



**St Wilfrid's Hospice**  
Making a difference to local lives

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

**Registered Company Number 01562110**  
**Registered Charity Number: 281963**

## Welcome from our Chair

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

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

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

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

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

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

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

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

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

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

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

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

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



Julian Clayton  
Chair, Board of Trustees

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

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



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Senior Management Team	Helen Edson, Director of Finance Lois Howell, Chief Executive Cat Horlock, People Director Claire Magee, Medical Director Suzy O'Callaghan, Director of Clinical Services Rachael Tout, Director of income Generation
Independent Auditor	Crowe UK LLP 4 <sup>th</sup> 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  
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**STRATEGIC REPORT**

**Vision**

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

**Mission**

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

**Object**

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

**Public Benefit**

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

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

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

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

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

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

Strategic goals and objectives

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

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

- Compassion
- Excellence
- Integrity
- Responsibility
- Collaboration

**OBJECTIVES AND ACTIVITIES**

**Internal Context**

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

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

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

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

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

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

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

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

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

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

## **External Context**

### **Population**

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

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

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

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

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

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

### **Population - Age**

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

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

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

### **Population - Deprivation**

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

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

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

### **Population - Ethnicity, language, religion**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **Other hospices in the region**

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



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

## **ACHIEVEMENTS AND PERFORMANCE**

### **Clinical services**

#### **Performance, quality and governance**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Quality and Safety Team**

### **Patient safety**

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

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

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

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

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

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

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

### **Practice development**

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

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

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

Highlights for this year include:

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

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

*Feedback provided by Occupational Therapy Student*

### **Community services**

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

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

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

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

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

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

### **In-Patient Unit services**

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

The multidisciplinary team works together to:

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

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



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

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

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

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

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

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

From 'Iwantgreatcare' website Mar 2025

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

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

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

**Mr. Jones's story**

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

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

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

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

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

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

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

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

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

**Rehabilitation & therapy services**

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

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

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



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

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

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

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

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

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

#### **Suggested improvements**

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

'Iwantgreatcare' review Dec 2024

#### **Family Support Team (FST)**

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

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

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



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

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

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

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

#### **Medical Team**

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

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

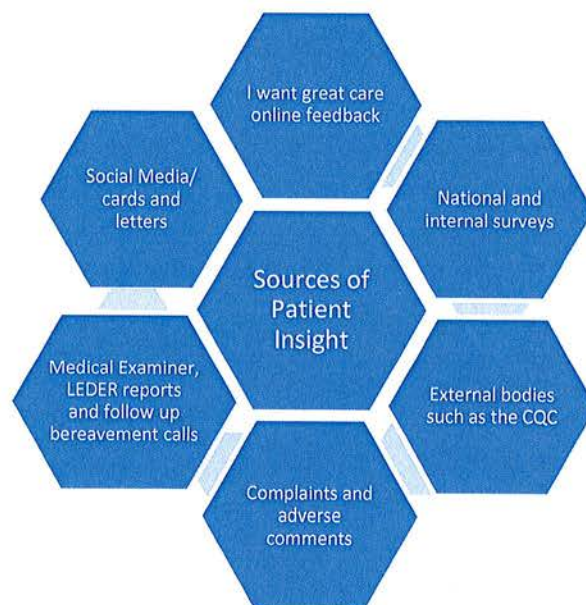
St Wilfrid's role as a GP training unit continues, with community-based posts now successfully embedded alongside the traditional ward-based post. This supports the education of more GP trainees, many of whom come from outside the UK with limited palliative care knowledge and experience. The team has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

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

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**Patient experience**

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



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

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

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

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

**Clinical Education service**

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

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



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

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

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

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

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

### **Equity, Diversity and Inclusion**

The Trustees continue to promote delivery of the strategic goal:

'Extending our reach to more people in the community'

and its supporting objectives:

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

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

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

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

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

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

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

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

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

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

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

### **Digital**

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

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

### **Income generation**

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

### **Fundraising**

The Fundraising Team manages a variety of income streams

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

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

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

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

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

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

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

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

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

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

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

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



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

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

### **Retail**

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

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

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

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

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

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

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

### **Marketing and communications**

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



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

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

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

### **People (Employees and Volunteers)**

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

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

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

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

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

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

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

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

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

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

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

Feedback from a new employee:

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

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

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

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

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

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

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

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

Feedback from a work experience student:

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

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

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

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

## **FUTURE PLANS**

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

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

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

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

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

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

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

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

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

**Members, appointment, and members' liability**

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

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

New members are approved by the Directors of the company.

**Organisational structure and how decisions are made**

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

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

The Committees of the Board are:

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

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

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

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

**Remuneration of key management personnel**

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

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



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**Recruitment and appointment of Trustees**

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

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

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

**Induction and training of Trustees**

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

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

**Group Structure**

St Wilfrid's has one wholly owned subsidiary:

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

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

**Relationships with wider interests and related parties**

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

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

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

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

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

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

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

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

### **Risk Management**

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

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

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



**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
**TRUSTEE'S REPORT (INCORPORATING THE STRATEGIC REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**FINANCIAL REVIEW**

**OVERALL**

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

In this environment, the Trustees set an overall deficit budget

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

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

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

**INCOME**

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

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

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

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

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

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

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**EXPENDITURE**

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

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

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

**SUMMARY**

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

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

**RESERVES**

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

**Designated funds - £14.07m**

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

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

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

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

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

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

#### Restricted Funds

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED  
TRUSTEES' REPORT (INCORPORATING THE STRATEGIC REPORT)  
FOR THE YEAR ENDED 31 MARCH 2025**

**INVESTMENTS**

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

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

**GOING CONCERN**

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

**TRUSTEES' RESPONSIBILITIES**

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

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

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

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

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

In so far as the Board of Trustees is aware:

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

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



**Mr J Clayton**  
Chair of Trustees



**Mr J J Martyn**  
Treasurer

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

**Opinion**

We have audited the financial statements of St Wilfrid's Hospice (South Coast) Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

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

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

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

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



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

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

**Matters on which we are required to report by exception**

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

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

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

**Responsibilities of Trustees**

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

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

**Auditor's responsibilities for the audit of the financial statements**

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

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

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

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

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

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

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

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

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

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

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

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

**Use of our report**

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



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

Date: 22 September 2025

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

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

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

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



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

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

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

  
Mr J Clayton (Chair)

  
Mr J Martyn (Honorary Treasurer)

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

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

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

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

**1. ACCOUNTING POLICIES**

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

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

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), Charities Act 2011 and the Companies Act 2006.

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

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

**b) Going Concern**

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

**c) Group Financial Statements**

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

**d) Fund Accounting**

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

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

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

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

**e) Income**

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

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

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

**1. ACCOUNTING POLICIES (continued)**

**e) Income (continued)**

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

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

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

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

**f) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accrual's basis under the following headings:

Costs of raising funds comprises fundraising costs and retail costs.

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

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

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

**g) Volunteers**

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



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

**1. ACCOUNTING POLICIES (continued)**

**h) Fixed Assets**

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

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

**i) Investments**

The majority of investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the subsidiaries which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on the revaluation and disposals throughout the year.

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

**j) Stock**

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

**k) Debtors**

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

**l) Cash at bank and in hand**

Cash at bank and in hand includes cash.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n) Employee benefits**

**i) Short term benefits**

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

**ii) Employee termination benefits**

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

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

**1. ACCOUNTING POLICIES (continued)**

**o) Pensions**

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

**p) Operating Leases**

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

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

**q) Critical accounting judgements and key sources of estimation uncertainty**

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

**Accrued legacy income**

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

**Provisions**

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

**r) Gift Aid Policy**

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

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

**s) Financial instruments**

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

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

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

\*DHSC: Department of Health & Social Care

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

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

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

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

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



**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**9. ANALYSIS OF SUPPORT COSTS**

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

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

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

**10. NET INCOME / (EXPENDITURE)**

Net income is stated after charging:

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**11. STAFF COSTS (CHARITY AND GROUP)**

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

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

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

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

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

**12. TRUSTEE REMUNERATION**

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

**13. TAXATION**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**14. TANGIBLE FIXED ASSETS**  
**(CHARITY AND GROUP)**

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

**15. INVESTMENTS**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**15. INVESTMENTS (continued)**

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

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

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

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

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

The subsidiary undertaking is incorporated in England and Wales.

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

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



**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**16 SUBSIDIARY COMPANIES**

**16a. Trading Subsidiary**

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

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

**16b Project Subsidiary**

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

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**17. STOCK**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Bought in goods for resale	2,375	1,021	-	-

**18. DEBTORS**

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

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

**19. CREDITORS**

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

**20. PENSION COMMITMENTS**

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

- NHS Pension Scheme
- Scottish Widows Group Pension Scheme

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

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

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

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

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

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**21a. RESERVES (continued)**

**Restricted Funds**

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

**Designated Funds**

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

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

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

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

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

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

**Capital Maintenance Fund**

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



**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**21b. RESERVES PRIOR YEAR**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**22. ANALYSIS OF NET ASSETS**

**22a Analysis of net Assets by fund 2025**

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

**22a Analysis of net Assets by fund 2025 (continued)**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**22. ANALYSIS OF NET ASSETS (continued)**

**22b Analysis of net Assets by fund**  
**2024**

**Group**

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

**22b Analysis of net Assets by fund**  
**2024 (continued)**

**Charity**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**23. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

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

**24. ANALYSIS OF CASH AND CASH EQUIVALENTS**

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

**25. RELATED PARTY TRANSACTIONS**

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

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

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

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



**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**26. FINANCIAL COMMITMENTS**

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

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

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

**27. CAPITAL COMMITMENTS**

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

**ST WILFRID'S HOSPICE (SOUTH COAST) LIMITED**  
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**28. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES**

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