most important resource and this was brought into sharp focus through the COVID-19 pandemic. An external review of the Human Resources function resulted in a decision to appoint a People Director to enable the development of a clear people strategy. Implementing the Wellbeing strategy for our teams has remained a key priority, and ensuring we improve the diversity of our staff and volunteer workforce is critical to our future success.

As restrictions were eased, work was carried out to bring the organisation back together and the Hospice's Education Team facilitated workshops with staff with a focus on the Hospice Values, supporting mandatory training via the e-learning system. Staff sickness absence was lower than last year at 5.13% and turnover increased to 23%, reflecting national and local trends. Recruitment and retention of staff became a greater concern and the Trustees are aware of the vital importance of recruiting and retaining skilled and experienced staff. A key risk is not being able to maintain pay parity with NHS pay rates, and efforts have been made to address this in future. The Trustees have agreed to make a small thank you payment to staff in the new financial year.

Workforce planning has been given a high priority, and a particular focus has been on reviewing the skill mix in certain teams, especially where vacancies have been difficult to fill. This has been successful and has assisted in developing teams and recruiting excellent new staff whilst ensuring best use of existing resources. Actions were taken in areas of greater risk, including medical workforce, where a working group was established to review current and future challenges. Opportunities also exist, with the ability to promote the Hospice as a great place to work and volunteer.

External Context

All health care services in Sussex fall within the Sussex Integrated Care System (ICS) and from July 2022, an Integrated Care Board (ICB) will have statutory responsibility for planning and delivering health care in the county. Palliative and End of Life Care (PEoLC) is recognised as a priority area to tackle under a broader Ageing Well programme. The new health care planning and delivery structure envisages integrating the voluntary and community sector into both planning and delivery of services, as well as bringing together provider collaboratives.

A new Commissioning and Investment Framework is being developed by NHS England to guide ICS/ICBs in the future commissioning of PEoLC, and Sussex has been chosen to pilot this approach. These changes provide significant opportunity for hospices to play a greater role in our local system and put an onus on collaboration not just among ourselves but with other agencies in the system.

The pandemic has shone a light on the positive contribution of hospices and the need to establish a fairer statutory funding system. Sustainability of hospices has been discussed at national and local forums and Sussex CCG Commissioners are aware of potential risks to hospice service provision if additional NHS investment cannot be identified for future years.

Income Generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the

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Hospice's role in the local community. Voluntary income is generated through fundraising as well as through the Hospice's retail functions.

During the year, the Charity took the opportunity to restructure the income generation team under one Income Generation Director. The aim is to bring the Fundraising and Retail teams closer together as one team to maximise opportunities and deliver joined up supporter journeys.

Fundraising

The Fundraising Team manages a variety of income streams to secure income for the Charity - individual and in memory donations, trusts and foundations, events and community activity, corporate partners, lottery and raffles and gifts in wills. Gifts in Wills is the Hospice's second largest income stream and during 2021/22 we have undertaken a Gifts in Wills review and have launched a new strategy to reinvigorate this important income stream, develop and grow it.

In response to the COVID-19 pandemic, the team has worked hard to change and adapt methods to ensure that fundraising continues to support the Charity as much as possible, including the use of technology and virtual events, enabling supporters to fundraise. As reported last year, we had to cancel our flagship Moonlight Walk event in 2020 and instead delivered a successful virtual event as a replacement. In 2021 we adapted further and delivered a hybrid event, offering a physical option alongside the virtual option. This was a success and raised over £100,000 with over 500 walkers.

The Christmas Tree Recycling Project is in its third year, and this year 971 trees were collected and recycled across the county. 920 people used the service, 279 were new supporters to the Hospice and we retained 54% from the previous year. Trees were recycled for use as mulch on local farms; a positive action and a signal to demonstrate the Charity's concern for the environment.

Talking to members of the public in person and speaking to existing supporters on the telephone, along with writing to them, are some of the most important ways to engage people with the Hospice's work and raise vital funds - this activity is undertaken by the income generation staff in the Fundraising and Retail Teams and by trained volunteers.

The Charity is part of Local Hospice Lottery, which is the only out-sourced fundraising contract, and this relationship is managed closely. They are compliant with the Fundraising Regulator and GDPR and have a corresponding, stringent training programme for all their staff who work on behalf of hospices across the UK.

Support from individuals donating to the Charity in memory, in response to direct marketing appeals or through committed monthly giving programmes, including the Lottery, are fundamental to achieving income growth. Throughout the year, general donations and In-Memory donations were strong – this method of giving is often a reflection of the excellent care provided to beneficiaries.

Trusts and Foundations support has been a strong area of growth, exceeding its annual target by 37%. The Charity is grateful to all the Trust and Foundations who have supported the Hospice throughout the year.

Corporate fundraising was up on budget by 14%, this is an improvement on the previous year when it was down by 12%, when many offices were closed, staff on furlough and companies unable to engage during the pandemic. We are delighted that we have been able to reengage with companies again and will continue to build relationships in this area. We are very grateful for all the companies who have supported the Hospice throughout the year.

The Charity, through the Fundraising Team, will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maximise retention and increase income in future years.

Volunteer specific role training is implemented at department level, with a variety of volunteers and staff carrying out this training and completing a training record for each individual which is signed off on completion. This includes training those volunteers representing the Hospice with fundraising activities in the community. All volunteer records are held on Better Impact, a secure database.

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For all Hospice fundraising events and relevant 'on behalf of St Wilfrid's' community fundraising activities: risk assessments, legal regulations and up to date health and safety measures, recommendations and implementation are carried out by the St Wilfrid's Event and Community Fundraising Team.

Where a Community Fundraising activity is carried out 'in aid of the charity' and the St Wilfrid's Event and Community Fundraising Team are notified about it, they are able to offer bespoke guidance on legal, risk and safety measures to ensure compliant fundraising.

Records of all events, Community Fundraisers, participants and donors and fundraising income are maintained on Raisers Edge, our secure database.

The Charity is a member of the Fundraising Regulator. This means the Fundraising Code of Practice is followed and high standards of fundraising are maintained at all times. The Charity's fundraising practices continue to follow industry standards and are compliant with all fundraising standards. Any complaints about fundraising are monitored by the Charity's Voluntary Income Generation SubCommittee. The Hospice's Fundraising Promise is published on the website, and the public are encouraged to provide feedback, which is used to improve the Charity's fundraising activities and maintain its reputation.

We have had three requests logged with the Fundraising Preference Service in 21/22. Two of these were related to a person making a request to be removed from our database and one of them related to a request to update their communication preferences. All relevant action has been taken by the Charity in good time, and communication preferences updated on our systems.

The Charity strives to ensure that our supporters have a great experience and that all supporters, including vulnerable people, are treated fairly. If we find cause for concern, we investigate as a matter of urgency. Our income generation team, including all fundraisers and retail management, have participated in safeguarding awareness and training.

Retail

The financial year 2021-22 has been a period of strong income generation from the Charity's retail operation, following the re-opening of all shops in April 2021 after the COVID restrictions were lifted. In fact, the income generated from our retail operation has been the strongest year in the Charity's history, above the budget anticipated in 2021-22, which was always going to be a year of uncertainty especially in relation to customer behaviour and purchasing activity post COVID.

Sales were achieved through a high level of donated items given to the Charity by our supporters, over 258,000 customer transactions in our shops, and over 7,000 transactions on our online platforms. We are extremely grateful for the support that the Charity is given by our customers and donors in all local communities.

The closure of our shop in South Street, Chichester at the end of the previous financial year, in March 2021, and its relocation in April 2021 to a new shop at 4 East Street in the heart of the Chichester city, has contributed to both supporter and income growth during the year. The new shop is a prime 'shop window' for the Charity to help us reach wider groups and more diverse supporters, alongside being an important income generator.

During the course of the past year the Charity expanded our existing community shop in the village of Selsey, which has contributed to increased income generation and customer footfall, particularly during the summer months.

Our retail units were resourced by approximately 50 staff (mostly working part time) and over 250 volunteers during the course of the year. On joining the Charity, both staff and volunteers complete an induction and ongoing training in order to represent the Charity when meeting supporters. This training includes Retail Gift Aid, in order that the Charity complies with HMRC standards.

During the year, all retail job descriptions were rewritten and in April 2022 our retail workforce were moved to the Hospice pay scales, bringing consistency with all other roles in the Charity's workforce. This change has been made to aid both recruitment and retention in future.

The positive impact that our retail operation makes to the environment is important to many supporters and potential supporters. Charity retailing plays a key role in contributing to the circular economy, by offering

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donated goods to be purchased in our shops for reuse, thus avoiding landfill. This consideration has become more important to more people during the past year, especially the younger demographic in our communities, with 'thriftling' becoming a key trend amongst the young. Alongside this trend, the 'shop local' movement continues, which helps our relevance and positioning as a local charity. All of these external factors are positive drivers of income generation, despite the uncertain economic and retail climate.

Marketing and Communications

Key successes from the Marketing and Communications Team in 2021-22 have been key large-scale projects, process improvements, and an additional team member hire.

The rebuild of the stwh.co.uk site by a chosen web agency, launched in October 2021, following a six month cross functional project. This has given the site a better audience user experience, an easier back end functionality, and more reliable stability. Since launch an accessibility tool has been added to allow users with additional needs such as visual impairment or translation requirements to access information more easily.

The Patient Guide (print and online) was also completed, as the full overview of Hospice services for patients and loved ones. The Brand Guidelines have been integral to projects such as shop launches and extensions, retail van signage and ever-changing COVID-19 guidance signage.

All Voluntary Income Generation activities (fundraising activities, events, shop signage etc) require tactical marketing support, and this is managed via the marketing calendar.

The Marketing and Communications Team has been strengthened with the hire of our first apprentice in a Marketing Assistant position, providing good support to our team of now three full and part time staff.

Volunteers

The Trustees express their heartfelt thanks to all volunteers who have continued to support the Charity through another year of uncertainty and change. Yet again we have seen the volunteers being selfless by offering their time to support the Charity in many and varied ways, without which the essential services delivered could not continue.

The team of clinical volunteers adapted to new ways of working to ensure we keep patients and their loved ones safe whilst still offering a warm welcome to the ward. Fundraising and retail volunteers have stepped up to the challenges faced in encouraging donors and customers to return to support the Hospice. Once again, the whole volunteer team, including the gardeners, has proven that they are indispensable to St Wilfrid's.

As the restrictions imposed due to the COVID-19 pandemic gradually eased, volunteers have once again demonstrated their flexibility and commitment to the Hospice. The Volunteer-led bereavement support Walk & Talk Group was reintroduced in May, with 30 clients now in attendance enjoying monthly walks, providing essential support to them. The team of community support volunteers introduced last year to support people who were often isolated at home with regular phone calls, became integrated with the Hospice community nursing team and made over 12,000 contacts in the year.

Developing new roles and involvement for volunteers has continued, led by the Voluntary Services Team and supported by the Hospice staff team. The team of Hospice Visitors who provide bereavement support has been strengthened by 13 new members who have been trained by members of the Family Services Team. Examples of new initiatives to involve volunteers as key members of our workforce has included asking volunteers to be part of the interview panel for registered nurses working on the inpatient ward. The Equality, Diversity and Inclusion Steering Group has welcomed three volunteers as members, ensuring our volunteers are fully involved in achieving the goals in our E,D+I action plan.

Alongside mandatory training of staff, St Wilfrid's Hospice provides induction and departmental training for all volunteers including annual mandatory update training. This year online training through the volunteer management system MyImpact was introduced with 100% of Hospice-based volunteers completing their mandatory training this way.

Study Days are also offered by the Hospice Education Team to assist volunteers in carrying out their volunteering role. The delivery of training is through a variety of methods, e-learning, direct learning and written

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material. The Hospice does not provide free of charge non-essential training as this may be interpreted as consideration and intent towards an employment relationship.

Induction training covers an explanation of the services the Hospice provides to the local community including values and objectives, how to volunteer safely by following policies, guidelines and maintaining boundaries and the core mandatory topics covering Health & Safety, Fire, Safeguarding, Manual Handling, Hand Hygiene and Equality, Diversity + Inclusion.

Feedback from volunteers has continued to be very positive, with 98% of volunteers agreeing that they would recommend volunteering at St Wilfrid's. In answer to the question 'Do you feel valued by members of staff at the Hospice?', one volunteer responded as follows:

"Extremely so. The inclusive management decisions (vaccinations, testing, scrubs, communications) especially during the first lockdown made us feel protected but also appreciated. The 'all one company' approach made the bonds between volunteers and staff much stronger than was possible before Covid19."

Many actions have been taken to actively recruit new volunteers through social media and welcome a more diverse volunteer team. Partnerships with local charities including the Apuldram Centre and Think18 have provided volunteering opportunities in the shops for local people with learning disabilities.

The number of active volunteers has risen from 97 to 173 by March 2022 in the Hospice and from 214 to 282 in the shops, an overall increase of 50%. The hours given by volunteers is more accurate this year due to a new method of collecting data in the shops. The annual total was 17,618 hours at the Hospice, 27,612 in the shops and 1,456 supporting fundraising.

KEY OBJECTIVES

As we now celebrate the Hospice's 35th anniversary and look towards the future, the SMT goals for 2021-23 have been updated and the key highlights for the forthcoming year are set out below:

- Meet agreed KPIs and report to SubCommittees and Board
- Ensure all services enable a positive patient/customer/supporter experience and launch IWantGreatCare review software on our site to gain feedback
- Gradually re-open Living Well Services with a focus on connecting with those living with life shortening conditions who do not traditionally access hospice services
- Develop a better understanding of our workload activity and data, alongside future forecast needs, including meeting the needs of patient groups who are underserved
- Work in partnership with Primary Care Networks, Community and Acute Trusts to address chronic disease management
- Work in partnership with other hospices in West Sussex alongside other providers to ensure we take a more active leadership role in the system
- Continue delivery of education programmes, whilst implementing the Sussex Hospice Education Collaborative
- Continue to implement the Equality, Diversity and Inclusion (E, D + I) strategy and action plan
- Recruit and retain more great people (staff and volunteers) to join our teams in a time of national skills shortage, through developing our workforce plan and improving the diversity of our people
- Implement revised strategic and organisational risk management methodology
- Deliver the Digital Maturity action plan with a three year timescale and proposals for investment
- Work towards a balanced budget and securing the Hospice's financial stability over three to five years and beyond
- Deliver the 35th year 'Charity Extra' Match Funding activity to drive income generation in an uncertain climate and increase acquisition/re-engagement of major donors and corporate partners, post pandemic
- Implement the Gifts in Wills strategy, with financial return expected in future years
- Support the use of the 35th Anniversary messaging to communicate the brand to our audiences
- Increase collaboration across Income Generation teams to strengthen community presence, reach and engagement whilst stabilising our voluntary income streams

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- Reduce our impact on the environment by acting to reduce our energy usage and promoting sustainable practices

A summary of the year 2021-22 and the plans for the year ahead were shared with the Senior Staff Group for onward dissemination to their teams. The SMT have asked that teams focus on four key takeaway messages:

- We are Needed Now More Than Ever
- Our people are our greatest asset
- We are financially strong but we all need to take care of our resources
- We are only at the beginning with E,D+I

Governing document

The Charity was incorporated on 18th May 1981. The Hospice is controlled by its Memorandum and Articles of Association (amended 21st October 2009). It is a company limited by guarantee, as defined by the Companies Act 2006 registered in England and Wales (Company number 01562110) and a Charity registered with the Charity Commission of England and Wales (Charity number 281963).

Members, appointment and members' liability

The members of the charitable company are the Trustees, Vice-Presidents, the chairs of some of the Hospice Supporter Groups, and others appointed to the membership by the company in order to give the widest possible representation of those involved with St Wilfrid's.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

Organisational structure and how decisions are made

The Hospice is governed by the Board of Trustees, which met eight times in the year with the Senior Management Team (SMT) in attendance. The Board meetings are informed by five SubCommittees, each of which has Terms of Reference ratified by the Board.

The SubCommittees of the Board are: Clinical Services, Finance (including Investments), Resources, Board Development (including SMT Remuneration) and Voluntary Income Generation.

The Trustees continued to review the updated Charity Governance Code for larger charities and carried out a self-assessment against the recommendations in the Code. The Board Development Subcommittee recommended a three step governance and development programme in response to this self-assessment. This involves the following steps and will be completed during 2022-23:

1. Trustee team building session, with external facilitation
2. Observation of a board meeting by an experienced Chair of another hospice, with structured feedback
3. External commissioned desktop governance review and workshop feedback to the Board to be undertaken by Compass Partnership

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

Remuneration of key management personnel

Salaries of the SMT are reviewed by the Board Development Subcommittee, which makes recommendations to the Board. The salary of the Medical Director is broadly in line with Consultant pay scales operated within the NHS. Terms and conditions for the medical team will be overseen by the newly established Medical Workforce Working Group, which reports to the Clinical Services Subcommittee.

As reported last year, members of the SMT are included in the pay structure used for all staff (except the medical team), using an external Pay and Reward Consultant as required. This takes account of NHS pay

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ranges for the evaluated band, provides contribution-based pay steps within the band and aims for the market median (if not achievable now, then as a future ambition).

Recruitment and appointment of Trustees

The Board identifies Trustee vacancies based upon information from the Trustee skills audit, SubCommittee membership and Trustee succession planning. Recruitment follows an agreed process of advertising and selection. All Trustees appointed since 2009 serve a maximum of nine years.

No new Trustees were appointed during the year. One Trustee, Jeremy Beard, resigned. Graeme Dewhurst and Michael Bevis retired at the end of their terms of office.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted SubCommittee members is followed, including sessions with key members of staff across the organisation so Trustees understand how the Hospice works and the context in which it operates. This is supported by a pack of relevant information and mentoring by an established Trustee over the first year. Trustees attended many training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. The Trustee training and development plan is updated annually and a record of training attended is maintained.

Group Structure

The Charity has two wholly owned subsidiaries:

St Wilfrid's Hospice Trading Limited, a registered company in England and Wales (registered company number 02105189). The company is principally engaged in the delivery of charity shop furniture and the retail sale of cards, gifts and accessories.

St Wilfrid's Hospice (South Coast) Projects Limited, a company registered in England and Wales (registered number 09253834). The company was principally engaged in the design and build of a new hospice, which was largely completed in 2019.

Relationships with wider interests and related parties

St Wilfrid's Hospice is a member of Hospice UK, the national charity which exists to support voluntary hospices and provide a campaigning voice for hospices across the United Kingdom. Hospice UK has facilitated many opportunities for hospices to learn about key issues including the pandemic and the changes in the health and social care system and this has proved invaluable to both Trustees and SMT members.

St Wilfrid's has close links in particular with the other hospices serving people in Sussex and all members of the SMT meet with their counterparts in neighbouring hospices. As reported last year, the hospices in Sussex recommenced their workstream programme of collaboration.

Progress this year has included:

- Extension of the Project ECHO pilot superhub to create knowledge networks around palliative and end of life care (PEoLC) for care homes across Sussex
- The seven hospices funded a Project Manager, employed by St Wilfrid's Hospice, to ensure that the goal of a formal sharing of the provision of external education can be achieved. The aim is to develop our vision of a common external offer to commissioners of a programme of education in palliative and end of life care to the health and social care workforce and beyond, where appropriate
- Development and delivery of a bespoke management and leadership programme for managers across all seven hospices
- Work is ongoing to benchmark core activity and develop common impact and outcome measures, linked to the testing of the new NHS Commissioning and Investment framework
- A part-time Programme Manager seconded by St Catherine's Hospice is being jointly funded to coordinate these activities. We have also developed a strong visual identity

**ST WILFRID’S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES’ REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Each hospice reconfirmed the collaboration Memorandum of Understanding for a further two-year period in November, and agreed to redouble collective efforts on the workstreams identified. With the changes in NHS structures it is clear that collaborative initiatives in relation to service delivery efforts will be more appropriate at Place (ie West Sussex) rather than Sussex wide.

Work will continue to progress these initiatives and more opportunities will be developed in the year ahead. While each hospice holds fast to its local autonomy and identity, we recognise the benefit of working together to make the most of our knowledge and resources in benefitting patients and families and enhancing our sustainability.

The formal arrangement with respect to IT support provision has continued with St Catherine’s Hospice. The impact of this arrangement is monitored to ensure both hospices are well supported from IT delivery and planning perspectives.

Risk Management

Formal reports are given to the Board from all SubCommittees and the SMT ensures the Trustees are informed of any significant risks through written reports to the Board which are discussed at Board meetings. A Risk Register is maintained and SubCommittees assess existing risks and add any new ones to the Register. The Trustees consider at each Board meeting if any new items need to be added to the Risk Register.

The format of the Risk Register was reviewed during the year and a risk management framework is in development. The framework will set out the process to ensure that the Trustees focus on key corporate risks related to achieving the Charity’s strategy, whilst the SMT review the operational risks and escalate them as required to the Board.

The principal risks (scored 9 or above after control measures) were judged to be:

Risk	Mitigation
Collaboration with Sussex hospices does not succeed, becomes a hindrance to (time/efficiency/cost) and/or undermines identity/reputation of STWH	Collaboration governance workstream continues to meet with STWH Chair of Trustees being one of the three Chairs on the group with all CEOs Reports to each Board meeting on progress
Ongoing Legacy annual income shortfall by more than 20%.	Gifts in Wills Officer to be recruited to manage & develop strategy. Gifts in Wills marketing plan to be implemented, including training of staff & volunteers. Review of current supporter journey to develop stronger stewardship of our Gifts in Wills donors/potential donors
Utilities, supply or equipment becomes unavailable or costs outside of our control escalate to over 10% higher than the previous annual rate e.g. energy	Contracts, proactive planning, inventory control, collaboration. New fixed unit price contracts agreed for gas and electricity from 30/9/21 for two & three years
Inability to address an underlying deficit budget before reserves are below policy (£4.5m)	Work with NHS system to increase level of funding in the light of risk to hospices of insufficient funding Work with collaboration as part of the ICS / West Sussex Place
Inability to recruit/retain staff in key roles, negatively affecting the ability of the organisation to meet the needs of patients, their loved ones, staff, volunteers, customers or supporters with high quality care/service.	Contribution based pay progression system is in place, links pay steps to contribution Action taken April 2022 to address gap between STWH and NHS pay rates Flexible working options and phased retirement processes are available People Director to lead development of workforce strategy

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

<p>Lack of diversity and inclusion in our workforce/volunteer force – missed opportunities for expertise, knowledge and creativity; not fulfilling our moral values/role in the community to support and promote underserved communities, creating an organisation that is not fit for the future and puts STWH reputation at risk.</p>	<p>E, D+I Steering Group is leading the implementation of the agreed action plan Recruitment processes reviewed to reduce risk of bias in process Staff and volunteer training to be delivered to ensure everyone understands the need for change is vital next step Clinical leads to review data on underserved communities and establish our current and required reach</p>
<p>SMT members do not have adequate management/administrative support, resulting in a lack of capacity to perform at a strategic level. Lack of succession planning/options for SMT members or other key members of staff.</p>	<p>Board Development Subcommittee overseeing SMT succession planning Steps taken to reduce risk of reliance on single person e.g. payroll. Collaborative options being reviewed at all times, leadership capability at levels below SMT will be enhanced by the Leadership and Management development programme</p>
<p>Unable to meet clinical needs, demands of patients and provide safe quality care as a result of inadequate staffing/resources and/or the ability to adequately monitor and manage workloads or caseloads. Unplanned staff absence or a high vacancy factor. Poor utilisation of resources and associated cost of more hours from extra hours, bank and agency staff</p>	<p>Continue recruitment to clinical vacancies, refining and altering establishment structures to meet the workload demand Working closely with HR team to managing sickness absence with additional HR training for managers Provide resilience training for community and ward staff to help manage stress levels Work closely with other agencies to ensure services are utilised timely and correctly Working with the collaborative to highlight to the NHS on the impact of hospices, to ensure funding is available Monitor patient and loved ones feedback</p>
<p>Cyber security incident; negative messaging, inability to communicate effectively, being held to ransom or other cyber threat. Potential for negative communications given out in the name of STWH. Resulting in financial, legal and reputational damage.</p>	<p>Complete 2022 NHS Toolkit Commence work to obtain Cyber Essentials accreditation Update Data Training for mandatory training Update backup system</p>
<p>Lack of data or data analysis to base good robust decisions on. Resulting in a risk of poor decision making and a lack of strong directive to take the organisation.</p>	<p>Work as part of the collaboration data group, planned work at Place will establish clear picture of future needs for our services</p>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

COVID-19 continued to have a financial impact in 2021/22.

The income generation activities for St Wilfrid's continued to be affected. Activity on the inpatient unit and in the Community Services fluctuated as needs changed and the Living Well Centre remained closed for the year with staff redeployed. Government support was claimed when available, with a small amount of income from the Covid Job Retention Scheme and Retail grants received for the first half of April 2021 and NHS England funding continued, albeit at a reduced level. These events are reflected in the financial results for the year which show a surplus of £931k (2021 £1.21m surplus).

Key information for the group is summarised in the table below: -

	2021-2022	2020-2021
TOTAL Income	8,722,613	9,100,633
TOTAL Expenditure	7,790,887	7,891,401
Net surplus for the year (before investment gains/(losses))	931,726	1,209,232
Realised & unrealised gains/(losses) on investments & property	(798)	1,135
Net movement in funds	930,928	1,210,367
Balance Sheet		
Funds represented by Fixed Assets	14,496,889	14,915,926
Other funds	8,829,425	7,479,460
Total Funds	23,326,314	22,395,386

There were a number of reasons for the overall decrease in income from £9.1m to £8.7m:

- Overall Central Government Income relating to COVID-19 dropped from £2.789m in 2020/21 to £890k in 2021/2022 a reduction of nearly £1.9m.

The largest decrease related to the restricted grant income received from NHS England, organised by Hospice UK which reduced to £766,385 in 2021/2022 from £2,235,323 in 2020/2021. The Trustees are grateful for this funding. No further funding is expected going forward.

Government COVID Job Retention Scheme income was £9k (2021: £301k) and retail grants £38k (2021: £156k).

The Charity also received £76k worth of donated Personal Protective Equipment (2021: £96k).

- All other income streams increased by £1.5m from 2020/2021.

Legacy income for the year was £2.2m (2021: £1.7m), an increase of £488k (28%) on 2021. As mentioned earlier the Charity has carried out a Legacy Marketing Review and launched a new Gifts in Wills Fundraising strategy to ensure this important source of income continues. The Trustees recognise that legacy income can be volatile and this is reflected in the Reserves Policy (see Reserves below). The Trustees continue to monitor the level of legacies regularly.

Excluding COVID related one-off funding sources, fundraising income remained unchanged compared to last year at £1.4m with Lottery income adding a further £400k.

Retail performed extremely well with the shops reopening in April 2021, and sales increasing by over £1.25m from £930k in 20/21 to £2.19m in 21/22.

Income from Charitable Activities remained at £1.5m. NHS income was again nearly £1.5m, including additional funding used to increase capacity in the community and relieve pressure on the NHS.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

Overall expenditure decreased by just over £100k (1.2%). This consists of the following:

Charitable expenditure decreased by over £300k (5.7%). In general, although the Community team were very busy in 2021/2022 the number of patients cared for on the inpatient unit was lower than 2020/2021 reducing costs including a significant decrease in staff costs. Overall Staff costs reduced by £164k partly due to reduced activity and partly as the Charity operated with a number of staff vacancies.

Fundraising costs increased by £29k (3.7%) and included the return to face to face events and work on the Gifts in Wills Strategy. Retail costs increased by £185k (2021: decrease £212k) as the shops re-opened for most of the year, this brought costs back to just below pre-pandemic levels.

The surplus for the year before investment gains and losses was £931,726 (2021: £1,209,232). During the year the Charity made an unrealised loss on investments of £798 (2021 – gain of £1,135). Overall, there was a decrease in investments of £798.

Although Retail and Legacy income were considerably better than last year and other sources of income remained at similar levels to last year the Charity was again reliant on additional COVID funding to reach its year end surplus. As mentioned in previous reports the Charity does not receive sufficient ongoing NHS funding to support the needs of the organisation on an annual basis. The Trustees have agreed a deficit budget for 2022/2023 of over £900k. This is only possible in the short term due to two years of healthy surpluses and whilst the Charity is working to bring the annual revenue budget deficit to a more sustainable level.

RESERVES

The Trustees review the Reserves Policy annually and have updated the requirements in light of the Charity's current situation, with particular reference to COVID-19 and the economic situation. Total reserves at 31 March 2022 were £23.326m (2021: £22.395m).

Designated funds £14.74m

Fixed Asset Fund New Hospice £14.22m (2021: £14.53m) - At 31 March 2022, the Hospice land and buildings had a net book value of £14.22m. In line with the Reserves Policy the Trustees have designated these funds.

Fixed Asset Fund Other Assets £0.28m (2021: £0.38m) – At 31 March 2022 the other fixed assets had a net book value of £277k. In line with the Reserves Policy the Trustees have designated these funds

Capital Maintenance Fund £200k (2021: £200k) – In July 2019 the Charity moved into a new purpose-built Hospice building. The Trustees are aware that they need to maintain a designated fund to cover larger capital maintenance costs.

35th Anniversary Match Pot £43,830 – The Trustees agreed to set up a new designated fund called 35th anniversary match funding. This fund holds funds received in 2021/2022 but which will be released in to reserves in 22/23 during the 'Double the Difference' fundraising campaign.

Unrestricted General Funds

The Charity's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the long-term financial viability of the Charity. The Charity is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure plus any unforeseen expenditure over a period of two years.

Part of these reserves, the Operational Reserve, was increased from £715k to £740k. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

The level of free reserves at 31 March 2022 was £8.562m (2021: £7.261m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for free reserves as an Operational Reserve of £740k plus a financial sustainability reserve of £4.968m, totalling £5.708m. The Trustees recognise that the level of reserves at the year-end is £2.85m above the target level required by the policy. The Trustees consider this is reasonable in the light of a deficit budget for 2022/2023, the current budgetary forecasts for future years and the general economic outlook.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2022

Restricted Funds

At 31 March 2022, the Charity held £24k of funds restricted by donors for specific purposes. Further detail is given in note 23 to the accounts.

INVESTMENTS

The revaluation of investments as at 31 March 2022 resulted in an unrealised loss of £798. At 31 March 2022 investments were valued at £4,094 compared to £4,892 at March 2021.

The remaining investments were monitored by the Finance SubCommittee during the year.

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios, modelling a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in the ability of the charity to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of St Wilfrid's Hospice (South Coast) Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board of Trustees is aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees on 24 April 2022 and signed on behalf of the board by:



Ms S Jerram
Chair



Mr C J Dicks
Honorary Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 18 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

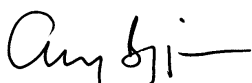
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 31 August 2022

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 Restated £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,423,729	119,509	1,543,238	1,976,175
NHS England Grant	3	-	766,385	766,385	2,235,323
Legacies	4	2,203,355	-	2,203,355	1,715,158
		3,627,084	885,894	4,512,978	5,926,656
Charitable Activities	5	1,540,320	17,731	1,558,051	1,551,170
Other Trading Activities	6	2,645,535	2,234	2,647,769	1,378,839
Investments	7	3,815	-	3,815	3,968
Other Income	8	-	-	-	240,000
Total Income		7,816,754	905,859	8,722,613	9,100,633
EXPENDITURE ON:					
Raising Funds	9, 10 & 11	2,597,947	6,650	2,604,597	2,389,803
Charitable Activities					
Inpatient Unit	9, 10 & 11	2,557,497	797,520	3,355,017	3,621,212
Community Services	9, 10 & 11	1,506,063	95,463	1,601,526	1,645,523
Education and Training	9, 10 & 11	229,440	307	229,747	234,863
Total costs of Charitable Activities		4,293,000	893,290	5,186,290	5,501,598
Total Expenditure		6,890,947	899,940	7,790,887	7,891,401
Net income from operational activities for the year		925,807	5,919	931,726	1,209,232
Net (losses)/gains on investments	17	(798)	-	(798)	1,135
NET INCOME/(EXPENDITURE)		925,009	5,919	930,928	1,210,367
Transfers between funds	23	-	-	-	-
NET MOVEMENT IN FUNDS		925,009	5,919	930,928	1,210,367
RECONCILIATION OF FUNDS					
Total funds brought forward	23	22,377,326	18,060	22,395,386	21,185,019
TOTAL FUNDS CARRIED FORWARD	23	23,302,335	23,979	23,326,314	22,395,386

The notes on pages 26 to 46 form part of these financial statements.

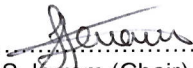
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2022

Company number: 01562110

	Not es	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
Fixed Assets					
Tangible fixed assets	16	14,496,889	14,915,926	14,496,889	14,915,926
Investments	17	4,094	4,892	4,097	4,895
		14,500,983	14,920,818	14,500,986	14,920,821
Current Assets					
Stock	19	384	97	-	-
Debtors	20	2,489,815	2,346,542	2,506,759	2,375,452
Cash at bank and in hand		7,030,348	5,911,654	7,013,490	5,889,310
		9,520,547	8,258,293	9,520,249	8,264,762
Liabilities					
Creditors: Amounts falling due within one year	21	(695,216)	(783,725)	(688,161)	(787,330)
Net Current Assets		8,825,331	7,474,568	8,832,088	7,477,432
Total Net Assets		23,326,314	22,395,386	23,333,074	22,398,253
The funds of the Charity:					
Restricted income funds	23	23,979	18,060	23,979	18,060
Designated funds					
Capital Maintenance Fund	23	200,000	200,000	200,000	200,000
35 th Anniversary Match pot		43,830	-	43,830	-
Fixed Asset Fund – New Hospice		14,219,374	14,532,338	14,219,374	14,532,338
Fixed Asset Fund – Other Assets		277,515	383,588	277,515	383,588
		14,740,719	15,115,926	14,740,719	15,115,926
Operational reserve		740,000	715,000	740,000	715,000
General fund		7,821,616	6,546,400	7,828,376	6,549,267
Total unrestricted funds	23	23,302,335	22,377,326	23,309,095	22,380,193
TOTAL FUNDS	23/2 4	23,326,314	22,395,386	23,333,074	22,398,253

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a surplus for the year of £934,821 (2021: Surplus £1,213,236).

The financial statements were approved and authorised for issue by the Board of Trustees on 24th August 2022 and were signed on its behalf by:


 Ms S Jerram (Chair)


 Mr C J Dicks (Honorary Treasurer)

The notes on pages 26 to 46 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022**

		Group	
	Notes	2022 £	2021 £
Cashflows from operating activities:			
Net cash provided by operating activities	25	1,125,610	1,753,293
Cash flows from investing activities:			
Dividends, interest and rent from investments		3,815	3,968
Remittance of cash element of portfolio		-	4,480
Purchase of property, plant and equipment		(10,731)	(21,286)
Net cash (used in) investing activities		(6,916)	(12,838)
Change in cash and cash equivalents in the year		1,118,694	1,740,455
Cash and cash equivalents at the beginning of the year	26	5,911,654	4,171,199
Change in cash and cash equivalents		1,118,694	1,740,455
Cash and cash equivalents at the end of the year	26	7,030,348	5,911,654

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

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

a) **Basis of preparation**

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and the Companies Act 2006 and Charities Act 2011.

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

The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.

b) **Going Concern**

The Board note the current business climate with rising costs and an uncertain economic climate. Given the strength of the balance sheet, including the level of cash held, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

c) **Group Financial Statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiaries St Wilfrid's Hospice Trading Limited and St Wilfrid's Hospice (South Coast) Projects Limited on a line-by-line basis. Further details are provided in note 18.

d) **Fund Accounting**

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 23.

e) **Income**

All income is included on the Statement of Financial Activities when the charity is entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

Income from donations and legacies are received by way of grants, donations, trusts and legacies and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax claims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

e) **Income (cont.)**

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period.

Government Grant (note 2) consists of The Local Restriction Support Grants and Covid Job Retention Income as follows:

The Local Restriction Support Grants (LRSG (Closed) Addendum) were included when receivable. Please also refer to note 2 £38,002 (2021: £156,301).

Covid Job Retention Income - has been included when receivable in Government Grants (note 2) and matched with the month to which it relates. Note 2 shows £9,202 (2021: £300,885)

NHS England Income has been included when receivable and matched with the month to which it relates. It is shown as a separate line of income (note 3).

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

PPE donated as a result of the Covid pandemic has been recognised within the Statement of Financial Activities where the amount is quantifiable and measurable. Note 2 shows £76,373 (2021: £96,839).

Business Interruption Insurance Claim, note 8 showing £nil (2021: £240,000), as a result of lost income due to the Covid pandemic was recognised on the Statement of Financial Activities when receivable and the amount of the claim was known.

f) **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. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs, retail costs and investment management fees. Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 11 to the financial statements. Governance costs are included within support costs and include costs such as the external audit and all costs of complying with constitutional and statutory requirements such as Board and Committee meetings.

g) **Volunteers**

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

h) **Fixed Assets**

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of 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, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between the sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) 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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) 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.

n) Employee benefits

i) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 22.

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

q) Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of tangible assets

The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

r) Gift Aid Policy

The subsidiaries pay all their taxable profits for the reporting period to their parent charity under the gift aid scheme. These gift aid payments are recognised as distributions to owners in equity within retained earnings.

The subsidiaries have applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall nil charge for tax in the income statement. This exception is only applicable as it is probable that the gift aid payments will be made by the companies to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. DONATIONS	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
Trusts	160,433	102,935	263,368	177,260	71,117	248,377
Donations and committed giving	648,607	16,574	665,181	683,071	25,262	708,333
Fundraising	354,178	-	354,178	326,836	-	326,836
Government Grants	47,734	-	47,734	457,186	-	457,186
Gifts of Personal Protective Equipment	76,373	-	76,373	96,389	-	96,389
Gift Aid recovered	136,404	-	136,404	138,048	1,006	139,054
	1,423,729	119,509	1,543,238	1,878,790	97,385	1,976,175

Government Grant include Covid Job Retention Scheme income of £9,202 (2021: £300,885) and Local Restriction Support Grants of £38,002 (2021: £156,301).

3. NHS ENGLAND GRANT	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
NHS England Grant	-	766,385	766,385	-	2,235,323	2,235,323
	-	766,385	766,385	-	2,235,323	2,235,323

In 2021/2022 NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 21 to March 22 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support (2021: £2,235,323).

4. LEGACIES	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
Legacies	2,203,355	-	2,203,355	1,721,476	(6,318)	1,715,158
	2,203,355	-	2,203,355	1,721,476	(6,318)	1,715,158

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. CHARITABLE ACTIVITIES	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
NHS funding including drug supply	1,434,173	17,731	1,451,904	1,498,154	-	1,498,154
Education	69,221	-	69,221	34,772	-	34,772
Medical insurance	9,468	-	9,468	14,976	-	14,976
Other income	27,458	-	27,458	3,268	-	3,268
	1,540,320	17,731	1,558,051	1,551,170	-	1,551,170
6. OTHER TRADING ACTIVITIES	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
						Restated
Retail income	2,188,578	-	2,188,578	930,495	-	930,495
Support groups	9,993	2,234	12,227	5,416	4,045	9,461
Raffles	22,042	-	22,042	16,027	-	16,027
Lottery income	424,922	-	424,922	422,856	-	422,856
	2,645,535	2,234	2,647,769	1,374,794	4,045	1,378,839
7. INVESTMENTS	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
Income from investments	367	-	367	2,321	-	2,321
Bank interest	3,448	-	3,448	1,647	-	1,647
	3,815	-	3,815	3,968	-	3,968
8. OTHER INCOME	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021
	£	£	£	£	£	£
Business Interruption Insurance	-	-	-	240,000	-	240,000
	-	-	-	240,000	-	240,000

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. EXPENDITURE	Unrestricted funds	Restricted funds	Total 2022	Unrestricted funds	Restricted funds	Total 2021 £ Restated
	£	£	£	£	£	
Raising Funds						
Fundraising	813,350	4,604	817,954	785,722	2,930	788,652
Retail	1,784,597	2,046	1,786,643	1,599,849	1,302	1,601,151
	<u>2,597,947</u>	<u>6,650</u>	<u>2,604,597</u>	<u>2,385,571</u>	<u>4,232</u>	<u>2,389,803</u>
Charitable Activities						
Inpatient Unit	2,557,497	797,520	3,355,017	2,334,003	1,287,209	3,621,212
Community Service	1,506,063	95,463	1,601,526	592,283	1,053,240	1,645,523
Education and Training	229,440	307	229,747	234,863	-	234,863
	<u>4,293,000</u>	<u>893,290</u>	<u>5,186,290</u>	<u>3,161,149</u>	<u>2,340,449</u>	<u>5,501,598</u>
10. ANALYSIS OF EXPENDITURE						
	Direct costs	Support costs	Total 2022	Direct costs	Support costs	Total 2021 £
	£	£	£	£	£	£
Raising Funds						
Fundraising	712,509	105,445	817,954	692,406	96,246	788,652
Retail	1,550,025	236,618	1,786,643	1,390,177	210,974	1,601,151
	<u>2,262,534</u>	<u>342,063</u>	<u>2,604,597</u>	<u>2,082,583</u>	<u>307,220</u>	<u>2,389,803</u>
Charitable Activities						
Inpatient Unit	3,081,560	273,457	3,355,017	3,317,369	303,843	3,621,212
Community Service	1,457,369	144,157	1,601,526	1,492,092	153,431	1,645,523
Education and Training	195,395	34,352	229,747	201,328	33,535	234,863
	<u>4,734,324</u>	<u>451,966</u>	<u>5,186,290</u>	<u>5,010,789</u>	<u>490,809</u>	<u>5,501,598</u>
	<u>6,996,858</u>	<u>794,029</u>	<u>7,790,887</u>	<u>7,093,372</u>	<u>798,029</u>	<u>7,891,401</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. ANALYSIS OF SUPPORT COSTS

	Raising Funds £	Retail £	Inpatient Unit £	Community Services £	Education & Training £	Total 2022 £	
Governance	6,023	17,318	33,615	16,079	2,259	75,294	9%
Finance	57,294	35,989	58,179	22,203	9,815	183,480	23%
HR	15,160	109,338	89,893	34,486	7,181	256,058	32%
IT	17,086	45,564	36,624	45,012	11,391	155,677	20%
Management	9,882	28,409	55,146	26,377	3,706	123,520	16%
	105,445	236,618	273,457	144,157	34,352	794,029	100%

	Raising Funds £	Retail £	Inpatient Unit £	Community Services £	Education & Training £	Total 2021 £	
Governance	7,532	19,770	44,133	19,886	2,824	94,145	12%
Finance	49,870	31,522	54,185	18,570	7,518	161,665	20%
HR	12,615	85,569	97,641	33,230	8,094	237,149	30%
IT	14,029	42,088	36,396	49,533	10,523	152,569	19%
Management	12,200	32,025	71,488	32,212	4,576	152,501	19%
	96,246	210,974	303,843	153,431	33,535	798,029	100%

Governance Costs - These include the direct costs of running the Charity as a legal entity such as Audit (2022 - £18,500, 2021 - £18,750), Legal, Professional and Consultancy Advice (2022: £4,571, 2021: £2,135) and Trustee Indemnity (2022: £1,791, 2021: £1,524). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

12. NET INCOME/(EXPENDITURE)

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Net income/(expenditure) is stated after charging:				
Auditor's remuneration				
Audit services	18,500	20,750	16,500	18,750
Tax advisory services	1,175	4,830	1,175	2,200
Operating lease rentals				
Land and buildings	317,291	311,570	317,291	311,570
Office equipment	14,159	13,885	14,159	13,885
Motor vehicles	22,181	25,671	22,181	25,671
Depreciation	<u>429,768</u>	<u>492,747</u>	<u>429,768</u>	<u>492,747</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. STAFF COSTS

	2022	2021
	Number	Number
The average monthly number of permanent employees during the year was:		
Doctors	7	6
Nursing staff	86	98
Other hospice staff	55	55
Charity shops	51	48
	<u>199</u>	<u>207</u>

	2022	2021
	£	£
Employment costs in respect of the staff above were:		
Wages and salaries	4,315,717	4,478,046
National insurance	337,018	331,561
Pensions	384,610	391,439
	<u>5,037,345</u>	<u>5,201,046</u>

Included in the above wages & salaries figure for 2022 is £5,984 (2021: £6,182) of redundancy payments, due and paid in the year.

The total employment costs (including employer's NIC) of the Charity Management Team were £495,567 (2021: £464,929).

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2022	2021
	Number	Number
£60,001 to £70,000	1	1
£70,001 to £80,000	2	2
£90,001 to £100,000	-	2
£100,001 to £110,000	2	1
	<u> </u>	<u> </u>

14. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2021: nil). No Trustees received reimbursed travel and subsistence costs during the year (2021: £nil).

15. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. TANGIBLE FIXED ASSETS

	Freehold Land and Property	Short lease- hold	Medical Equipmen t	Fixtures and fittings	Motor vehicles	Office & Computer equipment	Total
	£	£	£	£	£	£	£
Cost or valuation							
At 1 April 2021	15,143,861	66,017	173,255	682,744	45,770	269,862	16,381,509
Additions	-	-	-	4,881	-	5,850	10,731
Disposal	-	-	-	-	-	-	-
At 31 March 2022	15,143,861	66,017	173,255	687,625	45,770	275,712	16,392,240
Depreciation							
At 1 April 2021	551,923	49,234	134,782	538,222	45,770	145,652	1,465,583
Charge for the year	315,164	5,104	13,825	52,582	-	43,093	429,768
Depreciation on Disposal	-	-	-	-	-	-	-
At 31 March 2022	867,087	54,338	148,607	590,804	45,770	188,745	1,895,351
Net book value							
At 31 March 2022	14,276,774	11,679	24,648	96,821	-	86,967	14,496,889
At 31 March 2021	14,591,938	16,783	38,473	144,522	-	124,210	14,915,926

17. INVESTMENTS

	Listed Investments 2022 £	Total 2022 £	Listed Investments 2022 £	Share in Group Company 2022 £	Total 2022 £
1 April 2021	4,892	4,892	4,892	3	4,895
Additions	-	-	-	-	-
Disposals at open market value	-	-	-	-	-
Net investment gains/(losses)	(798)	(798)	(798)	-	(798)
31 March 2022	4,094	4,094	4,094	3	4,097

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

17. INVESTMENTS (continued)

	Group			Total 2021 £
	Listed Investments 2021 £	Cash & Settlements Pending 2021 £		
	1 April 2019	3,757	4,480	
Additions	-	-	-	
Disposals	-	(4,480)	(4,480)	
Net investment gains/(losses)	1,135	-	1,135	
31 March 2020	4,892	-	4,892	

	Charity			Total 2021 £
	Listed Investments 2021 £	Cash & Settlements Pending 2021 £	Share in Group Company 2021 £	
	1 April 2019	3,757	4,480	
Additions	-	-	-	-
Disposals	-	(4,480)	-	(4,480)
Net investment gains/(losses)	1,135	-	-	1,135
31 March 2020	4,892	-	3	4,895

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Analysis of investments				
Listed investments at valuation	4,094	4,892	4,094	4,892
	4,094	4,892	4,094	4,892
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
St Wilfrid's Hospice (South Coast) Projects Limited	-	-	1	1
	-	-	3	3
Total investments	4,094	4,892	4,097	4,895

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

17. INVESTMENTS (continued)

The subsidiary undertakings included as an investment at the balance sheet date are: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods
St Wilfrid's Hospice (South Coast) Projects Limited	Ordinary	100%	New hospice development
			2022
			£
Aggregate capital and reserves			(6,757)
			(2,864)
			2021
			£
			(2,864)

18. SUBSIDIARY COMPANIES

18a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement	2022	2021
	£	£
Turnover	66,950	36,104
Cost of Sales	(17,289)	(13,136)
Gross Profit	49,661	22,968
Administrative expenses	(6,332)	(6,247)
Profit before tax	43,329	16,721
Gift Aid donated to hospice	(43,329)	(16,721)
Profit for the financial year being the retained profit	-	-
	2022	2021
	£	£
Balance sheet		
Assets	18,262	12,827
Liabilities	(18,258)	(12,823)
Net assets	4	4
Represented by:		
Called up share capital	2	2
Profit and loss account	2	2
	4	4

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18. SUBSIDIARY COMPANIES (continued)

18b. Project Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice (South Coast) Projects Limited (Company Number: 09253834). Registered in England and Wales. Registered Office: Grosvenor Road, Chichester, West Sussex.

Income statement	2022	2021
	£	£
Turnover	(2,841)	(900)
Cost of Sales	-	(300)
	<hr/>	<hr/>
Gross loss	(2,841)	(1,200)
Administrative expenses	(17)	(44)
	<hr/>	<hr/>
Operating loss	(2,858)	(1,244)
Interest payable	(1,035)	(1,624)
	<hr/>	<hr/>
Loss before tax	(3,893)	(2,868)
Tax on loss	-	-
	<hr/>	<hr/>
Loss after tax	(3,893)	(2,868)
	<hr/> <hr/>	<hr/> <hr/>
 Balance sheet	 2022	 2021
	£	£
Assets	3,301	161,768
Liabilities	(10,062)	(164,636)
	<hr/>	<hr/>
Net Liabilities	(6,761)	(2,868)
	<hr/> <hr/>	<hr/> <hr/>
Represented by:		
Capital	1	1
Reserves	(6,762)	(2,869)
	<hr/>	<hr/>
	(6,761)	(2,868)
	<hr/> <hr/>	<hr/> <hr/>

19. STOCK

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bought in goods for resale	384	97	-	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

20. DEBTORS	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	56,024	169,243	52,424	169,243
Legacy debtors	1,490,665	965,000	1,490,665	965,000
Other debtors	150,060	153,142	149,338	151,981
Prepayments and accrued income	793,066	1,059,157	793,066	1,059,157
Owed by group undertaking	-	-	21,266	30,071
	2,489,815	2,346,542	2,506,759	2,375,452

21. CREDITORS	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	144,035	94,412	142,822	94,412
Taxation and social security	85,768	84,584	85,768	84,584
Other creditors	103,738	147,036	103,738	147,036
Pension creditor	51,530	74,851	51,530	74,851
Accruals and deferred income	310,145	382,842	304,303	258,029
Owed to group undertaking	-	-	-	128,418
	695,216	783,725	688,161	787,330

Included within accruals and deferred income for the group and charity is deferred income of £33,305 (2021: £31,529) which represents NHS funding received relating to the following financial year. The amount deferred at year end will be released in the year ended 31 March 2022 as the relevant service is provided.

22. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- AEGON Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2022 £27,859 was owed to the scheme in relation to contributions for the year (2021: £27,646). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Aegon Group Pension Scheme is a defined contribution scheme. At the 31 March 2022, £23,672 was owed to the Scheme in relation to contributions for the year (2021: £47,206).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

23a. RESERVES	At 1 April 2021	Income	Expenditure	Transfers and Gains	At 31 March 2022
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	6,546,400	7,816,754	(6,471,910)	(69,628)	7,821,616
Operational Reserve	715,000	-	-	25,000	740,000
	<u>7,261,400</u>	<u>7,816,754</u>	<u>(6,471,910)</u>	<u>(44,628)</u>	<u>8,561,616</u>
Designated					
Capital Maintenance Reserve	200,000	-	-	-	200,000
Transition fund	-	-	-	43,830	43,830
Fixed Asset Fund - New Hospice	14,532,338	-	(312,964)	-	14,219,374
Fixed Asset Funds – other Assets	383,588	-	(106,073)	-	277,515
	<u>15,115,926</u>	<u>-</u>	<u>(419,037)</u>	<u>43,830</u>	<u>14,740,719</u>
Total Unrestricted Funds	<u><u>22,377,326</u></u>	<u><u>7,816,754</u></u>	<u><u>(6,890,947)</u></u>	<u><u>(798)</u></u>	<u><u>23,302,335</u></u>
Restricted Funds					
New Hospice Project	1,877	-	(42)	-	1,835
NHS England Capacity Grant	-	766,385	(766,385)	-	-
Staff amenity fund	390	20	-	-	410
Inpatient Unitequipment	1,315	-	(1,315)	-	-
Inpatient Unit runningcosts	-	10,000	(10,000)	-	-
Medical Staff training	2,406	-	(2,406)	-	-
Hospice at Home Costs	-	27,336	(27,336)	-	-
CNS Team Costs	-	7,000	7,000	-	-
Community Team Costs	10,000	34,500	(44,500)	-	-
Refurbishment of Physio & OTrooms	263	-	(263)	-	-
Clinical Staff training	10,577	-	(10,577)	-	-
Gym equipment	100	-	(100)	-	-
Living Well Centre Costs	3,500	-	-	-	3,500
St James' Place Grant – Breath Easy Project	(16,566)	-	(17,816)	-	(34,382)
Rene & Ghislaine of Paris Healing Foundation	3,190	20,000	(10,097)	-	13,093
Various Small funds	1,008	1,412	(1,128)	-	1,292
	<u>18,060</u>	<u>905,859</u>	<u>(899,940)</u>	<u>-</u>	<u>23,979</u>
	<u><u>22,395,386</u></u>	<u><u>8,722,613</u></u>	<u><u>(7,790,887)</u></u>	<u><u>(798)</u></u>	<u><u>23,326,314</u></u>

Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to the family services team, a new ambulance canopy and a new website.

The St James' Place Grant for the Breath Easy Project was completed and will be paid to the Charity once costs are confirmed and authorised.

As last year, the largest restricted fund was the NHS England capacity grant, details of which are set out under note 3.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Designated Funds

The designated fund called the Fixed Asset Fund - New Hospice was maintained during the year. The only activity on the fund being the depreciation for the year.

The designated fund called the Fixed Asset Fund - other Assets was maintained during the year. The only activity on the fund being the depreciation for the year.

The Trustees agreed to set up a new designated fund called 35th anniversary match funding. This fund holds funds received in 2021/2022 but which will be released to reserves in 22/23 during the 'Double the Difference' fundraising campaign.

Capital Maintenance Fund

The Trustees are aware that the ongoing major maintenance of the hospice building will be a significant cost and have designated £200,000 to ensure the charity has sufficient funds to meet those costs.

23b. RESERVES PRIOR YEAR	At 1 April 2020	Income	Expenditure	Transfers and Gains	At 31 March 2021
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	4,870,559	6,592,065	(4,875,840)	(40,384)	6,546,400
Operational Reserve	690,000	-	-	25,000	715,000
	5,560,559	6,592,065	(4,875,840)	(15,384)	7,261,400
Designated					
Capital Maintenance Reserve	-	-	-	200,000	200,000
Fixed Asset Fund - Old Hospice	-				
Transition fund	190,796	-	-	(190,796)	-
Fixed Asset Fund - New Hospice	14,907,102	-	(312,964)	(61,800)	14,532,338
Fixed Asset Funds – other Assets	489,631	-	(179,783)	73,740)	383,588
	15,587,529	-	(492,747)	21,144	15,115,926
Total Unrestricted Funds	21,148,088	6,592,065	(5,368,587)	5,760	22,377,326
Restricted Funds					
New Hospice Project	2,126	-	(249)	-	2,126
NHS England Capacity Grant	-	2,235,323	(2,235,323)	-	-
Staff amenity fund	(510)	390	510	-	(390)
Inpatient Unitequipment	4,501	6,009	(4,570)	(4,625)	1,315
Inpatient Unit running costs	-	24,700	(24,700)	-	-
Other than staff and administration	24,295	(6,318)	(17,977)	-	-
Medical Staff training	6,030	-	(3,624)	-	2,406
Hospice at Home	-	32,175	(32,175)	-	-
Refurbishment of Physio & OT rooms	263	-	-	-	263
Complimentary Therapy	170	-	(170)	-	-
Clinical Staff Training	8,110	5,000	(2,533)	-	10,577
Gym Equipment	(9,007)	9,107	-	-	100
Living Well Centre	-	3,500	-	-	3,500
St James' Place Grant – Breath Easy	-	-	(16,566)	-	(16,566)
Rene & Ghislaine of Paris Healing	-	9,700	(6,510)	-	3,190
Various Small funds	953	849	(794)	-	1,008
	36,931	2,330,435	(2,344,681)	(4,625)	18,060
	21,185,019	8,922,500	(7,713,268))	1,135	22,395,386

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. ANALYSIS OF NET ASSETS

		Group			
24a	2022	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	4,094	8,557,522	8,561,616
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	35th Anniversary Match pot			43,830	43,830
	Fixed Asset Fund – New Hospice	14,219,374	-	-	14,219,374
	Fixed Asset – Other Assets	277,515	-	-	277,515
	Total Designated Funds	14,496,889	-	243,830	14,740,719
	Restricted funds	-	-	23,979	23,979
		14,496,889	4,094	8,825,331	23,326,314

		Charity			
		Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	4,097	8,564,280	8,568,377
	Designated funds				
	Capital Maintenance Fund	-	-	200,000	200,000
	35th Anniversary Match pot	-	-	43,830	43,830
	Fixed Asset Fund – New Hospice	14,219,374	-	-	14,219,374
	Fixed Asset – Other Assets	277,515	-	-	277,515
	Total Designated Funds	14,496,889	-	243,830	14,740,719
	Restricted funds	-	-	23,979	23,979
		14,496,889	4,097	8,832,089	23,333,075

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. ANALYSIS OF NET ASSETS

		Group			
24b	2021	Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	4,892	7,256,508	7,261,400
	Designated funds				
	Fixed Asset Fund – New Hospice	14,532,338	-	-	14,532,338
	Fixed Asset – Other Assets	383,588	-	-	383,588
	Total Designated Funds	14,915,926	-	200,000	15,115,926
	Restricted funds	-	-	18,060	18,060
		<u>14,915,926</u>	<u>4,892</u>	<u>7,474,568</u>	<u>22,395,386</u>

		Charity			
		Fixed assets £	Fixed asset Investments £	Other net Assets £	Total £
	General fund	-	4,892	7,259,375	7,264,267
	Designated funds				
	Transaction Fund	-	-	200,000	200,000
	Fixed Asset Fund – New Hospice	14,532,338	-	-	14,532,338
	Fixed Asset – Other Assets	383,588	-	-	383,588
	Total Designated Funds	14,915,926	-	200,000	15,115,926
	Restricted funds	-	-	18,060	18,060
		<u>14,915,926</u>	<u>4,892</u>	<u>7,477,435</u>	<u>22,398,253</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES
Group

	2022	2021
	£	£
Net income for the year	930,928	1,210,367
Adjustments for:		
Depreciation of charges	429,768	492,747
Losses/(gains) on investments	798	(1,135)
Loss on disposal of Fixed Assets	-	9,346
Dividends, interest from investments	(3,815)	(3,968)
(Decrease)/increase in stock	(287)	4,156
Increase/(Decrease) in debtors	(143,273)	142,079
(Decrease) in creditors	(88,509)	(100,299)
	<u>1,125,610</u>	<u>1,753,293</u>

26. ANALYSIS OF CASH AND CASH EQUIVALENTS
Group

	2022	2021
	£	£
Cash in hand	7,030,348	5,911,654
	<u>7,030,348</u>	<u>5,911,654</u>

27. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited declared a gift aid payment of £43,329 (2021: £16,721), to St Wilfrid's Hospice (South Coast) Limited, its parent company. At the year end £1,329 was outstanding (2021: £71).

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £1,381 (2021: £17,852) for professional advice during the year. During the year George Ide LLP made donations of £5,310 (2021: £1,625) to the Charity.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

28. FINANCIAL COMMITMENTS

As at 31 March 2022 the company was committed to making the following payments under non-cancellable operating leases:

	2022 – Group and Charity			
	<1 year	2 and 5	>5 years	Total
	£	years	£	£
		£	£	£
Land & Buildings	332,400	967,942	199,640	1,499,982
Other	22,618	11,254	-	33,872
	<u>355,018</u>	<u>979,196</u>	<u>199,640</u>	<u>1,533,854</u>

Land & Buildings
Other

2021 – Group and Charity

	2021 – Group and Charity			
	<1 year	2 and 5	>5 years	Total
	£	years	£	£
		£	£	£
Land & Buildings	311,420	1,060,228	311,400	1,683,048
Other	24,329	22,781	-	47,110
	<u>335,749</u>	<u>1,083,009</u>	<u>311,400</u>	<u>1,730,158</u>

29. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Projects Limited was contracted into capital commitments totalling £nil (2021: £55,000) for the build of the new hospice.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

30. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total Restated 2021
	£	£	£
INCOME FROM:			
Donations and Legacies			
Donations	1,878,790	97,385	1,976,175
Legacies	1,721,476	(6,318)	1,715,158
	<u>3,600,266</u>	<u>2,326,390</u>	<u>5,926,656</u>
Charitable Activities	1,551,170	-	1,551,170
Other Trading Activities	1,374,794	4,045	1,378,839
Investments	3,968	-	3,968
Other Income	240,000	-	240,000
	<u>6,770,198</u>	<u>2,330,435</u>	<u>9,100,633</u>
EXPENDITURE ON:			
Costs of Raising Funds	2,385,571	4,232	2,389,803
Charitable Activities			
Inpatient Unit	2,334,003	1,287,209	3,621,212
Community Services	592,283	1,053,240	1,645,523
Education and Training	234,863	-	234,863
	<u>3,161,149</u>	<u>2,340,449</u>	<u>5,501,598</u>
Total costs of Charitable Activities	<u>3,161,149</u>	<u>2,340,449</u>	<u>5,501,598</u>
Total Expenditure	<u>5,546,720</u>	<u>2,344,681</u>	<u>7,891,401</u>
Net income/(expenditure) from operational activities for the year	1,223,478	(14,246)	1,209,232
Net gains on investments	1,135	-	1,135
	<u>1,224,613</u>	<u>(14,246)</u>	<u>1,210,367</u>
NET INCOME/(EXPENDITURE)	<u>1,224,613</u>	<u>(14,246)</u>	<u>1,210,367</u>
Transfers between funds	4,625	(4,625)	-
	<u>1,229,238</u>	<u>(18,871)</u>	<u>1,210,367</u>
NET MOVEMENT IN FUNDS	<u>1,229,238</u>	<u>(18,871)</u>	<u>1,210,367</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	21,148,088	36,931	21,185,019
TOTAL FUNDS CARRIED FORWARD	<u><u>22,377,326</u></u>	<u><u>18,060</u></u>	<u><u>22,395,386</u></u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

England & Wales - Charity number 281963

Accounts



St Wilfrid's Hospice

Making a difference to local lives

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Registered Company Number 01562110
Registered Charity Number: 281963

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ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name	St Wilfrid's Hospice (South Coast) Limited
Charity Number	281963
Company Number	01562110
Registered Office	Walton Lane Bosham, Chichester West Sussex PO18 8QB
President	Lady Nicholas Gordon Lennox
Vice Presidents	Dr C J Bateman Dr A Copsey Mrs P J Foster Mrs S Hyland Mrs K Glendinning Mr G C Papworth Dr S Sedgwick Mr C Shippam Mrs E A Spence Mr M D Troy Mrs A P Wormald
Patrons	Mrs J Jackson Mr D Mac Mrs D Patterson Dame K P Routledge DBE Mrs S Pyper Mr and Mrs C Timothy
Trustees	Mr J R W Beard (appointed 24th February 2021) Mr M G Bevis Mrs L Bruce (appointed 24th February 2021) Mr J Clayton (Vice Chair) Prof A G Dewhurst (Vice Chair) Mr C J Dicks (Honorary Treasurer) Mr A J Easter (appointed 21st September 2020) Mr N Fox Ms S Jerram (Chair) Ms H Keenlyside Ms V Mudford Miss A Sharp Dr A F M Stone Ms L U Watt
Company Secretary	Mrs H E Edson

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED REFERENCE AND ADMINISTRATIVE DETAILS

Senior Management Team
Mrs L Addison, Retail Director
Dr B D W Amesbury, Medical Director (retired 11th June 2021)
Mrs H E Edson, Director of Finance
Mrs L C Kemp, Director of Fundraising
Dr C Magee, Medical Director (appointed 7th June 2021)
Mrs A J Moorey, Chief Executive
Mrs S O'Callaghan, Director of Clinical Services

Auditors
Crowe U.K. LLP
4th Floor, St James House
St James Square
Cheltenham
GL50 3PR

Solicitors
Irwin Mitchell
Thomas Eggar House
Friary Lane
Chichester
West Sussex
PO19 1UF

George Ide LLP
52 North Street
Chichester
West Sussex PO19 1NQ

Bankers
National Westminster Bank plc
5 East Street
Chichester
West Sussex
PO19 1HE

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Our Vision

Our vision is that all dying people and those close to them should have access to the care and support that they need.

Our Mission

Our mission is to provide high quality specialist end of life care and bereavement support whenever and wherever it is needed.

“**Palliative care** is an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial, and spiritual.” (WHO definition of Palliative Care).

Paragraph 3 of The Memorandum of Association reads: “The Charity’s object for which the association is established is the relief of people suffering from cancer and other terminal conditions and the relief of the carers and families of such people who are in conditions of need, hardship or distress.”

Public Benefit

The Trustees confirm that they have taken into account the Charity Commission guidance on public benefit when reviewing the Charity’s aims and objectives. The Trustees have identified that St Wilfrid's meets three of the thirteen descriptions of charitable purposes as set out in the Charities Act, namely the advancement of health, the relief of those in need by reason of ill health or disability and the advancement of education.

Those who benefit from the services that the Hospice provides are people living with cancer and other terminal illnesses and the relatives and friends of such people. The referral criteria for access to our services are widely disseminated and those patients who are referred and meet the eligibility criteria will be accepted for care. The services operate in a defined geographical area, referrals are received for patients registered with specific GP surgeries, and the boundaries of these are adjacent to those served by our neighbouring hospices who in turn provide very similar services to St Wilfrid's Hospice.

Through participation in the delivery of *echo*, (the end of life coordination service hosted by Sussex Community NHS Foundation Trust), the Hospice services extend beyond patients and their loved ones directly referred to them. As noted last year, many patients registered with *echo* are not referred to a specialist palliative care team, so the Hospice Team are extending their reach to the wider community. The Breathe Well, Live Well videos and podcasts have been made freely available to the general public, ensuring the skills of the clinical teams in addressing the often distressing symptom of breathlessness can reach far beyond our patient caseload.

The services are provided at no cost to any patient who meets the referral criteria. Their loved ones are also offered support. Our Education Department has impact on services and care elsewhere, and as explained later in the report this developed further during the COVID-19 pandemic.

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ST WILFRID'S HOSPICE'S STRATEGY FOR 2019-24

Values:

Excellence
Compassion
Integrity
Collaboration
Responsibility

Strategic Goal: **Extending our reach to more people in the community**

Objectives: Services that are accessible, flexible, and responsive
 Seeking opportunities to engage and influence a diverse community

Strategic Goal: **Improving and enhancing the quality of our care**

Objectives: Services that are innovative, evaluated and outstanding
 Seeking opportunities to learn, develop and improve

Strategic Goal: **Ensuring long term sustainability**

Objectives: Services that maximise the use of our existing resources
 Seeking opportunities to diversify and grow
 Caring for our resources and the environment

OBJECTIVES AND ACTIVITIES

COVID-19

The significant impact of the COVID-19 pandemic has continued through the whole year. The Senior Management Team (SMT) have continued actions aimed at ensuring an appropriate response to government guidance and emerging best practice.

The changes to the Hospice's services reported last year continued, with The Living Well Centre closed and some services either being delivered virtually or face to face in patients' homes. Restrictions on movement around the building and limits in the number of visitors to patients were maintained, always considering the needs of patients and their loved ones whilst assessing the risks posed by COVID-19.

The Trustees thank all staff and volunteers for their incredible flexibility and support during the pandemic, as many aspects of their work has changed whilst they have been addressing concerns about their own loved ones. It is a credit to the commitment of the whole team that the needs of those in our community have continued to be met, despite all the challenges.

The Charity has continued to work as an integral part of the local health and social care system's response to the pandemic by utilising the additional four beds in the inpatient ward when needed. The Hospice Community Team have adapted working patterns to support other teams, including ensuring a Non-Medical Prescriber is on duty each weekend.

The Hospice experienced a COVID-19 outbreak in January, when the inpatient ward was closed to new admissions for a total of four weeks. A number of staff and patients contracted the virus and advice was sought from external agencies including Public Health England. Staff remained flexible and responsive throughout the pandemic but particularly during the outbreak, and the Trustees appreciate the efforts made by the SMT in leading the response to the outbreak. A Root Cause Analysis investigation was carried out and the findings and action plan communicated internally and to the appropriate authorities. Access to the COVID-19 vaccine for staff and volunteers was enabled as the workforce were recognised as a priority for vaccination.

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The financial impact of the pandemic has remained a key consideration for the Trustees, who maintained close oversight of the cashflow and are pleased to report that the SMT continued to access all available government support, including the furlough scheme, where relevant.

Hospice UK acted efficiently and effectively to ensure that NHS England agreed to continue to fund hospices during this year. NHS England awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

The Trustees thank Hospice UK for their persistence and commitment and NHS England for this additional funding, which fully recognised the work of all hospices through the pandemic. The local Clinical Commissioning Group (CCG) also granted additional funding for the increase in inpatient admissions and community nursing, as well as additional costs incurred at the outset of the pandemic.

This additional non-recurring funding support during this extraordinary year meant that the Charity was not impacted financially in a negative way as had been expected at the outset of the year when other sources of income were closed down. The main challenge however remains the historically low level of NHS funding, although NHS England and the local CCG have recognised the vital importance of hospices and their role in ensuring hospice sustainability across the country. The levels of support received this year has ensured that services were not negatively impacted in the short term, at a time when the needs of local people were increasing.

COVID-19 impacted on our Income Generation activities and details are given later in this report.

Charitable Objectives and Activities

Noted below are the key objectives for the year:

- Implement new risk management processes and strategic Risk Register
- Meet agreed KPIs and report to Subcommittees and Board
- Continue to respond to COVID-19 pandemic and ensure safety of patients, visitors, staff and volunteers is prioritised
- Expand clinical services closer to where the patient lives
- Review changes made to services in response to COVID -19
- Measure the impact of care given, seek and act on patient feedback
- Review external education provision and adapt teaching methods to meet COVID secure guidelines
- Take forward collaboration projects with other Sussex hospices
- Optimise the use of staffing resources to meet challenges of a changing workforce
- Implement new performance management process and contribution-based pay progression, linking objectives to the strategy
- Develop an Equality, Diversity and Inclusion strategy
- Work with other Sussex hospices and Hospice UK to influence NHS commissioners and ensure that fair statutory funding is progressed
- Review and amend voluntary income generation activities in response to COVID-19
- Develop and implement a marketing and communications strategy, to include an increase in online presence and impact
- Develop and promote sustainable practices for the environment, including waste management
- Increase use of volunteers to increase organisational efficiency

In the paragraphs below the Trustees comment on achievements in relation to these objectives. The Trustees recognise that as the impact of the pandemic continued throughout the year not all objectives could be met.

Clinical Services

The services delivered by the Hospice clinical team have been affected by the COVID-19 pandemic throughout the year. The impact on people facing the end of their lives cannot be underestimated as they have been isolated from their loved ones and many services were inevitably affected by the pandemic. The Trustees recognise that the pandemic will impact on our services for some time yet, and thank the staff for their efforts

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in adapting services whilst still working with our mission and values at the heart of their work.

The number of new patient referral numbers decreased from last year by 8% to 886, yet the workload proved very challenging with peaks and troughs and many patients needing more time from the team, especially in the community. There are now six Key Performance Indicators (KPIs) for clinical services and all but one was met (see below), further emphasising the achievements of the team.

	KPI	Performance	KPI met?
Referrals (total)	780-900	886	Yes
% of eligible patients registered on ECHO	95%	96%	Yes
% occupancy of IPU	80-85%	79%	No
% deaths at home or care home	55%	57%	Yes
% non-cancer referrals	20%	22%	Yes
% patients with recorded preferred place of death	50%	54%	Yes

Admissions to the inpatient unit increased by 13% to 281, patterns varied with an increased number of patients being cared for over the summer months, and needs decreasing at other times. The work of the Inpatient Ward Team was increased by the complex needs of many of the patients, working in Personal Protective Equipment and supporting patients' loved ones during restrictions on visiting.

The Hospice Community Team have experienced the most significant impact of the pandemic, and changed the way the nursing teams worked to ensure that patients could be supported effectively whilst face to face visiting at home continued where needed. Deaths of patients at home under the care of the Hospice increased by 50% to 311, reflecting national patterns of more people dying at home during the pandemic.

Whilst NHS services were under increased pressure with patients not going into hospital or care homes, the team have worked tirelessly to meet growing needs. Of particular note is the work that the Hospice Community Team prioritised to ensure Non-Medical Prescribers were on duty each weekend and that work is carried out with patients to enable good care planning.

Services were adapted to meet needs of patients throughout the pandemic. A newly formed team of Community Support Volunteers worked with the community nursing team to proactively contact patients who were isolated and benefitted from regular telephone calls. Although the Living Well Centre was closed to patients, the team delivered breathlessness clinics and art therapy as virtual sessions, supported by volunteers and the IT team. The Breathe Well, Live Well videos and podcasts, funded by the St James's Place Charitable Foundation, were made available online and will be of benefit to many people living with breathlessness.

The Education Department was closed from March until August with clinical educators redeployed to support essential services. From September courses recommenced in a new virtual format and the team have successfully delivered a range of programmes commissioned by the CCG and Compassionate Communities West Sussex as well as a number of other highly regarded programmes. The virtual format has increased accessibility and enabled attendees from a wider geographical area across Sussex as well as a greater range of professionals, at a time when the need for end of life care education was recognised as of vital importance.

New initiatives taken on during this exceptional year by the Education Team included training as facilitators as part of the Project ECHO support for care homes, delivering training on bereavement and loss for staff working in schools, colleges and youth groups in West Sussex and delivering training on ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) with Sussex Community NHS Foundation Trust. The Education Team have further enhanced their reputation for delivering high quality education and training for a wide range of staff working in health and social care and beyond.

Equality, Diversity and Inclusion

The Trustees designated one Board Member to act as Lead on Equality, Diversity and Inclusion (E, D+I) and a steering group was set up including members of staff across all departments as well as the Trustee Lead, chaired by the Chief Executive.

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It is recognised by the Trustees that there are a number of actions required to ensure that the organisation is truly inclusive, and that the services meet the needs of all in our community. Learning from other organisations and attending training has been a priority this year, and an action plan with short, medium and long-term goals will be prioritised early in the new year.

Quality and Governance

The services of the clinical team have continued to be highly valued by patients and their loved ones, but this year has proved more challenging in terms of supporting people through a difficult period and communicating effectively with everyone. There has been an increase from four to 14 formal complaints received, along with six adverse comments. These comprise a very small percentage of the caseload. All comments and complaints are valued as feedback and a process is in place to ensure learning is shared across the Hospice team. All but one of the formal complaints and all of the adverse comments have been resolved. The Trustees have received regular updates on all complaints and adverse comments and have received assurance that actions have been taken in response to them.

The Trustees maintain oversight of the clinical services and one formal visit was carried out by members of the Board to the Hospice, reviewing the Well Led domain of the Care Quality Commission (CQC) requirements. Actions recommended as a result of this visit have been discussed with the team and updates presented to the Clinical Services Subcommittee. Open communication with the CQC Inspector has been maintained and three virtual assurance visits were carried out, with no recommendations arising.

Delivery of the Information Technology (IT) support to the Charity has been reviewed, with a pilot of collaboration with St Catherine's Hospice in Crawley to share the IT Manager resource proving successful. The Trustees have agreed to make this arrangement permanent, with appropriate governance in place, and note that this has resulted in greater resilience and enhanced support at a time when remote working was required for many staff.

The work of the Facilities Team, including Housekeeping, has been instrumental in the response to the COVID-19 pandemic. The vital work undertaken including thorough cleaning, support of the facilities and procurement of Personal Protective Equipment, was exemplary.

The support and wellbeing of staff has been prioritised, particularly in view of the Covid-19 pandemic. A staff wellbeing group proactively addressed support and developed wellbeing action plans for staff along with recommending training for line managers. A full staff survey was undertaken in September which resulted in a number of factors showing a decrease in satisfaction from the previous full survey in 2018. This was expected due to the impact of the pandemic, and the focus has been on developing actions in response to the results. The KPI for sickness absence was exceeded as overall absence was 12%, but employee turnover was the lowest for three years.

Staff, including the Senior Management Team, were moved to the new pay structure during the year. A decision was made to delay the move of the retail staff onto the new structure, due to the impact of the pandemic. Managers and staff have received training and support to work with the new performance management system, which will enable staff to progress through the pay ranges for each pay band, based on assessed contribution and affordability.

Mandatory safeguarding training for both adults and children is carried out by all Hospice staff and Trustees. We have Trustee and staff safeguarding Leads and Deputy Lead and an organisational 'Safeguarding and Protecting People' policy that staff adhere to. Alongside this, we also have a 'Child Protection and Safeguarding Policy', and as a further safeguard, relevant positions have up to date DBS checks in place.

The SMT has ensured that workforce planning has been given a high priority, and a particular focus has been on reviewing skill mix in certain teams, especially where vacancies have been difficult to fill. This has been successful and has assisted in developing teams and recruiting excellent new staff whilst ensuring best use of existing resources.

External Context

Commissioning structures changed in April 2020 with the formation of West Sussex Clinical Commissioning Group (CCG). The three CCGs working across Sussex – West Sussex, East Sussex and Brighton and Hove

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– have worked together to hold regular meetings with the Chief Executives of the hospices serving the people of Sussex. From the outset of the pandemic there were regular meetings with clinical leaders as well as CEOs, and the commissioners actively engaged the hospices and supported them to play a key role in the response to the pandemic.

The change in NHS structures that will result in the formation of Integrated Care Systems from April 2022 has been anticipated, and the actions of the Sussex hospices in working collaboratively has been recognised by commissioners as a vital step in developing partnerships further, to the benefit of all living in Sussex.

The role of hospices as a key part of the response to COVID-19 has brought into sharp focus the need to ensure a long-term fair funding level for all hospices and at national and local level the sustainability of hospices is a key issue.

Income Generation

Voluntary income continues to provide vital funding for St Wilfrid's work and is an important part of the Hospice's role in the local community. Voluntary income is generated through fundraising as well as through the Hospice's retail functions.

The Trustees would like to thank all the organisations, individuals and trusts who offered their support through the pandemic in so many ways, either financially, delivering gifts for patients and staff, and providing equipment and donations.

The Fundraising Team manage a variety of income streams to secure income for the Charity. In response to the COVID-19 pandemic, the team have worked hard to change and adapt methods to ensure that fundraising continues to support the Charity as much as possible, including the use of technology and virtual events, enabling supporters to fundraise.

This was demonstrated through the adaptation of the flagship Moonlight Walk event. This is an important beacon in the fundraising calendar, but the physical event had to be cancelled due to COVID-19. The Fundraising Team pivoted to a new virtual event spanning a week, this raised much more than anticipated for a newly designed virtual event reaching £66,999, after expenditure. The team worked extremely hard to ensure that this was still an experience loved by all those who participated. The diversification of audiences for this format was a real success and has resulted in the team deciding to continue to deliver a virtual event, alongside the annual physical event, in future years.

The Christmas Tree Recycling Project, in its second year, exceeded the target income by 85%, reaching £18,582, and recycling 1,449 trees across the county. The substantial rise in income was partly attributed to COVID-19 restrictions placing more people at home over the festive period, with more Christmas Trees sold. However, the popularity of this service is growing and a successful repeat campaign is anticipated in 2021 and beyond. This was a huge undertaking for the team, managing the project with all the health and safety requirements due to the pandemic and thanks to all the fantastic volunteers who made it possible.

Talking to members of the public in person and speaking to existing supporters on the telephone, along with writing to them, are some of the most important ways to engage people with the Hospice's work and raise vital funds- this activity is undertaken by the Fundraising team of staff.

The Charity is part of Local Hospice Lottery, which is the only out-sourced fundraising contract, and this relationship is managed closely. They are compliant with the Fundraising Regulator and GDPR and have a corresponding, stringent training programme for all their staff who work on behalf of hospices across the UK.

Support from individuals donating to the Charity in memory in response to direct marketing appeals or through committed monthly giving programmes, including the Lottery, are fundamental to achieving income growth. Throughout the year, general donations and In-Memory donations were strong – this method of giving is often a reflection of the excellent care provided to beneficiaries. In addition, Major Donors were hugely supportive of the Hospice's work throughout the pandemic and exceeded its annual target by 41% over the year.

Community fundraising exceeded its annual target by 47%, with particular thanks to 'Major Mick'. Michael Stanley undertook an incredible personal challenge on behalf of the Hospice. He built his own boat and

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committed to rowing 100 miles up and down the Chichester Canal. On December 18th 2020, he successfully completed his final row and raised an incredible £37,370 for the Hospice, with additional gift aid of £6,549.

Trusts and Foundations support has been a large area of growth, exceeding its annual target by 51%. The Charity is grateful to all the Trust and Foundations who have supported us through the pandemic.

Corporate fundraising did not reach its forecast income falling short by 12%. With many offices closed and staff on furlough, companies reported to the Fundraising Team that fundraising during the pandemic was a challenge and often not something they could prioritise. We respected these decisions and maintained warm relationships with our corporate partners during this difficult year, as a result many have reinstated their support for 2021 and beyond.

Gifts in Wills income was down on expected forecast by 25%. COVID-19 inevitably had an impact on the probate service. With staff on furlough and people working from home this created delays, which has had an impact on this income stream.

The Charity, through the Fundraising Team, will continue to prioritise excellent supporter stewardship and personalised donor journeys in order to maximise retention and increase income in future years.

Volunteer specific role training is carried out at department level, with a variety of volunteers and staff carrying out this training and completing a training record for each individual to be signed off on completion. This includes training those volunteers representing the Hospice with fundraising activities in the community.

For all Hospice fundraising events and relevant 'on behalf of St Wilfrid's' community fundraising activities: risk assessments, legal regulations and up to date health and safety measures, recommendations and implementation are carried out by the St Wilfrid's Event and Community Fundraising Team.

Where a Community Fundraiser is carried out 'in aid of the charity' and the St Wilfrid's Event and Community Fundraising Team are notified about it, they are able to offer bespoke guidance on legal, risk and safety measures to ensure compliant fundraising.

Records of all events, Community Fundraisers, and fundraising totals are maintained on Raisers Edge, our secure database.

The Charity is a member of the Fundraising Regulator. This means the Fundraising Code of Practice is followed and high standards of fundraising are maintained at all times. The Charity's fundraising practices continue to follow industry standards and are compliant with all with fundraising standards, any complaints about fundraising are monitored by the charity's Voluntary Income Generation Subcommittee. No complaints were reported to the Fundraising Regulator in the past year. The Hospice's Fundraising Promise is published on the website, and the public are encouraged to provide feedback, which is used to improve the Hospice's fundraising and public image.

The Charity strive to ensure that our supporters have a great experience and that all supporters, including vulnerable people, are treated fairly. If we find cause for concern, we investigate as a matter of urgency.

Voluntary Income, Retail

The financial year 2020-2021 has been a period of severely reduced income generation from our retail operation, due to the impact of the COVID pandemic on our charity shops. Our shops were closed during the three periods of 'lockdown' during the financial year, which totalled a minimum of 29 weeks' closure, and up to 37 weeks in some locations. The Hospice E-Commerce shop continued to trade throughout the year, delivering sales growth of 41% on the previous year and net income of £83,433.

Overall although the results show a loss from directly attributable retail activities, Government grants claimed in relation to retail (£431k) and a successful claim on Business Interruption Insurance (£240k) ensured a small contribution overall.

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High spots of the year included the positive reaction from our supporters when our shops reopened on each occasion during the year. We experienced a high level of customer traffic and donations in most locations, alongside positive feedback from our supporters, despite COVID restrictions on the shopping experience. The 'shop local' movement is a positive legacy of the COVID pandemic, which will also help our future relevance and positioning as a local charity. Our continued collaboration with both the Hospice Fundraising and Marketing/Communications Teams help to maximise our reach both last year and in the future is a key success factor.

The closure of our shop in South Street, Chichester in March 2021 (using a break clause in our lease agreement), and its relocation to a new shop for the Hospice at 4 East Street, a prime site in the heart of the city, was also a positive action in a difficult year. The physical relocation took place during the lockdown period in March 2021 so we could be ready to open as soon as government guidance allowed in April 2021. The new shop is a prime 'shop window' for the Charity to help us reach wider groups and more diverse supporters, alongside being an important future income generator.

During the year, a Retail Workforce Review was carried out, which resulted in organisation change in our retail establishment. This organisation change led to a reduction in the number of management roles in our Retail Team and will help contribute to cost control in future years.

The positive impact that our retail operation makes to the environment is important to many supporters and potential supporters. It plays a key role in contributing to the circular economy through donating unwanted goods and buying items in our shops, thus avoiding landfill. This consideration has become more important to more people during the past year, especially the younger demographic in our communities, which bodes well for the future income generation potential of our charity shops despite the uncertain economic and retail climate.

Marketing and Communications

The need to strengthen the marketing and communications functions across the organisation was recognised by the SMT and the Trustees, in order to secure the long-term sustainability of St Wilfrid's Hospice through strengthening external awareness and engagement. A new post of Head of Marketing and Communications was recruited to and the post holder has led the process of engagement of the Fundraising and Retail Teams in ensuring the promotion of patient experience is effectively communicated.

Brand guidelines have been developed to include a style guide and tone of voice, and current activities and processes reviewed to ensure maximum effectiveness. The website was identified as a key area requiring improvement to ensure stability and ease of navigation, and a project to rebuild the website was commenced, generously supported by the Rene and Ghislaine of Paris Healing Trust.

During the pandemic, a programme of marketing and communications through different channels, including digital and direct response marketing, has been especially important to remain visible and relevant to the local community and supporters. Multi-channel trials have yielded good reach and engagement with audiences. Press management has also been vital as the story of Major Mick was picked up by national press and TV and gave the Hospice increased awareness.

Volunteers

The Trustees thank all volunteers who have continued to support the Hospice through this year of great uncertainty and change. The COVID-19 pandemic has impacted upon the role of volunteers in most areas and they have been much missed by staff. The great efforts made by the Voluntary Services Team to maintain contact with all volunteers and ensure they were kept fully informed about the Hospice was much appreciated. A fortnightly Keeping in Touch newsletter was circulated and the Volunteer Forum continued to meet virtually, with 21 active members.

The introduction of the Volunteer management system, MyImpact, was a key development during the year and 93% of active hospice-based volunteers are now using the system for updating their information and completing on line training. With the closure of the Coffee Shop and the Living Well Centre at the Hospice, many volunteers have not been able to actively volunteer for over a year, although some have transferred to other areas.

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It is not surprising that the volunteers have demonstrated the same flexibility and commitment as the staff and the introduction of the new role of Community Support Volunteer met the need to support people who were often isolated at home, with regular phone calls. The team worked closely with the Hospice Community Team as well as the Family Services Team, in this new role as well as the ongoing support from the Hospice Visitors Team who adapted their activities to give support by phone.

The vital importance of the Hospice gardens has been addressed with the surroundings flourishing with the care and attention of the Gardening Team. Three new seating areas and a rockery have been introduced. The Nursing Team on the inpatient ward have been ably supported by the Ward Assistants and Meet and Greet volunteers, working as an integral part of the team to ensure that patients and their loved ones feel welcomed and supported.

Volunteers for the shops have experienced an unsettling time, yet have loyally returned each time our shops have re-opened to support the Retail Team in welcoming back customers and donors. Supporter groups have continued to raise funds by carefully carrying out small sales of books and flowers, and successful fundraising initiatives such as the Christmas Tree Recycling were reliant on the input of many dedicated volunteers.

Alongside mandatory training of staff, St Wilfrid's Hospice provides induction and departmental training for all volunteers including annual mandatory update training. Study Days are also offered by the Hospice Education team to assist volunteers in carrying out their volunteering role. The delivery of training is through a variety of methods, e-learning, direct learning and written material. The Hospice does not provide free of charge non-essential training as this may be interpreted as consideration and intent towards an employment relationship.

Induction training covers an explanation of the services the Hospice provides to the local community including values and objectives, how to volunteer safely by following policies, guidelines and maintaining boundaries and the core mandatory topics covering Health & Safety, Fire, Safeguarding, Manual Handling, Hand Hygiene and Equality, Diversity + Inclusion.

Feedback from volunteers remained very positive, with 97% of volunteers agreeing that they would recommend volunteering at St Wilfrid's to others and 100% agreed that we kept them well informed and engaged to continue supporting the Hospice. With a number of changes and some volunteers choosing not to return, the number of active volunteers as at March 31st was 97 in the Hospice and 214 in the shops. The hours given by volunteers has varied through the year, with an annual total of 13,818 hours at the Hospice, 11,340 in the shops and 1,036 supporting fundraising.

KEY OBJECTIVES

During this period of significant change in the Hospice sector, Hospice UK commissioned a programme to start a collective sector conversation about what a more sustainable future of palliative and end of life care might look like, the barriers and challenges that exist to getting there and what support might be needed. The Discovery Phase of the Future Vision Programme was published as a report in September and has been discussed by the Trustees and SMT and the nine principles of sustainability underpin the Charity's plans for future years.

The key highlights for the forthcoming year were agreed within an operating plan for 2021-2022 and are set out below:

- Meet agreed KPIs and report to Subcommittees and Board
- Review changes made to services in response to COVID-19 and ensure services are delivered to best meet patient needs
- Ensure all services are delivered in ways that enable a positive patient/customer/supporter experience
- Develop and implement an Equality, Diversity and Inclusion (E, D + I) Strategy and action plan
- Establish baseline E, D+I data of our people and our community
- Develop and implement a staff wellbeing strategy
- Review and update strategic and organisational risk management methodology
- Develop and launch our new website and brand messaging
- Review our values and how they are described, to develop a values-based culture

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- Build back the organisation as one team and emphasise the need to take personal ownership for safety
- Complete a digital maturity matrix and develop an action plan in response with a 3-year timescale
- Work towards a balanced budget and securing the Hospice's financial stability over 3-5 years and beyond
- Support retail and fundraising to achieve their surplus budgets and demonstrate growth in future years
- Collaborate with other hospices in Sussex to reduce costs, increase reach and statutory funding
- Ensure workforce plans are in place across all Directorates by end of 2022-23

Governing document

The Hospice was incorporated on 18th May 1981 and is controlled by its governing document, a deed of trust and its Memorandum and Articles of Association (as amended 21st October 2009), and constitutes a company limited by guarantee, as defined by the Companies Act 2006.

Members, appointment and members' liability

The members of the charitable company are the Trustees, Vice-Presidents, the chairs of some of the Hospice Supporter Groups, and others appointed to the membership by the company in order to give the widest possible representation of those involved with St Wilfrid's.

Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member or within one year of ceasing to be a member.

Organisational structure and how decisions are made

The Hospice is governed by the Board of Trustees, which met eight times in the year with the SMT in attendance, most of the meetings were held remotely in 2020-21. The Board meetings are informed by five Subcommittees, each of which has Terms of Reference ratified by the Board.

The Subcommittees of the Board are: Clinical Services, Finance (including Investments), Resources, Board Development and Governance (including SMT Remuneration) and Voluntary Income Generation.

As reported last year, a revised governance process was put in place during the first wave of the pandemic with monthly board meetings from April to June 2020 and the temporary suspension of Subcommittee meetings. From August onwards quarterly Board and Subcommittee meetings were recommenced. The Trustee Handbook has been updated and issued to all Trustees and Directors of the Subsidiary Companies.

The Trustees continued to address the actions identified in the internal Board Governance Review reported on in October 2020, recognising the impact of the Covid-19 pandemic on progress towards some actions. The Trustees agreed to postpone the External Governance Review that was planned during 2021-22, given the impact of the pandemic and the need to focus on the key governance and strategic issues this raised. The Chair of Trustees attended a webinar on the updated Charity Governance Code for larger charities and the Board reviewed the document as part of their away day in June 2021. The Board Development and Governance Subcommittee will lead the process of self-assessment of application of the principles in the Code.

The Trustees are responsible for the overarching strategic direction of the Hospice with the operational management and supporting operational procedures delegated to the Chief Executive who leads the SMT. The SMT prepares an operational plan outlining key objectives to meet the strategy and reports to the Trustees quarterly on progress towards these objectives.

Remuneration of key management personnel

Salaries of the SMT are reviewed by the Board Development and Governance Subcommittee, which makes recommendations to the Board. The salary of the Medical Director is in line with Consultant pay scales operated within the NHS.

The Board agreed to implement a revised pay structure for executive positions (except for the Medical Director), following the principles of the pay structure for all staff, using an external Consultant to assist with recommendations. This takes account of NHS pay ranges for the evaluated band, provides competence-based pay steps within the band and aims for the market median (if not achievable now, then as a future ambition). The SMT roles were evaluated using the agreed Hospice process and the roles assimilated to the Hospice pay scales.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Recruitment and appointment of Trustees

The Board identifies Trustee vacancies, based upon information arising from the Trustee skill audit, Subcommittee membership and Trustee succession planning. Recruitment follows an agreed process of advertising and selection. All Trustees appointed since 2009 serve a maximum of nine years.

Three new Trustees, Jeremy Beard, Louise Bruce and Alan Easter, were appointed during the year.

Induction and training of Trustees

An agreed format for induction of new Trustees and co-opted Subcommittee members is followed, including sessions with key members of staff across the organisation so Trustees understand how the Hospice works and the context in which it operates. This is supported by a pack of relevant information and mentoring by an established Trustee over the first year. Trustees attended many training courses and seminars and updates on relevant subjects, including events organised by Hospice UK. The Trustee training and development plan is updated annually and a record of training attended is maintained.

Relationships with wider interests and related parties

St Wilfrid's Hospice is a member of Hospice UK, the national charity which exists to support voluntary hospices and provide a campaigning voice to hospices across the United Kingdom. Throughout the Covid-19 pandemic, Hospice UK have facilitated many opportunities for hospices to learn from others about managing the impact of the pandemic and this has proved invaluable to both Trustees and SMT members.

St Wilfrid's has close links in particular with the other hospices serving people in Sussex and all members of the SMT meet with their counterparts in neighbouring hospices.

The seven Sussex hospices have been pursuing collaboration since 2018. Although the Covid-19 pandemic brought a pause in the collaborative workstreams that had been agreed at the end of 2019, the hospices continued to support one another through mutual aid and knowledge sharing. The workstream programme has now recommenced and is seeing growing momentum: -

- A Sussex-wide Project ECHO tele-mentoring hub has been set up to deliver education in care homes
- Some of the hospices are sharing an online platform for mandatory training
- A shared management education programme is being developed
- There are joint posts between individual hospices
- Work is going on to create a common data set for stakeholder reporting
- The hospices are benchmarking their costs and activity for core services
- A joint Programme Manager has been appointed to coordinate activity
- There is collective representation at key planning forums in the Sussex healthcare system.

Work will continue to progress these initiatives and more opportunities will be developed in the year ahead. While each hospice holds fast to its local autonomy and identity, we recognise the benefit of working together to make the most of our knowledge and resources in benefitting patients and families and enhancing our sustainability.

The Charity has two wholly owned subsidiaries. St Wilfrid's Hospice Trading Ltd (see notes 18a and 27), which is principally engaged in the delivery of charity shop furniture and the retail of cards, gifts and accessories. St Wilfrid's Hospice (South West) Projects Ltd (see notes 18b and 27), which is principally engaged in the design and build of the new hospice, the majority of which, was completed in 2018/2019, with the building occupied in the July 2019.

Risk Management

Formal reports are given to the Board from all Subcommittees and the SMT ensures the Trustees are informed of any significant risks through written reports to the Board which are discussed at Trustee meetings. A Risk Register is maintained and Subcommittees assess existing risks and add any new ones to the Register. The Trustees consider at each Board meeting if any new items need to be added to the Risk Register.

As reported last year, a new format Risk Register was developed so that risk could be assessed in a dynamic fashion. The outcome of this was presented to the Trustees at their away day in October and work is continuing

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

to ensure that the Trustees focus on key risks related to achieving the Charity's strategy, whilst the SMT review the operational risks and escalate them as required to the Board.

The principal risks were judged to be:

Risk	Mitigation
Failure of clinical strategy/prioritisation as clinical services impacted by COVID-19	Strategy is in place but clinical services model will be reviewed by SMT as necessary.
Uncertainty over future NHS commissioning in the light of changing structures and increased NHS income received during 2020-21	Work jointly with other Sussex hospices in approaching commissioners is continuing and flagging that this issue will have the most significant impact on the 2021-22 budget.
Ongoing and longer-term impact of pandemic on future total fundraising net surplus for subsequent budgeting years (2021-23)	Fundraising Team reviewed events programme and adapted approaches to donors accordingly. Voluntary Income Generation Subcommittee to review changes in strategy and forecasts.
Ongoing Legacy income shortfall by more than 20% 2021-2025	Legacy marketing options to be reviewed by SMT and Board, as future financial security of the Hospice is dependent on this income stream. Legacy strategy to be developed.
Ongoing and longer-term impact of coronavirus or other pandemic on future retail net profit for subsequent budgeting years (2021-23)	Retail strategy being reviewed in the light of expected changes in buying behaviour & reduced footfall/spend. Retail costs being reviewed. Opportunities for new sites explored by the VIG Subcommittee.
Inadequate cashflow to support work of the Hospice for the next 12 months.	Monthly reviews of current figures, forecasts and cashflow forecasts with three scenarios.
Safety and wellbeing of staff and volunteers may be impacted by the pandemic	Risk assessments in place and updated. Well-being group continues to meet and actions taken by the SMT to reduce risks to well-being of staff and volunteers. Results of staff and volunteer surveys reviewed and action plans developed.
Workforce planning – recruitment, recognition and retention and risk of not being able to maintain appropriate staffing resource	New performance related pay progression structure in place. Workforce strategies to be developed to ensure the right people are in the right roles in future. Resources Subcommittee receive regular reports on workforce statistics.
CQC inspection with a risk of a poor outcome	Organisational and governance responsibilities and roles are clear, Trustee visits to services recommenced. Registered Manager leading a review of each domain and development of action plan to identify potential gaps. Quarterly virtual visits from CQC Liaison Officer through the pandemic
Unable to meet clinical demand. Safe staffing – workload/ caseload management	Patient Journey project commenced to look at putting the right services in place at the right time for patients. Full establishment review of all clinical services planned to ensure we have a more flexible workforce. Concerns about changing workload and external services reported to the NHS Commissioner.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
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Risk	Mitigation
Infection outbreaks – pandemic	Managing the COVID-19 situation has enabled the team to build on already strong infection control processes and procedures. Infection Control Board Assurance Report has been approved and CQC have a copy. SMT continued to review all impacts and changes to services and processes. Response to COVID-19 outbreak closely monitored by Trustees.
Marketing and communications strategy / presence	Appointment of Head of Marketing and Communications, and approval of redevelopment of the website, as digital communication is fundamental to building success in marketing and therefore awareness of our services and income generation.

FINANCIAL REVIEW

As previously mentioned 2020/21 was a year overshadowed by the COVID-19 pandemic which affected most of the activities carried out by the Hospice. Normal income generation activities were significantly affected with fundraising events ceasing in the first part of the year and then moving to virtual events. The retail shops closed for over seven months of the year. Activity on the ward and in the Community Team fluctuated as needs changed and the Living Well Centre was closed for the entire year with staff partly redeployed. Government support was claimed when available, with income from the Covid Job Retention Scheme, Retail grants and NHS England funding received during the year. These events are reflected in the financial results for the year which show a surplus of £1.21m (2020 £44,553 deficit).

Key information for the group is summarised in the table below: -

	2020-2021	2019-2020
TOTAL Income	8,922,500	7,801,218
TOTAL Expenditure	7,713,268	7,839,478
Net surplus for the year (before investment gains/(losses))	1,209,232	(38,260)
Realised & unrealised gains/(losses) on investments & property	1,135	(6,293)
Net movement in funds	1,210,367	(44,553)
Balance Sheet		
Funds represented by Fixed Assets	14,915,926	15,396,733
Other funds	7,479,460	5,788,286
Total Funds	22,395,386	21,185,019

The main reason for the increase in income is £2,235,323 (£2020: £0) of restricted grant income received from NHS England, organised by Hospice UK. NHS England 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. No such funding is expected going forward.

Other significant COVID related income included £300,885 (2020: £0) from the Government Covid Job Retention Scheme, £156,301 from retail grants (2020: £185,000) and £96,389 worth of donated Personal Protective Equipment (2020: £0). The sources of income related to retail continued until 12th April 2021 when the retail shops reopened.

Excluding COVID related one-off funding sources, Hospice income decreased by nearly £1.7m from 2019/2020.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

Legacy income for the year was £1,715,158 (2020: £2,457,663), a decrease of £743k (30%) on 2020. This was significantly below the budget for the year. The Trustees recognise that legacy income can be volatile and have increased the Reserves policy to compensate for this (see Reserves below). The Trustees continue to monitor the level of legacies regularly and have initiated a Legacy Marketing Review.

Excluding COVID related one-off funding sources, overall donations were down by 11% due mainly to a limitation on the activities of the Fundraising Team.

As expected with the shops closed for over seven months of the year, income from other trading activities decreased overall by 46%. With lottery income decreased by 10% and retail income decreased by £979k (51%). With the curtailment of activities, overall costs of raising funds decreased by 10%. Fundraising costs decreased by £21k (3%) and retail costs decreasing by £212k. The majority of fundraising savings were due to the reduction in events costs and the reductions in retail costs were mainly due to furloughing staff and the reduction of rates to zero.

Income from Charitable Activities increased by £246k (19%). NHS income increased by over £300k, this was due mainly to extra funding to increase bed capacity from usual levels.

Charitable expenditure increased by £107k (2%). This overall change does not reflect the significant changes which took place within the operations of the Hospice. Activity in the Inpatient Unit fluctuated but increased significantly during some parts of the year when agency nurses were introduced to help ensure safe staffing levels and to cover sickness and staff self-isolating. Agency costs increased by £145,332 (535%) from £27k to £172k. The Community Team required additional staff working at the weekend. The Palliative Day Services was closed for the entire year, staff costs were moved to the Inpatient Unit or the Community as staff were redeployed. The space within the Hospice was used by other departments to ensure social distancing, storage of PPE and COVID testing equipment. The Education Department closed for part of the year with some staff redeployed and some furloughed. Support costs only increased by £8.5k, but the allocation of costs across areas have changed significantly as staff helped support the Charity's response to the pandemic.

The surplus for the year before investment gains and losses was £1,209,232 (2020: deficit of £38,260). During the year the Charity made a realised gain on investments of £0 (2020: - Loss £4,267) and unrealised gain on investments of £1,135 (2020 – losses of £2,026). Overall, there was a decrease in investments of £3,345.

The Trustees recognise that 2020/21 was an exceptional year as the majority of extra Government funding, over £2.7m, will not be repeated and the performance of income generation activities was uncertain. As previously mentioned, the level of NHS funding received prior to this year is insufficient for the needs of the Charity. The Trustees have agreed a deficit budget for 2021/22 of nearly £900k, this is not sustainable and work is ongoing to improve the budgeted position going forward. The Trustees are aware that the surplus in 2020/21 will enable the operation of the Charity to continue until the budget deficit is brought to a more sustainable level.

RESERVES

The Trustees review the Reserves Policy annually and have updated the requirements in light of the Charity's current situation, with particular reference to COVID-19. Total reserves at 31 March 2021 were £22.46m (2020: £21.19m).

Designated funds £15.116m

Fixed Asset Fund New Hospice £14.53m (2020: £14.9m) - At 31 March 2021, the Hospice land and buildings had a net book value of £14,532,338. In line with the Reserves Policy the Trustees have designated these funds.

Fixed Asset Fund Other Assets £0.38m (2020: £0.49m) – At 31 March 2021 the other fixed assets had a net book value of £383,588. In line with the Reserves Policy the Trustees have designated these funds

Transition Fund £0m (2020: £0.19m) – At 31 March 2019, the Trustees designated £316,500 of funds to cover the dual running costs of maintaining two Hospice buildings and the costs of moving to the new Hospice building. At 31 March 2020 £190,796 remained of this Fund. The Trustees have now agreed that this Fund is no longer necessary and have released the fund within the year.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

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FOR THE YEAR ENDED 31 MARCH 2021

Capital Maintenance Fund £200k (2020: £0) – In July 2019 the Charity moved into a new purpose-built Hospice building. The Trustees are aware that they need to establish and maintain a designated fund to cover larger capital maintenance costs.

Unrestricted General Funds

The Charity's Reserves Policy provides for an acceptable level of general unrestricted funds to ensure the long-term financial viability of the Charity. The Charity is largely reliant on voluntary income and these reserves are held to meet any shortfall between anticipated income and budgeted expenditure plus any unforeseen expenditure over a period of two years.

Part of these reserves, the Operational Reserve was increased from £690k to £715k. The Operational Reserve is to meet short-term working capital requirements, in line with the Reserves Policy.

The level of unrestricted general funds at 31 March 2021 was £6,546,400 (2020: £4.87m). During the year the Trustees reviewed the areas of risk relating to income and expenditure and calculated a new target level for the financial sustainability element of the Charity's reserves of £5.052m. The Trustees recognise that the level of reserves at the year-end is £1.494k above the target level required by the policy. The Trustees consider this is reasonable in the light of current budgetary forecasts.

Restricted Funds

At 31 March 2021, the Charity held £18k of funds restricted by donors for specific purposes. Further detail is given in note 23 to the accounts.

INVESTMENTS

The revaluation of investments as at 31 March 2021 resulted in an unrealised gain of £1,135. At 31 March 2021 investments were valued at £4,892 compared to £8,237 at March 2020.

The remaining investments were monitored by the Finance Subcommittee during the year.

GOING CONCERN

Management accounts and cashflow forecasts are produced and reviewed by the Trustees regularly. These include different scenarios, modelling a number of possible financial situations, with options for future cost reductions and financing. Having reviewed these forecasts, the Trustees consider that there are no material uncertainties in the ability of the charity to continue as a going concern.

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of St Wilfrid's Hospice (South Coast) Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing the financial statements, the Board of Trustees is required to: -

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

The Board of Trustees is responsible for keeping proper accounting records, which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board of Trustees is aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees on *25 August 2021* and signed on behalf of the board by:



Ms S Jerram
Chair



Mr C J Dicks
Honorary Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

Opinion

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on pages 17 and 18 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations and General Data Protection Regulations.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

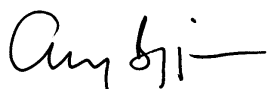
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Income Generation Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 2 September 2021

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
INCOME FROM:					
Donations and Legacies					
Donations	2	1,878,790	97,385	1,976,175	1,793,174
NHS England Grant	3	-	2,235,323	2,235,323	-
Legacies	4	1,721,476	(6,318)	1,715,158	2,457,663
		3,600,266	2,326,390	5,926,656	4,250,837
Charitable Activities	5	1,551,170	-	1,551,170	1,304,794
Other Trading Activities	6	1,196,661	4,045	1,200,706	2,226,761
Investments	7	3,968	-	3,968	18,826
Other Income	8	240,000	-	240,000	-
Total Income		6,592,065	2,330,435	8,922,500	7,801,218
EXPENDITURE ON:					
Raising Funds	9, 10 & 11	2,207,438	4,232	2,211,670	2,444,911
Charitable Activities					
Inpatient Unit	9, 10 & 11	2,334,003	1,287,209	3,621,212	3,046,387
Community Services	9, 10 & 11	592,283	1,053,240	1,645,523	1,473,612
Palliative Day Services	9, 10 & 11	-	-	-	500,344
Education and Training	9, 10 & 11	234,863	-	234,863	374,224
Total costs of Charitable Activities		3,161,149	2,340,449	5,501,598	5,394,567
Total Expenditure		5,368,587	2,344,681	7,713,268	7,839,478
Net income/(expenditure) from operational activities for the year		1,223,478	(14,246)	1,209,232	(38,260)
Net gains/(losses) on investments	17	1,135	-	1,135	(6,293)
NET INCOME/(EXPENDITURE)		1,224,613	(14,246)	1,210,367	(44,553)
Transfers between funds	23	4,625	(4,625)	-	-
NET MOVEMENT IN FUNDS		1,229,238	(18,871)	1,210,367	(44,553)
RECONCILIATION OF FUNDS					
Total funds brought forward		21,148,088	36,931	21,185,019	21,229,572
TOTAL FUNDS CARRIED FORWARD		22,377,326	18,060	22,395,386	21,185,019

The notes on pages 25 to 45 form part of these financial statements.

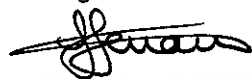
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2021

Company number: 01562110

	Notes	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
Fixed Assets					
Tangible fixed assets	16	14,915,926	15,396,733	14,915,926	15,396,733
Investments	17	4,892	8,237	4,895	8,240
		<u>14,920,818</u>	<u>15,404,970</u>	<u>14,920,821</u>	<u>15,404,973</u>
Current Assets					
Stock	19	97	4,253	-	-
Debtors	20	2,346,542	2,488,621	2,375,452	2,519,078
Cash at bank and in hand		5,911,654	4,171,199	5,889,310	4,114,638
		<u>8,258,293</u>	<u>6,664,073</u>	<u>8,264,762</u>	<u>6,633,716</u>
Liabilities					
Creditors: Amounts falling due within one year	21	(783,725)	(884,024)	(787,330)	(853,672)
		<u>7,474,568</u>	<u>5,780,049</u>	<u>7,477,432</u>	<u>5,780,044</u>
Net Current Assets					
		<u>7,474,568</u>	<u>5,780,049</u>	<u>7,477,432</u>	<u>5,780,044</u>
Total Net Assets					
		<u>22,395,386</u>	<u>21,185,019</u>	<u>22,398,253</u>	<u>21,185,017</u>
The funds of the Charity:					
Restricted income funds					
	23	18,060	36,931	18,060	36,931
Designated funds					
Capital Maintenance Fund		200,000	-	200,000	-
Transition Fund		-	190,796	-	190,796
Fixed Asset Fund – New Hospice		14,532,338	14,907,102	14,532,338	14,907,102
Fixed Asset Fund – Other Assets		383,588	489,631	383,588	489,631
		<u>15,115,926</u>	<u>15,587,529</u>	<u>15,115,926</u>	<u>15,587,529</u>
Operational reserve		715,000	690,000	715,000	690,000
Share Capital		6,546,400	4,870,559	6,549,267	4,870,557
General fund					
		<u>22,377,326</u>	<u>21,148,088</u>	<u>22,380,193</u>	<u>21,148,086</u>
Total unrestricted funds					
		<u>22,377,326</u>	<u>21,148,088</u>	<u>22,380,193</u>	<u>21,148,086</u>
TOTAL FUNDS					
		<u>22,395,386</u>	<u>21,185,019</u>	<u>22,398,253</u>	<u>21,185,017</u>

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. St Wilfrid's Hospice (South Coast) Limited made a surplus for the year of £1,213,236 (2020: Surplus £44,553).

The financial statements were approved and authorised for issue by the Board of Trustees on 25 August 2021 and were signed on its behalf by:



Ms S Jerram (Chair)



Mr C J Dicks (Honorary Treasurer)

The notes on pages 25 to 45 form part of these financial statements.

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021**

		Group	
	Note	2021 £	2020 £
Cashflows from operating activities:			
Net cash provided by/ (used in) operating activities	25	1,753,293	(1,677,593)
Cash flows from investing activities:			
Dividends, interest and rent from investments		3,968	18,826
Remittance of cash element of portfolio		4,480	(735,384)
Purchase of property, plant and equipment		(21,286)	117,723
Purchase of investments		-	(5)
Net cash (used in) investing activities		(12,838)	(598,840)
Cash flows from financing activities:			
Cash inflows from sale of current asset		-	2,133,044
Cash outflows repaying borrowing		-	(1,100,000)
Net cash provided by financing activities		-	1,033,044
Change in cash and cash equivalents in the year		1,740,455	(1,243,389)
Cash and cash equivalents at the beginning of the year	26	4,171,199	5,414,588
Change in cash and cash equivalents		1,740,455	(1,243,389)
Cash and cash equivalents at the end of the year	26	5,911,654	4,171,199

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

St Wilfrid's Hospice (South Coast) Limited is a private company limited by guarantee, registered in England and Wales with registration number 01562110, and a registered charity, number 281963. The registered address of this entity and its subsidiaries is noted on the company information page.

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

a) **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 (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) and the Companies Act 2006.

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

b) **Going Concern**

In the current business climate, the Trustees acknowledge the ongoing COVID-19 pandemic. In response to the pandemic, the Board are monitoring all aspects of the Group's activities and have implemented the necessary operational changes to mitigate the financial impact of COVID-19.

Given the strength of the balance sheet including the level of cash held, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

c) **Group Financial Statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiaries St Wilfrid's Hospice Trading Limited and St Wilfrid's Hospice (South Coast) Projects Limited on a line-by-line basis. Further details are provided in note 18.

d) **Fund Accounting**

The general fund comprises the accumulated surpluses of the unrestricted income over expenditure, which are available for use in furtherance of the general objectives of the charity at the discretion of the Trustees.

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet.

To the extent that restricted funds are expended on capital items a transfer is made between unrestricted and restricted reserves.

Designated funds are unrestricted funds earmarked by the Trustees for spending on specific items as set out in note 23.

e) **Income**

All income is included on the Statement of Financial Activities when the charity is entitled to income, receipt is probable, and the amount can be quantified with reasonable accuracy.

Income is recognised on a receivable basis. Provision is made for tax recoverable on income during the period.

Income from donations and legacies are received by way of grants, donations, trusts and legacies and is included in full in the Statement of Financial Activities when receivable. Income from gift aid tax claims is recognised for all donations made prior to the year end, where valid gift aid declarations are held.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

e) Income (cont.)

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received after grant of probate, and residuary legacies recognised when amounts are distributed or when the legacy is measurable e.g. on probate, estate accounts or confirmation from solicitors (whichever is first and deemed to be reliable). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will. The charity operates a cut-off period being a practical mechanism to allow preparation of the accounts. Should a notification be received before the year end but not be quantifiable two months after the year end then the income, when measurable and receipt is probable, will be recognised in the following period. Where legacies have been notified to the charity, but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material in note 22.

Government Grant (note 2) consists of Retail, Hospitality and Leisure Grant Fund Income, The Local Restriction Support Grants and Covid Job Retention Income as follows:

Retail, Hospitality and Leisure Grant Fund Income £0, (2020: £185,000) was included from the date at which the Charity became eligible.

The Local Restriction Support Grants (LRSG (Closed) Addendum) were included when receivable. Please also refer to note 2 £156,301, (2020: £0).

Covid Job Retention Income - has been included when receivable in Government Grants (note 2) and matched with the month to which it relates. Note 2 shows £300,885 (2020: £0).

NHS England Income has been included when receivable and matched with the month to which it relates. It is shown as a separate line of income (note 3).

Other trading activities are goods donated for sale through the charity's shops. Gifts received in kind for resale are recognised when the gift is sold using the sales value.

Donated services or facilities are included in the Statement of Financial Activities where the benefit to the charity is reasonably quantifiable and measurable.

PPE donated as a result of the Covid pandemic has been recognised within the Statement of Financial Activities where the amount is quantifiable and measurable. Note 2 shows £96,839 (2020: £0).

Business Interruption Insurance Claim, note 8 showing £240,000 (2020: £0), as a result of lost income due to the Covid pandemic was recognised on the Statement of Financial Activities when receivable and the amount of the claim was known.

f) 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. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs. Costs of fundraising activities include the costs incurred in seeking donations, grants and legacies. Retail costs include shop costs. All costs include their associated support costs.

Expenditure on Charitable Activities includes the costs of providing specialist palliative care and support, community services and educational activities undertaken to further the purposes of the charity and their associated support costs.

Support costs are allocated to each of the activities using the following bases: floor space, staff time and staff cost depending on the nature of the support costs, to best allocate the costs to each attributable heading. More detail is given in note 9 to the financial statements.

g) Volunteers

The value of the services provided by volunteers is not included in the Statement of Financial Activities, but further detail of their contribution is included within the Trustees' Report in accordance with the SORP.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

h) Fixed Assets

All tangible assets purchased that have an expected useful economic life that exceeds one year are capitalised and classified as fixed assets, however there is a capitalisation threshold of £2,500 for all categories other than lease costs. Depreciation is charged in full in the year of purchase. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets other than freehold land, at rates to write each asset down to its estimated residual value over its expected useful life, as follows:

Freehold buildings	- 0.66% - 2.5% straight line
Short leasehold	- in accordance with the lease
Medical equipment	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line
Office and computer equipment	- 20% - 33% straight line

i) Investments

The majority of 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, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between the sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

j) Stock

Stocks are valued at the lower of cost and net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

k) 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.

l) Cash at bank and in hand

Cash at bank and in hand includes cash.

m) 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.

n) Employee benefits

ij) Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

ii) Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

o) Pensions

The charitable company operated two pension schemes during the year. Contributions payable for the year are charged to the Statement of Financial Activities as they arise. More details are given in note 22.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

p) Operating Leases

Annual rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease for new agreements.

q) Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of tangible assets

The annual depreciation and amortisation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

Impairment of debtors

The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Accrued legacy income

For non-pecuniary legacies, an estimate is made of the amount due to the charity based on the share of the estate as stated in the will, the value of the estate (from probate or a statement of assets and liabilities) and external factors including the volatility of the property market, and the stock market. An allowance is also made for expected costs.

r) Gift Aid Policy

The subsidiaries pay all their taxable profits for the reporting period to their parent charity under the gift aid scheme. These gift aid payments are recognised as distributions to owners in equity within retained earnings.

The subsidiaries have applied the exception under paragraph 29.14A of FRS 102 which provides relief in respect of the accounting for any tax charge arising on profits. This results in an overall nil charge for tax in the income statement. This exception is only applicable as it is probable that the gift aid payments will be made by the companies to the parent charity during the year or within 9 months of the reporting date.

s) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial instruments include cash at bank, trade debtors, legacies receivable, accrued income from financial instruments (comprising dividends and interest due from investments), trade creditors and accrued expenditure. Financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. DONATIONS	Unrestricted funds	Restricted funds	Total 2021	Unrestricted funds	Restricted funds	Total 2020
	£	£	£	£	£	£
Trusts	177,260	71,117	248,377	64,800	382,279	447,079
Donations and committed giving	683,071	25,262	708,333	551,631	37,540	589,171
Fundraising	326,836	-	326,836	433,779	16,928	450,707
Government Grants	457,186	-	457,186	185,000	-	185,000
Gifts of Personal Protective Equipment	96,389	-	96,389	-	-	-
Gift Aid recovered	138,048	1,006	139,054	114,650	6,567	121,217
	1,878,790	97,385	1,976,175	1,349,860	443,314	1,793,174

Government Grant include Covid Job Retention Scheme income of £300,885 (2020: £0), Local Restriction Support Grants of £156,301 (2020: £0) and Retail, Hospitality and Leisure Grant Fund £0, (2020: £185,000).

	Unrestricted funds	Restricted funds	Total 2021	Unrestricted funds	Restricted funds	Total 2020
	£	£	£	£	£	£
3. NHS ENGLAND GRANT						
NHS England Grant	-	2,235,323	2,235,323	-	-	-
	-	2,235,323	2,235,323	-	-	-

In 2020/2021 NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 20 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.

	Unrestricted funds	Restricted funds	Total 2021	Unrestricted funds	Restricted funds	Total 2020
	£	£	£	£	£	£
4. LEGACIES						
Legacies	1,721,476	(6,318)	1,715,158	2,397,663	60,000	2,457,663
	1,721,476	(6,318)	1,715,158	2,397,663	60,000	2,457,663

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. CHARITABLE ACTIVITIES	Unrestricted funds £	Restricted funds £	Total 2021 £	Unrestricted funds £	Restricted funds £	Total 2020 £
NHS funding including drug supply	1,498,154	-	1,498,154	1,197,498	-	1,197,498
Education	34,772	-	34,772	49,721	-	49,721
Medical insurance	14,976	-	14,976	15,824	-	15,824
Other income	3,268	-	3,268	41,751	-	41,751
	1,551,170	-	1,551,170	1,304,794	-	1,304,794
6. OTHER TRADING ACTIVITIES	Unrestricted funds £	Restricted funds £	Total 2021 £	Unrestricted funds £	Restricted funds £	Total 2020 £
Retail income	930,495	-	930,495	1,909,650	-	1,909,650
Support groups	5,416	4,045	9,461	20,936	3,704	24,640
Raffles	16,027	-	16,027	20,665	-	20,665
Lottery income	244,723	-	244,723	271,806	-	271,806
	1,196,661	4,045	1,200,706	2,223,057	3,704	2,226,761
7. INVESTMENTS	Unrestricted funds £	Restricted funds £	Total 2021 £	Unrestricted funds £	Restricted funds £	Total 2020 £
Income from investments	2,321	-	2,321	282	-	282
Bank interest	1,647	-	1,647	15,707	15	15,722
Loan interest	-	-	-	2,822	-	2,822
	3,968	-	3,968	18,811	15	18,826
8. OTHER INCOME	Unrestricted funds £	Restricted funds £	Total 2021 £	Unrestricted funds £	Restricted funds £	Total 2020 £
Business Interruption Insurance	240,000	-	240,000	-	-	-
	240,000	-	240,000	-	-	-

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. EXPENDITURE	Unrestricted funds £	Restricted funds £	Total 2021 £	Unrestricted funds £	Restricted funds £	Total 2020 £
Raising Funds						
Fundraising	607,589	2,930	610,519	631,630	-	631,630
Retail	1,599,849	1,302	1,601,151	1,813,281	-	1,813,281
Investments	-	-	-	-	-	-
	<u>2,207,438</u>	<u>4,232</u>	<u>2,211,670</u>	<u>2,444,911</u>	<u>-</u>	<u>2,444,911</u>
Charitable Activities						
Inpatient Unit	2,334,003	1,287,209	3,621,212	2,985,521	60,866	3,046,387
Community Service	592,283	1,053,240	1,645,523	1,464,441	9,171	1,473,612
Palliative Day Services	-	-	-	492,718	7,626	500,344
Education and Training	234,863	-	234,863	374,224	-	374,224
	<u>3,161,149</u>	<u>2,340,449</u>	<u>5,501,598</u>	<u>5,316,904</u>	<u>77,663</u>	<u>5,394,567</u>
10. ANALYSIS OF EXPENDITURE						
	Direct costs £	Support costs £	Total 2021 £	Direct costs £	Support costs £	Total 2020 £
Raising Funds						
Fundraising	514,273	96,246	610,519	547,277	84,353	631,630
Retail	1,390,177	210,974	1,601,151	1,566,267	247,014	1,813,281
Investments	-	-	-	-	-	-
	<u>1,904,450</u>	<u>307,220</u>	<u>2,211,670</u>	<u>2,113,544</u>	<u>331,367</u>	<u>2,444,911</u>
Charitable Activities						
Inpatient Unit	3,317,369	303,843	3,621,212	2,806,112	240,275	3,046,387
Community Service	1,492,092	153,431	1,645,523	1,346,594	127,018	1,473,612
Palliative Day Services	-	-	-	453,386	46,958	500,344
Education and Training	201,328	33,535	234,863	330,314	43,910	374,224
	<u>5,010,789</u>	<u>490,809</u>	<u>5,501,598</u>	<u>4,936,406</u>	<u>458,161</u>	<u>5,394,567</u>
	<u>6,915,239</u>	<u>798,029</u>	<u>7,713,268</u>	<u>7,049,950</u>	<u>789,528</u>	<u>7,839,478</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

11. ANALYSIS OF SUPPORT COSTS

	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2021	
	£	£	£	£	£	£	£	
Governance	7,532	19,770	44,133	19,886	-	2,824	94,145	12%
Finance	49,870	31,522	54,185	18,570	-	7,518	161,665	20%
HR	12,615	85,569	97,641	33,230	-	8,094	237,149	30%
IT	14,029	42,088	36,396	49,533	-	10,523	152,569	19%
Management	12,200	32,025	71,488	32,212	-	4,576	152,501	19%
	96,246	210,974	303,843	153,431	-	33,535	798,029	100%

	Raising Funds	Retail	Inpatient Unit	Community Services	Palliative Day Services	Education & Training	Total 2020	
	£	£	£	£	£	£	£	
Governance	6,026	17,318	29,013	14,307	4,723	3,911	75,298	10%
Finance	44,153	47,537	39,775	17,252	9,208	12,703	170,628	22%
HR	11,965	102,120	96,781	36,458	14,189	7,564	269,077	34%
IT	14,390	57,561	37,048	40,431	12,708	14,656	176,794	22%
Management	7,819	22,478	37,658	18,570	6,130	5,076	97,731	12%
	84,353	247,014	240,275	127,018	46,958	43,910	789,528	100%

Governance costs include the direct costs of running the Charity as a legal entity such as Audit (2021: £18,750, 2020: £13,750), Legal, Professional and Consultancy Advice (2021: £31,462, 2020: £28,119) and Trustee Indemnity (2021: £1,524, 2020: £784). They also include a proportion of the cost of Management Team time necessary to lead the organisation.

12. NET INCOME/(EXPENDITURE)

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Net income/(expenditure) is stated after charging:				
Auditor's remuneration				
Audit services	20,750	17,110	18,750	13,750
Tax advisory services	5,380	4,630	2,200	2,750
Operating lease rentals				
Land and buildings	311,570	317,119	311,570	317,119
Office equipment	13,885	18,135	13,885	18,135
Motor vehicles	25,671	29,672	25,671	29,672
Depreciation	<u>492,747</u>	<u>410,061</u>	<u>492,747</u>	<u>410,061</u>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13. STAFF COSTS

	2021	2020
	Number	Number
The average monthly number of permanent employees during the year was:		
Doctors	6	6
Nursing staff	98	99
Other hospice staff	55	59
Charity shops	48	48
	<u>207</u>	<u>212</u>

	2021	2020
	£	£
Employment costs in respect of the staff above were:		
Wages and salaries	4,478,046	4,526,847
National insurance	331,561	360,311
Pensions	391,439	404,699
	<u>5,201,046</u>	<u>5,291,857</u>

The total employment costs (including employer's NIC) of the Charity Management Team were £464,929 (2020: £534,601).

Included in the above wages & salaries figure for 2021 is £6,182 (2020: £nil) of redundancy payments, due and paid in the year.

The number of employees whose emoluments, excluding pension contributions, were over £60,000 during the year was:

	2021	2020
	Number	Number
£60,001 to £70,000	1	2
£70,001 to £80,000	2	1
£90,001 to £100,000	2	2
£130,001 to £140,000	1	-
£150,001 to £160,000	-	1
	<u> </u>	<u> </u>

14. TRUSTEE REMUNERATION

The Trustees did not receive any remuneration during the year (2020: nil). No Trustees received reimbursed travel and subsistence costs during the year (2020: £201).

15. TAXATION

The charity is exempt from corporation tax on its charitable activities.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

16. TANGIBLE FIXED ASSETS

	Freehold Land and Property £	Short lease- hold £	Medical Equipment £	Fixtures and fittings £	Motor vehicles £	Office & Computer equipment £	Total £
Cost or valuation							
At 1 April 2020	15,143,861	69,203	168,630	695,717	45,770	259,904	16,383,085
Additions	-	-	4,625	6,703	-	9,958	21,286
Disposal	-	(3,186)	-	(19,676)	-	-	(22,862)
At 31 March 2021	15,143,861	66,017	173,255	682,744	45,770	269,862	16,381,509
Depreciation							
At 1 April 2020	236,759	45,404	120,025	445,413	45,770	92,981	986,352
Charge for the year	315,164	5,423	14,757	104,732	-	52,671	492,747
Depreciation on disposal	-	(1,593)	-	(11,923)	-	-	(13,516)
At 31 March 2021	551,923	49,234	134,782	538,222	45,770	145,652	1,465,583
Net book value							
At 31 March 2021	14,591,938	16,783	38,473	144,522	-	124,210	14,915,926
At 31 March 2020	14,907,102	23,799	48,605	250,304	-	166,923	15,396,733

17. INVESTMENTS

	Group			Charity			
	Listed Investments 2021 £	Cash & Settlements Pending 2021 £	Total 2021 £	Listed Investments 2021 £	Cash & Settlements Pending 2021 £	Share in Group Company 2021 £	Total 2021 £
1 April 2020	3,757	4,480	8,237	3,757	4,480	3	8,240
Additions	-	-	-	-	-	-	-
Disposals at open market value	-	(4,480)	(4,480)	-	(4,480)	-	(4,480)
Net investment gains/(losses)	1,135	-	1,135	1,135	-	-	1,135
31 March 2021	4,892	-	4,892	4,892	-	3	4,895

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

17. INVESTMENTS (continued)

	Group			Charity			
	Listed Investments 2020 £	Cash & Settlements Pending 2020 £	Total 2020 £	Listed Investments 2020 £	Cash & Settlements Pending 2020 £	Share in Group Company 2020 £	Total 2020 £
1 April 2019	132,245	3	132,248	132,245	3	3	132,251
Additions	-	5	5	-	5	-	5
Disposals	(122,195)	4,472	(117,723)	(122,195)	4,472	-	(117,723)
Net investment gains/(losses)	(6,293)	-	(6,293)	(6,293)	-	-	(6,293)
31 March 2020	3,757	4,480	8,237	3,757	4,480	3	8,240

Analysis of investments	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Listed investments at valuation	4,892	3,757	4,892	3,757
Cash at held as part of investment portfolio	-	4,480	-	4,480
	4,892	8,237	4,892	8,237
Shares in group undertakings at cost				
St Wilfrid's Hospice Trading Limited	-	-	2	2
St Wilfrid's Hospice (South Coast) Projects Limited	-	-	1	1
	-	-	3	3
Total investments	4,892	8,237	4,895	8,240

The subsidiary undertakings included as an investment at the balance sheet date are: -

Name of Company	Class of Shares	Holding	Nature of Business
St Wilfrid's Hospice Trading Limited	Ordinary	100%	Retail trade in new goods
St Wilfrid's Hospice (South Coast) Projects Limited	Ordinary	100%	New hospice development

Aggregate capital and reserves	2021 £	2020 £
	5	5

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
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18. SUBSIDIARY COMPANIES

18a. Trading Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice Trading Limited (company number 02105189). Registered in England and Wales. Registered Office: Walton Lane, Bosham, West Sussex.

Income statement	2021	2020
	£	£
Turnover	36,104	56,479
Cost of Sales	(13,136)	(16,955)
Gross Profit	22,968	39,524
Administrative expenses	(6,247)	(6,566)
Profit before tax	16,721	32,958
Gift Aid donated to hospice	(16,721)	(32,958)
Profit for the financial year being the retained profit	-	-
	<hr/> <hr/>	<hr/> <hr/>
 Balance sheet	 2021	 2020
	£	£
Assets	12,827	15,545
Liabilities	(12,823)	(15,541)
Net assets	4	4
	<hr/> <hr/>	<hr/> <hr/>
Represented by:		
Called up share capital	2	2
Profit and loss account	2	2
	<hr/> <hr/>	<hr/> <hr/>
	4	4
	<hr/> <hr/>	<hr/> <hr/>

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. SUBSIDIARY COMPANIES (continued)

18b. Project Subsidiary

The Hospice owns a subsidiary, St Wilfrid's Hospice (South Coast) Projects Limited (Company Number: 09253834). Registered in England and Wales. Registered Office: Grosvenor Road, Chichester, West Sussex.

Income statement	2021	2020
	£	£
Turnover	(900)	715,863
Cost of Sales	(300)	(681,774)
Gross (loss)/profit	(1,200)	34,089
Operating expenses	(44)	(2,793)
(Loss)/profit on ordinary activities before interest	(1,244)	31,296
Interest receivable and similar income	-	106
Interest payable on concessionary loan to hospice	(1,624)	(26,740)
Net trading (loss)/profit	(2,868)	4,662
Gift Aid donated to hospice	-	(4,662)
Profit for the financial year being the retained losses	(2,868)	-
Balance sheet	2021	2020
	£	£
Assets	139,193	331,409
Liabilities	(142,061)	(331,408)
Net Liabilities	(2,868)	1
Represented by:		
Capital	1	1
Reserves	(2,869)	-
	1	1

19. STOCK

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bought in goods for resale	97	4,253	-	-

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
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20. DEBTORS	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	169,243	31,765	169,243	31,765
Legacy debtors	965,000	1,839,186	965,000	1,839,186
Other debtors	153,142	410,376	151,981	408,616
Prepayments and accrued income	1,059,157	207,294	1,059,157	207,294
Owed by group undertaking	-	-	30,071	32,217
	<u>2,346,542</u>	<u>2,488,621</u>	<u>2,375,452</u>	<u>2,519,078</u>

Included in the Charity total above is £nil (2020: £30,000) of debtors due in over 1 year.

21. CREDITORS	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	94,412	158,288	94,412	157,329
Taxation and social security	84,584	129,203	84,584	89,585
Other creditors	147,036	3,742	147,036	3,742
Pension creditor	74,851	52,717	74,851	52,717
Accruals and deferred income	382,842	540,074	258,029	264,856
Owed to group undertaking	-	-	128,418	285,443
	<u>783,725</u>	<u>884,024</u>	<u>787,330</u>	<u>853,672</u>

Included within accruals and deferred income for the group and charity is deferred income of £31,529 (2020: £15,140) which represents NHS funding received relating to the following financial year. The amount deferred at year end will be released in the year ended 31 March 2022 as the relevant service is provided.

22. PENSION COMMITMENTS

The Charity operated two pension schemes during the year on behalf of its employees.

- NHS Pension Scheme
- AEGON Group Pension Scheme

Contributions to each scheme are charged to the Statement of Financial Activities as they arise.

The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, general practices and other bodies allowed under the direction of the Secretary of State in England and Wales. As a consequence, it is not possible for St Wilfrid's Hospice to identify its share of the assets and liabilities of the underlying scheme.

NHS Resource Accounts are published on the NHS Pension website annually and include the report from the scheme actuary.

St Wilfrid's Hospice adopts the employer contribution rates as recommended for its employees. At 31 March 2021 £27,646 was owed to the scheme in relation to contributions for the year (2020: £29,321). The hospice does not have any commitment to make good an actuarial deficit nor is it entitled to any benefit from surplus funding.

The Aegon Group Pension Scheme is a defined contribution scheme. At the 31 March 2021, £47,206 was owed to the Scheme in relation to contributions for the year (2020: £23,396).

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

23a. RESERVES	At 1 April 2020 £	Income £	Expenditure £	Transfers and Gains £	At 31 March 2021 £
Unrestricted funds					
General					
General Funds	4,870,559	6,592,065	(4,875,840)	(40,384)	6,546,400
Operational Reserve	690,000	-	-	25,000	715,000
	5,560,559	6,592,065	(4,875,840)	(15,384)	7,261,400
Designated					
Capital Maintenance Reserve	-	-	-	200,000	200,000
Transition fund	190,796	-	-	(190,796)	-
Fixed Asset Fund - New Hospice	14,907,102	-	(312,964)	(61,800)	14,532,338
Fixed Asset Funds – other Assets	489,631	-	(179,783)	73,740)	383,588
	15,587,529	-	(492,747)	21,144	15,115,926
Total Unrestricted Funds	21,148,088	6,592,065	(5,368,587)	5,760	22,377,326
Restricted Funds					
New Hospice Project	2,126	-	(249)	-	1,877
NHS England Capacity Grant		2,235,323	(2,235,323)	-	-
Staff amenity fund	(510)	390	510	-	390
Inpatient Unitequipment	4,501	6,009	(4,570)	(4,625)	1,315
Inpatient Unit running costs	-	24,700	(24,700)	-	-
Other than staff and administration	24,295	(6,318)	(17,977)	-	-
Medical Staff training	6,030		(3,624)	-	2,406
Hospice at Home Costs	-	32,175	(32,175)	-	-
Community Team Costs	-	10,000	-	-	10,000
Refurbishment of Physio & OTrooms	263	-	-	-	263
Complimentary Therapy	170	-	(170)	-	-
Clinical Staff training	8,110	5,000	(2,533)	-	10,577
Gym equipment	(9,007)	9,107	-	-	100
Living Well Centre Costs	-	3,500	-	-	3,500
St James' Place Grant – Breath Easy Project	-	-	(16,566)	-	(16,566)
Rene & Ghislaine of Paris Healing Foundation	-	9,700	(6,510)	-	3,190
Various Small funds	953	849	(794)	-	1,008
	36,931	2,330,435	(2,344,681)	(4,625)	18,060
	21,185,019	8,922,500	(7,713,268)	1,135	22,395,386

Restricted Funds

Charitable trusts have generously supported the community and inpatient services. In addition, trusts have contributed to clinical services education and training, and nursing & medical equipment and supplies.

The St James' Place Grant for the Breath Easy Project was agreed and will be paid to the Charity once costs are confirmed and authorised, hence the income will come in during the next period once entitlement has been established.

The remainder of a legacy received last year, was used for items other than salaries or administration.

The largest restricted fund in the year was the NHS England capacity grant, details of which are set out under note 3.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Designated Funds

Previously the Trustees had agreed to move all the reserves representing the new Hospice costs capitalised by the Charity to a new Designated fund called Fixed Asset Fund - New Hospice. During 20/21 this fund was updated to reflect further capitalisation and depreciation. Trustees also agreed to move the reserves representing all other Fixed Assets to a new Designated fund called Fixed Asset Fund - Other Assets and this too was updated in 20/21.

The Trustees also agreed that the Transition Fund was no longer required.

Capital Maintenance Fund

The Trustees are aware that the ongoing major maintenance of the new hospice building will be a significant cost and have designated £200,000 to ensure the charity has sufficient funds to meet those costs.

23b. RESERVES PRIOR YEAR	At 1 April 2019	Income	Expenditure	Transfers and Gains	At 31 March 2020
	£	£	£	£	£
Unrestricted funds					
General					
General Funds	3,458,714	7,294,185	(7,226,050)	1,343,710	4,870,559
Operational Reserve	683,000	-	-	7,000	690,000
	4,141,714	7,294,185	(7,226,050)	1,350,710	5,560,559
Designated					
Fixed Asset Fund - Old Hospice	2,060,000	-	-	(2,060,000)	-
Transition fund	316,500	-	(125,704)	-	190,796
New Hospice Development Fund	-	-	(225,759)	-	-
Fixed Asset Fund - New Hospice	-	-	(184,302)	736,196	-
Fixed Asset Funds – other Assets	289,969	-	-	383,964	489,631
	17,063,134	-	(535,765)	(939,840)	15,587,529
Total Unrestricted Funds	21,204,848	7,294,185	(7,761,815)	410,870	21,148,088
Restricted Funds					
New Hospice Project	8,350	378,749	-	(384,973)	2,126
Staff amenity fund	298	1,651	(2,460)	-	(511)
Inpatient Unitequipment	6,430	31,877	(3,754)	(30,052)	4,501
Inpatient Unit running costs	-	12,986	(12,986)	-	-
Other than staff and administration	-	60,000	(35,705)	-	24,295
CNS	23	-	(23)	-	-
Medical Staff training	6,030	-	-	-	6,030
Hospice at Home	-	8,956	(8,956)	-	-
Refurbishment of Physio & OTrooms	263	-	-	-	263
Complimentary Therapy	1,233	170	(1,233)	-	170
Clinical Staff Training	1,560	8,000	(1,450)	-	8,110
Gym Equipment	-	-	(6,317)	(2,690)	(9,007)
Living Well Centre	-	3,728	(3,728)	-	-
Various Small funds	536	916	(1,052)	552	953
	24,724	507,033	(77,663)	(417,163)	36,931
	21,229,572	7,801,218	(7,839,478)	(6,293)	21,185,019

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

24. ANALYSIS OF NET ASSETS

24a 2021	Group			Total £
	Fixed assets £	Fixed asset Investments £	Other net Assets £	
General fund	-	4,892	7,256,508	7,261,400
Designated funds				
Capital Maintenance Fund	-	-	200,000	200,000
Fixed Asset Fund – New Hospice	14,532,338	-	-	14,532,338
Fixed Asset – Other Assets	383,588	-	-	383,588
Total Designated Funds	14,915,926	-	200,000	15,115,926
Restricted funds	-	-	18,060	18,060
	14,915,926	4,892	7,474,568	22,395,386

	Charity			Total £
	Fixed assets £	Fixed asset Investments £	Other net Assets £	
General fund	-	4,892	7,259,375	7,264,267
Designated funds				
Capital Maintenance Fund	-	-	200,000	200,000
Fixed Asset Fund – New Hospice	14,532,338	-	-	14,532,338
Fixed Asset – Other Assets	383,588	-	-	383,588
Total Designated Funds	14,915,926	-	200,000	15,115,926
Restricted funds	-	-	18,060	18,060
	14,915,926	4,892	7,477,435	22,398,253

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

24. ANALYSIS OF NET ASSETS

24b 2020	Group			Total £
	Fixed assets £	Fixed asset Investments £	Other net Assets £	
General fund	-	8,237	5,649,538	5,657,775
Designated funds				
Transition Fund	-	-	190,796	190,796
Fixed Asset Fund – Old Hospice	-	-	-	-
Fixed Asset Fund – New Hospice	13,884,350	-	-	13,884,350
Fixed Asset – Other Assets	1,512,383	-	-	1,512,383
Total Designated Funds	15,396,733	-	190,796	15,587,529
Restricted funds	-	-	(60,285)	(60,285)
	15,396,733	8,237	5,780,049	21,185,019

	Charity			Total £
	Fixed assets £	Fixed asset Investments £	Other net Assets £	
General fund	-	8,240	5,649,533	5,657,773
Designated funds				
Transition Fund	-	-	190,796	190,796
Fixed Asset Fund – Old Hospice	-	-	-	-
Fixed Asset Fund – New Hospice	13,884,350	-	-	13,884,350
Fixed Asset – Other Assets	1,512,383	-	-	1,512,383
Total Designated Funds	15,396,733	-	190,796	15,587,529
Restricted funds	-	-	(60,285)	(60,285)
	15,396,733	8,240	5,780,044	21,185,017

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

25. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2021	2020
	£	£
Net income/(expenditure) for the year	1,210,367	(44,553)
Adjustments for:		
Depreciation of charges	492,747	410,061
(Gains)/losses on investments	(1,135)	6,293
Loss on disposal of Fixed Assets	9,346	2,512
(Gain) on disposal of Current Asset	-	(8,044)
Dividends, interest from investments	(3,968)	(18,826)
Decrease/(increase) in stock	4,156	(657)
Increase/(Decrease) in debtors	142,079	(1,185,235)
(Decrease) in creditors	(100,299)	(839,144)
	<u>1,753,293</u>	<u>(1,677,593)</u>
	<u><u>1,753,293</u></u>	<u><u>(1,677,593)</u></u>

26. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2021	2020
	£	£
Cash in hand	5,911,654	4,171,199
	<u>5,911,654</u>	<u>4,171,199</u>
	<u><u>5,911,654</u></u>	<u><u>4,171,199</u></u>

27. RELATED PARTY TRANSACTIONS

During the year St Wilfrid's Hospice Trading Limited declared a gift aid payment of £16,721 (2020: £32,958), to St Wilfrid's Hospice (South Coast) Limited, its parent company. At the year end £71 was outstanding (2020: £1,458).

During the year St Wilfrid's Hospice (South Coast) Projects Limited declared a gift aid payment of £0 (2020: £4,661), to St Wilfrid's Hospice (South Coast) Limited, its parent company. At the year end £0 was outstanding (2020: £161).

Ursula Watt is a partner at George Ide LLP, a firm of solicitors, and a trustee of the Charity. The Charity has paid George Ide LLP £17,852 (2020: £15,060) for professional advice during the year. During the year George Ide LLP made donations of £625 (2020: £196) to the Charity.

During the year, Trustees donated a total of £10,096 (2020: £7,255) to the Charity.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

28. FINANCIAL COMMITMENTS

As at 31 March 2021 the company was committed to making the following payments under non-cancellable operating leases:

	2021 – Group and Charity 2 and 5			
	<1 year	years	>5 years	Total
	£	£	£	£
Land & Buildings	311,420	1,060,228	311,400	1,683,048
Other	24,329	22,781	-	47,110
	<u>335,749</u>	<u>1,083,009</u>	<u>311,400</u>	<u>1,730,158</u>
	<u><u>335,749</u></u>	<u><u>1,083,009</u></u>	<u><u>311,400</u></u>	<u><u>1,730,158</u></u>
Land & Buildings				
Other				
	2020 – Group and Charity 2 and 5			
	<1 year	years	>5 years	Total
	£	£	£	£
Land & Buildings	320,523	562,358	68,800	951,681
Other	27,959	34,119	-	62,078
	<u>348,491</u>	<u>596,477</u>	<u>68,800</u>	<u>1,013,759</u>
	<u><u>348,491</u></u>	<u><u>596,477</u></u>	<u><u>68,800</u></u>	<u><u>1,013,759</u></u>

29. CAPITAL COMMITMENTS

At the year-end St Wilfrid's Hospice (South Coast) Projects Limited was contracted into capital commitments totalling £nil (2020: £266,528) for the build of the new hospice.

ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

30. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2020 £
INCOME FROM:			
Donations and Legacies			
Donations	1,349,860	443,314	1,793,174
Legacies	2,397,663	60,000	2,457,663
	<u>3,747,523</u>	<u>503,314</u>	<u>4,250,837</u>
Charitable Activities	1,304,794	-	1,304,794
Other Trading Activities	2,223,057	3,704	2,226,761
Investments	18,811	15	18,826
	<u>7,294,185</u>	<u>507,033</u>	<u>7,801,218</u>
EXPENDITURE ON:			
Costs of Raising Funds			
	2,444,911	-	2,444,911
Charitable Activities			
Inpatient Unit	2,985,521	60,866	3,046,387
Community Services	1,464,441	9,171	1,473,612
Palliative Day Services	492,718	7,626	500,344
Education and Training	374,224	-	374,224
	<u>5,316,904</u>	<u>77,663</u>	<u>5,394,567</u>
Total costs of Charitable Activities	<u>5,316,904</u>	<u>77,663</u>	<u>5,394,567</u>
Total Expenditure	<u>7,761,815</u>	<u>77,663</u>	<u>7,839,478</u>
Net income from operational activities for the year	(467,630)	429,370	(38,260)
Net (losses) on investments	(6,293)	-	(6,293)
NET INCOME/(EXPENDITURE)	<u>(473,923)</u>	<u>429,370</u>	<u>(44,553)</u>
Transfers between funds	417,163	(417,163)	-
NET MOVEMENT IN FUNDS	<u>(56,760)</u>	<u>12,207</u>	<u>(44,553)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	21,204,848	24,724	21,229,572
TOTAL FUNDS CARRIED FORWARD	<u>21,148,088</u>	<u>36,931</u>	<u>21,185,019</u>