



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

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Senior Management Team	Laura Addison, Director of Income Generation (resigned 12 th May 2023) Helen Edson, Director of Finance Lois Howell, Chief Executive (appointed 27 th March 2023) Cat Horlock, People Director Claire Magee, Medical Director Alison Moorey, Chief Executive (retired 31 st March 2023) Suzy O'Callaghan, Director of Clinical Services Rachael Tout, Director of income Generation (appointed 1 st July 2023)
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
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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Services that are innovative, evaluated and outstanding• Seeking opportunities to learn, develop and improve
Strategic Goal Objectives	Ensuring long term sustainability <ul style="list-style-type: none">• Services that maximise the use of our existing resources• Seeking opportunities to diversify and grow• Caring for our resources and the environment

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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.

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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

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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.

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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 Apuldrum 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 (Chichester) 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
<p>Risk that annual income from legacies will reduce by more than 20%.</p> <p>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.</p>	<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
<p>Risk that lack of diversity and inclusion in the workforce/volunteer force leads to missed opportunities for expertise, knowledge and creativity</p> <p>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</p>	<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
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	<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
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	<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
Lack of availability of Consultants in Palliative Medicine presents a risk of not being able to provide sufficient senior cover and therefore deliver services	<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
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	<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
Risk of poor decision making arising from lack of access to data or data analysis, resulting in ineffective resource allocation etc	<ul style="list-style-type: none"> • Participation in collaboration data group (DoCS)

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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%).

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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).

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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					
		<u>8,479,754</u>	<u>87,940</u>	<u>8,567,694</u>	<u>7,790,887</u>
Total Expenditure					
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)
		<u>266,403</u>	<u>36,745</u>	<u>303,148</u>	<u>930,928</u>
NET INCOME					
Transfers between funds	22	26,363	(26,363)	-	-
		<u>292,766</u>	<u>10,382</u>	<u>303,148</u>	<u>930,928</u>
NET MOVEMENT IN FUNDS					
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.

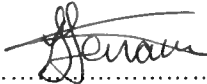
ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED
BALANCE SHEETS AS AT 31 MARCH 2023

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
		14,156,441	14,500,983	14,156,444	14,500,986
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
		10,280,879	9,520,547	10,236,884	9,520,249
Liabilities					
Creditors: Amounts falling due within one year	20	(807,858)	(695,216)	(805,273)	(688,161)
Net Current Assets		9,473,021	8,825,331	9,431,611	8,832,088
Total Net Assets		23,629,462	23,326,314	23,588,055	23,333,074
The funds of the Charity:					
Restricted income funds	22	34,361	23,979	34,361	23,979
Designated funds	22				
Capital Maintenance Fund		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
		14,728,578	14,740,719	14,728,578	14,740,719
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	23,629,462	23,326,314	23,588,055	23,333,074

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		(91,059)	(10,731)
Net cash (used in) investing activities		(8,943)	(6,916)
Change in cash and cash equivalents in the year		774,917	1,118,694
Cash and cash equivalents at the beginning of the year	25	7,030,348	5,911,654
Change in cash and cash equivalents		774,917	1,118,694
Cash and cash equivalents at the end of the year	25	7,805,265	7,030,348

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
	1,402,135	123,549	1,525,684	1,423,729	119,509	1,543,238

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
	-	-	-	-	766,385	766,385

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
	2,640,913	-	2,640,913	2,203,355	-	2,203,355

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
	<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>

	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
	<u>105,445</u>	<u>236,618</u>	<u>273,457</u>	<u>144,157</u>	<u>34,352</u>	<u>794,029</u>

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	<u>434,370</u>	<u>429,768</u>	<u>434,370</u>	<u>429,768</u>

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
	198	199

	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
	5,683,796	5,037,345

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	-

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
	Listed Investments	Total	Listed Investments	Group Company	Total
	2023	2023	2023	2023	2023
	£	£	£	£	£
1 April 2022	4,094	4,094	4,094	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	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

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Analysis of investments				
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/>

Balance sheet	2023	2022
	£	£
Assets	51,801	18,262
Liabilities	(3,680)	(18,258)
	<hr/>	<hr/>
Net assets	48,121	4
	<hr/>	<hr/>
Represented by:		
Called up share capital	2	2
Profit and loss account	48,119	2
	<hr/>	<hr/>
	48,121	4
	<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/>
 Balance sheet	 2023	 2022
	£	£
Assets	-	3,301
Liabilities	(6,712)	(10,062)
	<hr/>	<hr/>
Net Liabilities	(6,712)	(6,761)
	<hr/>	<hr/>
Represented by:		
Capital	1	1
Reserves	(6,713)	(6,762)
	<hr/>	<hr/>
	(6,712)	(6,761)
	<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
	8,561,616	8,747,388	(8,110,080)	(332,401)	8,866,523
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
	14,740,719	-	(369,674)	357,533	14,728,578
Total Unrestricted Funds	23,302,335	8,747,388	(8,479,754)	25,132	23,595,101
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
	23,979	124,685	(87,940)	(26,363)	34,361
	23,326,314	8,872,073	(8,567,694)	(1,231)	23,629,462

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
	7,261,400	7,816,754	(6,471,910)	(44,628)	8,561,616
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
	15,115,926	-	(419,037)	43,830	14,740,719
Total Unrestricted Funds	22,377,326	7,816,754	(6,890,947)	(798)	23,302,335
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
	18,060	905,859	(899,940)	-	23,979
	22,395,386	8,722,613	(7,790,887)	(798)	23,326,314

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		Fixed asset		Other net	Total
	Fixed assets	Investments	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 asset		Other net	Total
	Fixed assets	Investments	Assets			
	£	£	£		£	
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)
	783,860	1,125,610

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group	
	2023	2022
	£	£
Cash in hand	7,805,265	7,030,348
	7,805,265	7,030,348

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	>5 years	Total
	£	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>

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>

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
	<u>3,627,084</u>	<u>885,894</u>	<u>4,512,978</u>	<u>5,926,656</u>
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
	<u>7,816,754</u>	<u>905,859</u>	<u>8,722,613</u>	<u>9,100,633</u>
Total Income				
	<u>7,816,754</u>	<u>905,859</u>	<u>8,722,613</u>	<u>9,100,633</u>
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
	<u>4,293,000</u>	<u>893,290</u>	<u>5,186,290</u>	<u>5,501,598</u>
Total costs of Charitable Activities				
	<u>4,293,000</u>	<u>893,290</u>	<u>5,186,290</u>	<u>5,501,598</u>
Total Expenditure	<u>6,890,947</u>	<u>899,940</u>	<u>7,790,887</u>	<u>7,891,401</u>
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
	<u>925,009</u>	<u>5,919</u>	<u>930,928</u>	<u>1,210,367</u>
NET INCOME				
	<u>925,009</u>	<u>5,919</u>	<u>930,928</u>	<u>1,210,367</u>
Transfers between funds	-	-	-	-
	<u>925,009</u>	<u>5,919</u>	<u>930,928</u>	<u>1,210,367</u>
NET MOVEMENT IN FUNDS				
	<u>925,009</u>	<u>5,919</u>	<u>930,928</u>	<u>1,210,367</u>
RECONCILIATION OF FUNDS				
Total funds brought forward	22,377,326	18,060	22,395,386	21,185,019
	<u>23,302,335</u>	<u>23,979</u>	<u>23,326,314</u>	<u>22,395,386</u>
TOTAL FUNDS CARRIED FORWARD				
	<u>23,302,335</u>	<u>23,979</u>	<u>23,326,314</u>	<u>22,395,386</u>