

# ST WILFRID'S HOSPICE (EASTBOURNE)

England & Wales · Charity number 283686

## Details

---

Other names	ST WILFORD'S HOSPICE (EASTBOURNE) LIMITED, ST WILFRID'S HOSPICE (EASTBOURNE) LTD, ST WILFRID'S HOSPICE (EASTBOURNE)TRADING COMPANY LIMITED
Status	Registered
Legal form	Charitable company
Company number	<a href="#">01594410</a>
Registered	1982-02-23
Register	<a href="#">View on the Charity Commission register</a>

## Contact

---

**Address** St. Wilfrids Hospice Ltd  
1 Broadwater Way  
Eastbourne  
BN22 9PZ

**Phone** 01323434200

**Email** [hospice@stwhospice.org](mailto:hospice@stwhospice.org)

**Website** [www.stwhospice.org](http://www.stwhospice.org)

## Activities

---

**Objects:** TO PROMOTE THE RELIEF OF SICKNESS BY SUCH CHARITABLE MEANS AS THE TRUSTEES SHALL FROM TIME TO TIME THINK FIT.

**Activities:** St Wilfrid's Hospice is a local charity providing skilled and compassionate care and treatment for all patients with complex needs as they near end of life.

## Classification

---

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

## Geography

- East Sussex

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,454,526	£11,263,845	£15,096,561	262
2024-03-31	£8,549,493	£10,647,225	£17,946,925	251
2023-03-31	£9,690,621	£9,442,776	£19,879,348	241
2022-03-31	£8,920,301	£8,304,572	£19,777,330	238
2021-03-31	£10,712,323	£8,060,974	£18,908,313	206

## Trustees

Name	Role	Appointed
<b>Michael Shaun O'Leary</b>	Chair	2021-09-28
Beryl Hobson		2022-09-13
DUNCAN ADAMS		2017-07-25
Dr Mark Hodson Barnes		2019-10-01
Edward Robert Henry Smith		2024-09-24
JANE BUTLER		2017-07-25
LUCY BUTT		2025-10-07
Louise Owen Thomas		2025-10-07

**ST WILFRID'S HOSPICE (EASTBOURNE)**

England & Wales - Charity number 283686

---

# Accounts

---

# St Wilfrid's Hospice (Eastbourne)

For the year ended 31<sup>st</sup> March 2025

---

Charity Registration Number: 283686

Company Registration Number: 01594410 (England and Wales)

ST WILFRID'S HOSPICE (EASTBOURNE)  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025

<b>CONTENTS</b>	<b>Page</b>
Legal and administrative information	1
Trustees' Report incorporating a Strategic Report	2 – 21
Independent Auditor's report	22 - 25
Consolidated statement of financial activities	26
Charity and Group balance sheets	27
Consolidated statement of cash flows	28
Notes to the financial statements	29 – 49

ST WILFRID'S HOSPICE (EASTBOURNE)  
LEGAL AND ADMINISTRATIVE INFORMATION  
FOR THE YEAR ENDED 31 MARCH 2025

REGISTERED NAME OF CHARITY	St Wilfrid's Hospice (Eastbourne)
CHARITY NUMBER	283686
COMPANY NUMBER	01594410
PRINCIPAL OFFICE/REGISTERED OFFICE	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
PRESIDENT	HM The Queen
PATRONS	The Duke of Devonshire Mr David Dimbleby Dr Joan Hester
TRUSTEES	Mr S O'Leary (Chair) Mr D Adams Dr M Barnes Mrs J Butler Ms L Chambers (resigned 29 May 2024) Ms B Hobson Mr D Holdsworth Mr G Meyer Mrs F MacIntyre (resigned 24 September 2024) Mrs M Richardson (resigned 23 December 2024) Mr E Smith (appointed 24 September 2024) Mr D Turner (resigned 24 September 2024)
CHIEF EXECUTIVE	Mr C Twomey
LEADERSHIP TEAM	Dr D Barclay (Medical Director) Mrs G Chandler (People Director) Ms A Dechamps (Patient & Family Support Director) Mr D Mackenzie (Finance and Facilities Director) Mrs E Prodger (Clinical Services Director) Mrs P Russell (Development Director) Mrs R Bacon (Associate Director for Clinical Services) Dr L Free (Associate Medical Director) Mrs T Schrikker (Associate Director for Quality & Governance)
AUDITORS	HaysMac LLP 10 Queen Street Place London EC4R 1AG

### Chair's introduction

Welcome to the 2024-25 St Wilfrid's Hospice Statutory Accounts. Our second year of our strategy to enable people to live well at the end-of-life has seen progress and challenge. Our commitment to working well in partnership for the best outcomes of our beneficiaries remained a clear focus. The Sussex Hospice Alliance, of which we are an active member, approved a new agreement to work together for the best outcomes of the population across Sussex. This has seen progress and achievements in improving discharge from acute hospitals, avoiding admission and improving the quality of experience of care for people receiving NHS fast track continuing care funding. This has been achievable through an agreement partnership of the Sussex Hospice Alliance and the Integrated Care Board. Our established agreed partnership with St Michael's Hospice (Hastings and Rother) developed with an agreed memorandum of understanding guiding the activity and goals of the partnership. The year presented great challenge in our financial position, ending a second successive year in deficit. This was primarily due to a second successive year of under-performance of legacy income. Other income streams met or exceeded their budget targets, and we managed our expenditure well. This required us to review our strategy to ensure its relevance for a sustainable model of hospice care and financial affordability.

On behalf of all members of the Board of Trustees I convey our thanks to them and our staff for their dedication and ongoing commitment.



Shaun O'Leary

Chair



## HEADLINES FROM 2024-25

- Reviewed and developed our clinical strategy to agree a new five-year strategy in the coming year
- As part of a two-year project, integrated the principles of the Patient Safety Incident Response Framework (PSIRF) through risk assessments, incident investigation and learning in partnership with St Michael's Hospice
- Started work to develop a comprehensive dependency tool which integrates workforce structure, safe staffing and palliative complexity and carer need
- Improved the capture of patient and family demographics to help plan for more responsive services and improve access
- Implemented electronic prescribing for community services transforming patient experience and outcomes
- Cared for 28 more patients on our In Patient Unit than the previous year
- Completed and evaluated a pilot on virtual hospice care which then helped discussions with NHS partners on future developments in community care
- Completed a pilot phase of a 24/7 help and advice line in partnership with two neighbouring hospices which will feed into future service commissioning
- Developed our community engagement approaches showing clinical innovation in our Living Well service
- Strengthened our Partnership with St Michael's Hospice establishing a joint Medication Optimisation Group and approving two joint policies
- Played a key role in the development of the Sussex Hospice Alliance and NHS Partnership, which included work to improve discharge from hospital, avoid admissions and improve end-of-life care for people receiving fast track funding
- Were awarded two accreditations in provision of workforce wellbeing
- Held a joint Board of Trustees session with St Michael's Hospice to explore the issue of assisted dying in the context of the Assisted Dying Bill
- Approved a People Strategy to build a workforce fit for the future
- Introduced a new framework for equality, diversity and inclusion: FREDIE – fairness, respect, equality, diversity, inclusion and engagement
- We exceeded the target of the year for fundraising events £142k
- Introduced new manager roles to our retail operation to improve productivity

## OUR VISION

A community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain.

## OUR MISSION

Enabling people to live well at the end of life

## OUR VALUES

### Compassionate

We care about each other. We will go out of our way to recognise when someone needs our help and support and will respond to the very best of our ability.

### Professional

We use our knowledge and skills individually and collectively to deliver the best service possible to those we support. We proactively seek to improve and enhance our skills, taking pride in developing ourselves and others.

### Progressive

We're forward looking and thinking. We pursue opportunities to improve and find better ways of doing things through new ideas and approaches.

### Respectful

We treat people with dignity and respect, always acknowledging and respecting people's individuality. What makes us different makes us better.



## OBJECTIVES AND ACTIVITIES

### About St Wilfrid's Hospice

St Wilfrid's Hospice provides care and support for coastal communities around Eastbourne and for the Wealden area of East Sussex. This comprises a population of about 250,000 people and an area of approximately 300 square miles.

We provide specialist care and support for people living with a life-limiting illness and for their carers and families. The most common route of referral is from hospitals, GPs, or other healthcare professional.

We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN), healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. In addition to our direct care provision, we enable people to live well in their homes and care homes through support and engagement with communities and carers. Our employed workforce is supported by a team of volunteers doing a range of roles, including welcoming, catering, befriending, gardening, counselling or in one of the hospice's community shops.

Our aim is to enable patients to live well at the end-of-life. This includes those who matter to the patient, their families and friends. Our holistic support aims to address physical and emotional concerns.

The range of our services comprises:

- An inpatient facility with capacity for 20 ground floor, ensuite bedrooms overlooking beautiful gardens.
- A community service providing proactive and responsive support to patients and families in outpatient clinics and in their homes, seven days a week.
- A 24/7 help and advice line (NurseLine) offering advice and support at the time of need.
- A Care at Home service providing personal care in people's homes, enabling them to remain at home.
- A Living Well centre with activity rooms, therapy suites and a gym for rehabilitative palliative care.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.
- Pre- and post-bereavement counselling, for children and young people and adults.
- Social work support to deal with practical and emotional challenges.
- Spiritual support to help people find meaning at the end of their lives.
- A befriending and connecting service in the community through Community Support Volunteers and Community Links with other organisations.
- Education about palliative care for other health and care professionals with whom we work in partnership.
- Community engagement to support communities to use their strengths and assets in supporting people at the end of life using a Compassionate Communities approach

### Our strategy – Enabling people to live well at the end-of life

We launched our strategy to enable people to live well at the end of life in April 2023. The strategy is founded on five goals, as illustrated below:



Founded firmly on the hospice's values, the strategy is closely aligned with the [Ambitions framework](#), which was developed by a partnership of national organisations across the statutory and voluntary sectors. The Ambitions Framework sets out the vision to improve end of life care through partnership and collaborative action between organisations at local level throughout England.

Our strategy has a strong focus on reducing inequalities at the end-of-life to ensure everyone has the best experience of care and support regardless of disease or demographics. Working in partnership with others is core to ensuring the most effective use of resources and best outcomes. The intention to enable acknowledges the fact that St Wilfrid's will use its expertise and resources both to provide direct care and to support other providers and communities to use their strengths and assets. Achieving the strategy equally relies on financial sustainability and resilience.

#### Public Benefit

The Trustees have had due regard to the Charities Commission's guidance relating to Public Benefit and confirm that the Charity's activities as described under the section Objectives and Activities of this report meet the guidance on public benefit.

## External overview

Despite the sustained cost-of-living crisis, support through fundraising has remained strong. We have seen a significant under-performance in legacy income for two years. This is reflected in other parts of the hospice sector. The hospice aligned its salary structure to the NHS Agenda for Change values for a second year with a salary uplift across the organisation. Whilst remaining committed to this principle, the current financial context makes this challenging. We benefitted from an additional grant from the Department of Health and Social Care in quarter four. This was exclusively for use for capital items and was not possible to use to help with the largest cost for the charity, salaries. In common across England, NHS Sussex underwent a period of restructure and cost reduction during the year. Our establishment of an agreement of a partnership between the Sussex Hospice Alliance and Integrated Care Board (ICB) meant we were able to continue to work with the health and care system and influence change and improvement. Sussex was taken forward as an early adopter for the new mayoral devolution plan and we have begun to ensure our relevance in the onward process. During the year, the Terminally Ill Adults Bill, commonly referred to as the Assisted Dying bill, began its progress through parliament. The introduction of increased employers' national insurance contributions in the March 2024 budget presented a further financial burden on the hospice.

## ACHIEVEMENTS AND PERFORMANCE

We made good progress in several areas of our strategy in its second year. The following describes the key points across each strategic goal:

- a. Across our communities we will lead improvements in end-of-life care:

The final pilot phase of a 24/7 help and advice line across three hospices concluded in March 2025. Hospiceline managed 16,002 calls over 12 weekend sessions and demonstrated benefit and positive outcomes. This will inform future proposals for commissioning of 24/7 support. Clinical teams led a review of our clinical strategy and will conclude with a new five-year strategy in 2025-26. During the winter period, we were part of a response across the Sussex Hospice Alliance to provide additional beds to reduce the pressure on acute care providers. This demonstrated excellent partnership working, at pace, and with a high degree of flexibility. We successfully negotiated a contract to provide care for people in our In Patient Unit in their final weeks, funded through All Age Continuing Care fast track funding. Building on our successful pilot of virtual care the previous year, we were able to influence on-going planning for virtual health. With the national policy move to neighbourhood care, we demonstrated our leadership in bringing expertise and learning to wider system partners.

During the year we introduced a new framework to ensure success in our approach to equality, diversity and inclusion. Working with the National Centre for Diversity, we have implemented the FREDIE framework which addresses fairness, respect, equality, diversity and inclusion and engagement. This is part of our culture and inclusion work, and will lay foundations for us to demonstrate our commitment to being there for everyone who needs us.

As part of our Compassionate Communities work, we teamed up with St Michael's Hospice to deliver a conference in May 2024 around myths and awareness at the end-of-life. Attended by individuals and organizations from across statutory, commercial and voluntary sectors, the event engaged people in talking about death and dying whilst providing us with rich information of areas we needed to concentrate improving access and understanding.

- b. We will continue to strive in excellence in all that we do:

Our clinical teams made excellent progress with Quality Improvement Priorities through the year. We established the Patient Safety Incident Reporting Framework and transformed our analysis and reporting of safety incidents. We improved our knowledge of the people we support through a project to collect the range of demographic detail of our patients and carers. Monitored as a KPI throughout the year, it was possible to show improvement

for most demographic data with learning and actions planned for improvement to the full range. The first part of a two-year priority to implement a patient dependency tool which comprehensively addressed skill mix, staffing and complexity, achieved good progress and sets us on track to achieve our goal in 2025-26. Two of the Quality Improvement Priorities were joint projects in partnership with St Michael's Hospice.

Our clinical teams led the rapid introduction of electronic prescribing in the community setting. This transforms the patient experience with timely, responsive prescribing to manage symptoms. The benefits include a positive patient experience, and supporting people to remain at home. This has also demonstrated our leadership role as experts in the system. We successfully established our Spiritual Support Lead, ensuring holistic patient and care support, and meeting the national specification for palliative care.

c. We will build strong and influential partnerships within the Sussex Integrated Care System:

St Wilfrid's, along with five other hospice providers across Sussex, approved a memorandum of understanding to form the Sussex Hospice Alliance. Building on previous work of hospice collaboration, this gave the platform to form an agreement for a Partnership between the Alliance and the ICB. Coming in to existence in September 2024, the Sussex Hospice Alliance and ICB Partnership has established itself, with healthy building of trust and relationships, to give the foundation for future work. St Wilfrid's strength of commitment to this partnership has been demonstrated by key members of the leadership team taking essential roles in its structure. This includes the CEO as Senior Responsible Office for the Alliance in the Alliance and ICB Partnership Leadership Team, and the Finance and Facilities and People Directors as part of the Alliance and ICB Partnership Management Team.

A reviewed memorandum of understanding for the partnership with St Michael's Hospice was approved, extending the review periods from one to three years. A joint Board workshop was held in October 2024, with a facilitated discussion on the impact of any future assisted dying legislation to hospices. The partnership evolved, including creation of KPIs and a risk register.

d. We will build a workforce fit for the future:

A People Strategy commenced during the year. This guides how we will achieve the hospice strategy through our workforce, both employed and volunteer. Improvements were made in data management, which supported better decision-making and monitor of interventions. There was a comprehensive improvement in workforce activity, with a reduction in sickness, attrition and vacancy rate. The employee net promoter score remained high. Through the help of a major donation, we were able to establish a further Practice Facilitator role. This improves compliance with learning and development with the Practice Facilitators working with clinical staff in patient areas. There was also improvement with simulated learning, including the addition of a simulation model allowing clinical staff to practice skills.

e. We will build sustainable and resilient funding:

The hospice introduced a new digital fundraising platform during the year, which uses artificial intelligence to provide a positive supporter experience. This showed positive results in two of the hospices major events with increased participants, positive feedback and improved income. In conjunction with a strong, skilled team, this contributed to a successful year in fundraising where we saw a 25% increase in income compared to previous year. Our retail operation did not meet targets, but we engaged with a consultancy review at the end of the financial year and will be implementing actions in 2025-26. Our work with the Sussex Hospice Alliance enabled us to achieve additional earned income in the final quarter and a contract for funded care for an identified group of people on our In Patient Unit, which gave greater confidence in forecasting income.

### Performance of material fundraising activities

	2025	2024	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	1,246	2,230	(984)	(44)
Donations and Gifts	2,608	2,027	581	29
Lottery	396	382	14	4
Trading	1,538	1,397	141	10

- Legacy income decreased by £984k (44%) in the year. It should be noted that the receipt of legacy revenue is difficult to predict and so the legacy equalisation reserve (£1.7 million as of 31st March 2025) exists to mitigate the impact of this volatility.
- Donations and gifts increased by £581k (29%) in the year. This was a consequence of increased attendance in hospice-led events, individual giving and trusts.
- Lottery income increased by £14k (4%) in the year. This mirrored increased investment in new subscriptions and events.
- Trading income increased by £141k (10%) in the year. This was driven by improved performance in the retail division in addition to the Hospice café.

## FINANCIAL REVIEW

### Review of the financial position at the end of the year

The Hospice is reporting a consolidated net deficit of £2,850k compared to a deficit of £1,932k in 2023-24

Total income for the current financial year is £8,454k, a decrease of £95k (-1%) on 2023-24, with the key driver being a £985k decrease in legacy income over the previous financial year (-44%). Accrued legacy income amounts to £400k (2023-24 - £1,635k).

The decrease in legacy income was partly offset by an increase in donations of £581k (+29%) over the previous financial year. This was largely attributable to increases in events and challenges (+£156k), gifts from individuals (+£144k) and trusts (+£158k). The Hospice was also in receipt of an additional £180k of statutory grant funding from the Department of Health and Social Care.

The consolidated expenditure is £11,264k an increase of £617k (6%). The expenditure profile is:

	2025	2024
	£	£
Patient Care	8,199 (73%)	7,803 (73%)
Fundraising	1,687 (15%)	1,481 (14%)
Trading	1,378 (12%)	1,363 (13%)

The grant received from NHS East Sussex ICB included an uplift of 0.6%.

### Going Concern

The Trustees have considered the state of the finances of the charity and are of the view that it continues to be a going concern. A deficit of £2,851k has been posted for 2024-25. The cash flow is strong and free reserves at year end were at 6 months of total expenditure. The vast majority of income is unrestricted and the Hospice is confident in the predictability of its legacy pipeline. A Legacy Equalisation Reserve has been built up to smooth

any volatility in legacy receipts. The main risk area is for a sudden drop in legacy notifications and receipts and, in this eventuality, we would be able to draw on this reserve and adapt our planning for the following year. While many of the hospice's costs are fixed, in the event of a substantial drop in income there would be a moratorium on recruitment, which could potentially have some bearing on the services we are able to provide. The organisation does quarterly reforecasting and a monthly rolling cash flow, so would be able to respond quickly to any change in circumstances to flex costs.

### Investment policy

In 2021 St Wilfrid's Hospice made the decision to invest some of its reserves in an investment portfolio, following the bequest of a large shares portfolio. Rathbones Investment Management were appointed to manage this portfolio on a discretionary basis. The investment policy is to maintain around £3m in liquid cash and to invest other surplus funds in a range of short-term and long-term liquid investments, adopting a medium risk approach and targeting an aggregate return of CPI+3% over a business cycle. We continue to hold a couple of investment properties, which are let to tenants and provide a rental yield.

### Funding sources

Our funding comes from:

	2025	2024
Legacies	15%	26%
Gifts & Donations	31%	24%
Statutory Funding	22%	20%
Non-Statutory Funding	7%	7%
Trading	18%	16%
Lottery	5%	4%
Investments/Other	2%	3%

### Reserves Policy

In 2025 the charity adjusted its reserves policy in light of the continuing uncertainty about the economy following the Covid pandemic and other world events. The Trustees have agreed to target an overall free reserves figure of 4 months of total expenditure. The free reserves figure is comprised of the aggregate of the Operating, Legacy Equalisation, Asset Management and Strategic Development Reserves.

### Operating Reserve

The key risk the Charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Around 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

### Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income, but can be volatile.

The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. Funds would be taken from the reserve to make good any shortfall in legacies against the annual budget, unless compensated for by other income streams.

#### **Asset Management Reserve**

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set aside a minimum of 10% of surplus funds in any given year for future work and at the present time this fund is being built.

#### **Strategic Development Reserve**

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's strategic aims, whether for revenue or capital expenditure. Part of the strategic development reserve is held in investment properties yielding an income.

#### **Restricted Reserve**

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the totality at the time of purchase.

#### **Fixed Asset Reserve**

This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

#### **Revaluation Reserve**

The Revaluation Reserve reflects a decrease in the value of investment properties in the period.

At 31 March 2025 the charity had total reserves of £15,096k (2024: £17,947k), represented as follows:

	<b>2025</b>	<b>2024</b>
Operating Reserve	£2,191k	£4,439k
Legacy Equalisation Reserve	£1,706k	£2,134k
Asset Management Reserve	£600k	£700k
Restricted Reserve	£187k	£64k
Fixed Asset Reserve	£9,348k	£9,466k
Strategic Development Reserve	£954k	£954k
Revaluation Reserve	£110k	£190k

**RISK MANAGEMENT**

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the hospice Leadership Team on a monthly basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2025 were:

Risk identified	Mitigation
Insufficient cash and reserves	<ul style="list-style-type: none"> <li>• Strategic delivery plan with increased control, oversight and reporting. Includes critical decision matrix.</li> <li>• Review of legacy forecasting and management to establish most effective methods.</li> <li>• Targeting increased free reserves of 9-6 months' expenditure.</li> <li>• Updated Reserves and Investment policy to reflect methodology behind legacy equalisation reserve.</li> <li>• Contingency/scenario planning.</li> <li>• Financial benchmarking against other hospices.</li> <li>• Strategic relationship in place with ICB via Sussex Hospice Alliance to ensure optimum commissioning.</li> <li>• Installation of solar panels and batteries.</li> <li>• Rolling 3-year financial plans and scenario planning.</li> <li>• Identify ROI on all income generating activities and core services</li> <li>• Engaged with national Hospice UK legacy campaign</li> <li>• Half-yearly reforecasting</li> <li>• Legacy foresight report forecasts average receipts of £4.2m p.a. between FY26 and FY32.</li> </ul>
Capacity and resilience issues	<ul style="list-style-type: none"> <li>• Business case for restructure with risk register</li> <li>• Process to agree core services</li> <li>• Established People and Culture team to ensure optimum workforce engagement</li> <li>• Establishing flexible team working approaches for workforce</li> <li>• Monthly scrutiny of activity data by Leadership Team.</li> <li>• Reporting to Board of Trustees on progress of Sussex Hospice Alliance and its activities</li> <li>• Monthly Manager's meeting chaired by CEO includes check of staff morale and capacity</li> </ul>

<p>Short/long-term disruption to business caused by major event or systems failure</p>	<ul style="list-style-type: none"> <li>• Major incident and business continuity policy in place, with annual review. Mutual support mechanisms agreed with other hospices. Departmental business continuity and scenario planning with annual review.</li> <li>• Fire risk assessment review carried out bi-annually. Programme of silent and unannounced fire alarms established.</li> <li>• Leadership team undergo buildings and estates awareness updates and have on-call folders.</li> <li>• Infection prevention and control policies and procedures in place</li> <li>• Weald IT perform backup testing annually on servers.</li> </ul>
<p>Fraud and theft</p>	<ul style="list-style-type: none"> <li>• Electronic payments double checked and signed off by a member of LT.</li> <li>• Daily reconciliations with Cybertill and shop monies banked.</li> <li>• Written instructions to bank not to accept any direct debits.</li> <li>• Tight control of till passcodes and permissions.</li> <li>• Email awareness alerts/training.</li> <li>• Two people counting/handling fundraising cash.</li> <li>• Buildings security upgraded.</li> <li>• Safer recruitment processed (references/DBS for volunteers)</li> <li>• Rolling internal audit programme to be devised by finance team</li> </ul>
<p>Cyber crime</p>	<ul style="list-style-type: none"> <li>• Daily backups locally and to the cloud to protect against data loss or data corruption through malware/ransomware.</li> <li>• Firewall maintained onsite to protect data flowing into and out of the network. We seek to ensure only essential ports are open.</li> <li>• Servers patched regularly, applications patched by vendor under maintenance agreements. This protects against threats from software bugs that can be exposed by ransomware.</li> <li>• Servers and laptops protected by Trend business security, with latest updates available remotely in real time.</li> <li>• New laptops and desktops encrypted to protect data in the event of loss.</li> <li>• Office 365 improves patch management/upgrades to all devices.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strengthened password requirements. Cyber awareness training introduced into non-clinical mandatory training.</li> <li>• Data security and protection training mandatory for all employees with increased training on systems and databases.</li> <li>• Sentinel AINM system facilitates reporting of data security &amp; protection incidents</li> <li>• Maintaining up to date software and liaising with vendors to ensure ongoing support.</li> <li>• Email awareness alerts/training.</li> <li>• Server room protected by ID badges with restricted access.</li> <li>• Working to minimize use of own devices.</li> <li>• Implementation of multi-factor authentication</li> </ul>
	<ul style="list-style-type: none"> <li>• Weald IT perform backup testing annually on servers.</li> <li>• Windows Server Update Service introduced to help ensure updates are applied to endpoints and servers</li> <li>• Data Protection and Security steering group meets quarterly.</li> </ul>
<p>Uncertainty of the outcome of an inspection under the new single assessment framework due to insufficient engagement/communication from CQC and uncertainty of the inspection approach to hospices.</p>	<ul style="list-style-type: none"> <li>• Quarterly trustee visits with feedback to Clinical Governance Committee.</li> <li>• Review of other hospice CQC reports to see what we can learn., questions generated by this will be shared with the Leadership Team</li> <li>• Peer review CQC inspection undertaken annually with reviewers from 2 other hospices. Learning from this and participation in the other 2 reviews will be shared with CGC and teams.</li> <li>• Module on Sentinel to centralise evidence and ensure easy to provide to inspectors has been developed. Evidence is being captured in Sharepoint in a centralised location until we have a fuller understanding of what is being expected for the single assessment process for evidence collecting.</li> <li>• Evidence collection underway mapped against the new framework – the process of collection will identify any gaps.</li> <li>• Raising awareness in team meetings.</li> <li>• Additional awareness resources will be developed over 2024.</li> <li>• Learning from other hospices shared at ECLiHP, QSING, Sussex Care Directors group.</li> </ul>

	<ul style="list-style-type: none"><li>• All staff have a PDR objective to provide a piece of evidence for the CQC portfolio to support one of the quality statements.</li><li>• CQC are currently conducting one day rapid reviews which would not result in a change in the hospice overall rating.</li></ul>
--	--

## FUNDRAISING APPROACH AND PERFORMANCE

### Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising

The charity is registered with Fundraising Regulator and the Institute of Fundraising and undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice. We encourage our fundraising service providers to also sign up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received 6 requests from individuals via the Service to be removed from the mailing list last year.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling Commission.

The charity's fundraising activities include hospice-arranged events and UK and overseas challenge events which are managed by commercial event providers. All events are risk assessed in accordance with hospice policies. Direct mailing campaigns are organised to generate single and regular gifts, legacies and in memory gifts and managed in line with our information governance and ethical fundraising policies.

The charity also fundraises through corporate campaigns; community talks, school activities, clubs, societies, and church involvement and engaging with grant-making bodies including charitable foundations and trusts.

### Monitoring of activities carried out by third parties

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder. The hospice plays an active oversight role in the training and development of lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003) and with the Hospice Information Governance Policy.

Hospice fundraising complies with the charity's ethical fundraising policy and the Fundraising Code of Practice. The charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed, how personal information is stored and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences and a link to our full fundraising promise on the hospice website.

### **Management of complaints**

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received one complaint related to fundraising in the 2024-25 financial year (the same number as the previous year). Complaints are dealt with in line with our fundraising complaints policy. All complaints are escalated to our Leadership Team and Trustees so they can consider lessons learnt. We report to the Fundraising Regulator on the totality of our complaints.

### **Protection of vulnerable people and other members of the public**

Our ethical fundraising policy outlines our policy and procedure to protect vulnerable people and our fundraisers (both staff and third party) are familiarised with the policy to ensure that it is applied properly.

### **PLANS FOR FUTURE PERIODS**

Entering the third year of the hospice strategy, there will be a strong focus on clinical transformation to build a sustainable, effective hospice model. We will focus on partnership working as a route to success, taking a population-based approach to understand need and demand and building financial resilience and sustainability. Workforce will continue as a major focus guided by the People Strategy. Improving access and understanding our community will remain central to meeting future needs. We will embed our FREDIE framework, so that, alongside our values, we are an inclusive organisation open to all.

In 2025/26 the key objectives will be:

- Implement a three-year strategic plan for future sustainability
- Meet financial targets set in our budget, managing the deficit to agreed level, reducing cost and increasing income
- Complete a review of clinical services as part of clinical transformation plan
- Improve retail performance
- Grow income streams including through greater commercial approaches
- Implement a plan for digital transformation
- Achieve year two goals of the Sussex Hospice Alliance and ICB Partnership
- Develop the partnership with St Michael's Hospice, moving to greater strategic future plans
- Improve our understanding further of our communities' demographics to better plan to meet their needs
- Embed the FREDIE framework
- Achieve targets set which evidence a healthy and engaged workforce
- Implement a dependency tool
- Embed PSIRF
- Embed current practices, establish the future potential and ensure sustainability of our Living Well Service.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were reviewed in 2023. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

### Organisational structure

St Wilfrid's Hospice (Eastbourne) had one subsidiary companies at 31 March 2025:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Activity through this company includes any 'bought-in goods' trading and the operations of the hospice café (donated goods retail activity now flows though the Charity itself).

### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the Leadership Team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation, and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction, and a governance development budget is set aside for training focused on strengthening governance performance.

Trustees may serve a maximum of three terms of three years. The Board meets six times a year and two of these meetings are concerned specifically with a review of strategy. There are Trustee sub-committees for Finance and Audit, Clinical Governance, People, Safeguarding and Income Generation (which also considers the business of the retail operation). A Trustee sits on the Health & Safety Group is an operational group chaired by the Chief Executive and with staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual reviews with the Chair each year and the Chair is also reviewed. Every Trustee signs a Code of Conduct upon joining the Board and at the time of starting a new term. Trustees also complete a Register of Interests annually.

The Articles of Association permit the appointment of up to three co-optees to each of the sub-committees, with re-appointment annually for up to four years. Such co-optees bring relevant skills and expertise to the committees and are able to participate and vote equally on matters. During the year there was, one co-optee on the Income Generation Committee and two on the Clinical Governance Committee.

The Trustees who served during the year and their attendance at Board meetings were:

	Meetings Attended
Mr S O'Leary Chair of Trustees	6
Mr D Adams #	6
Dr M Barnes ♣	5
Mrs J Butler ^ ♣ Chair of the Clinical Governance Committee and Trustee	6
Ms L Chambers (resigned 29 May 2024) ♦ ^	2
Ms B Hobson ♣ ^ Chair of the People Committee	5
Mr D Holdsworth ♦ # Chair of the Audit Committee	6
Ms F MacIntyre (resigned 24 September 2024) ♣ ^	3
Mr G Meyer ^ #	5
Ms M Richardson (resigned 23 December 2024) ♦	2
Mr E Smith (appointed 24 September 2024) ♦	5
Mr D Turner (resigned 24 September 2024) ♦ # Chair of the Income Generation	3

#### Members of Trustee Committees:

- ♦ Audit Committee
- ♣ Clinical Governance Committee
- # Income Generation Committee
- ^ People Committee

### **Decision making**

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees at the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Finance and Audit Committee reviews a Schedule of Delegated Authority within which the executive team operates. The Board of Trustees approves the Schedule of Delegated Authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and Leadership Team.

### **Committee activities**

The main activities of the Board sub-committees during the year were as follows:

#### **Audit Committee**

- Continued to oversee and make decisions on the Charity's investment portfolio and adopted an ethical policy for investment.
- Reviewed the Data Security and Information Governance Toolkit.
- Reviewed the statutory accounts and Audit Findings Report.
- Reviewed the corporate risk register and risk management policy.
- Scrutinised the report of the Company Secretary.
- Reviewed the list of contracts held by the Charity with third parties.
- Scrutinised the 2024-25 budget for recommendation to the Board.
- Reviewed the Schedule of Delegated Authority.
- Trustees:
  - Melanie Richardson resigned as Chair on 23/12/24.
  - Stuart Walter, Relationship Manager Lloyds Bank was re-appointed as a Co-optee on 20/8/24.
  - David Holdsworth was appointed as Chair on 18/2/25.
  - David Turner completed his maximum term as a Trustee, resigning from the committee on 24/9/24.
  - Ed Smith was appointed to the committee on 18/2/25.
- Approved an abridged set of management accounts for the main board to receive monthly.
- Requested that monthly Rathbone's updates be circulated to the Committee.
- Monitored the potential legacy fraud.
- Approved plans for solar power battery storage, subsequently receiving information on the cost/benefit of this asset.
- The Committee meeting on 18/2/25, recommended to the Board the following: that the Committees' name be changed to the Finance & Audit Committee and that a refreshed Terms of Reference to match the committee's revised remit be adopted.

#### **Clinical Governance Committee**

- Conducted Trustee quality assurance visits and met with clinical teams.
- Reviewed an annual report summarising the Trustee quality assurance visits and actions taken subsequently.
- Reviewed and approved an annual report and statement of compliance for medical staffing.
- Reviewed a VOICES annual report.
- Reviewed a safeguarding annual report.

- Reviewed mid-year clinical activity.
- Reviewed clinical activity 2023/24.
- Monitored a serious incident around misuse and abuse of controlled drugs by a RN.
- Participated in a reciprocal arrangement with St Michael's Hospice for some of the membership to observe meetings.
- Ratified Pan Sussex medication workstream documentation.

#### **People Committee**

- Monitored our People Strategy and Workforce Planning in relation to 5 key areas:
- Building on our approach to effective recruitment and retention.
- Developing new ways of working to support our current and future workforce and continuing to build our approach to employee wellbeing.
- Further developing our core values and commitment to desired culture.
- Workforce development and performance including development of our leaders and managers.
- Developing our HR services.
- Scrutinised staffing and volunteer reports.
- Conducted an annual review of People Committee performance.
- Conducted an annual review of learning and development.
- Scrutinised an annual Equality, Diversity and Inclusion (EDI) review and monitored Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) implementation.
- Reviewed the approach to succession planning / talent management.
- Monitored nursing recruitment.
- Reviewed annual workforce metrics and data.
- Escalated a workforce salary uplift proposal to the Board for consideration.

#### **Income Generation Committee**

- Approved and recommended to the Board a 5-year Fundraising and Retail Strategy.
- Recommended the Fundraising and Retail budgets 2024-25 for Audit Committee approval.
- Monitored return on investment (ROI) for all income streams.
- Monitored retail volunteer recruitment.
- Monitored retail staffing including long-term sickness absence.
- Scrutinised a report on social return on investment (SROI).
- Scrutinised a Lights of Love survey report.
- Ongoing monitoring of a legacy fraud case

#### **Safeguarding Committee**

- Reviewed reports regarding safeguarding concerns raised internally and alerts then raised with statutory services, as appropriate, and considered any learning points and actions required
- Reviewed safeguarding training expectations in line with national guidance and monitored completion rates.
- Received reports regarding successful delivery of co-created peer children safeguarding learning event with neighbouring hospices and a trustee spotlight training session on mental capacity.
- Reviewed safeguarding supervision arrangements for Hospice Safeguarding Lead.

ST WILFRID'S HOSPICE (EASTBOURNE)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025

- Reviewed the operational safeguarding risk register.
- Facilitated the approval of the revised Safeguarding Adults Policy by the Board.
- Signed off outstanding actions from the 2023 Safeguarding peer review relating to HR and Retail.
- Considered recommendations of the Fuller Report and its implications for the organisation.
- Received regular updates from the Freedom to Speak Up Guardians (FSUGs).
- Oversaw ongoing safeguarding awareness raising activities such as regular all-staff emails and one-off events (e.g. awareness event regarding fraud)
- Received notification that Safeguarding Adults Review (SAR) for former hospice patient due to recommence following a two-year interruption to SAR process due to police investigations
- Held a spotlight discussion on organisational learning from SARs / children serious case reviews
- Reviewed and approved the Annual Safeguarding Report Oct 23 - Sept 24 (a copy of this report is available on request)

**Arrangements for setting the pay and remuneration of key management personnel**

Leadership Team salaries are reviewed by the People Committee and ratified by the Finance and Audit Committee. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. Salaries are reviewed with reference to hospice sector and other relevant benchmarking surveys. The hospice undertook an extensive project in 2023-24 to allow implementation of a new job evaluation framework from April 2023.

**Any relationships with a wider network (e.g., umbrella group)**

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom. The hospice is also a member and partner in the Hospice Quality Partnership, established to provide better procurement for hospices across the country. A Memorandum of Understanding has been agreed by the seven Sussex hospices to guide their collaborative activity. A reviewed memorandum of understanding was agreed with St Michael's Hospice in February 2024. A memorandum of understanding was approved for the Sussex Hospice Alliance and ICB Partnership in August 2024.



## STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

## AUDITORS

HaysMac LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on and signed on their behalf by: 07/10/2025



Shaun O'Leary  
Chair

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

### Opinion

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

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

**Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law, GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

**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.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of HaysMac LLP, Statutory Auditor  
Date: 12/12/2025

10 Queen Street Place  
London  
EC4R 1AG

ST WILFRID'S HOSPICE (EASTBOURNE)  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account)  
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>INCOME FROM:</b>					
Donations and Legacies	2	3,419,424	434,187	3,853,611	4,257,103
Charitable Activities					
Statutory Funding	2	1,707,859	179,191	1,887,050	1,697,672
Non-Statutory Funding	2	596,583	-	596,583	592,424
Other trading activities					
Income from Trading	3	1,538,008	-	1,538,008	1,396,838
Income from Lottery		396,434	-	396,434	381,952
Investments	4	157,938	-	157,938	204,006
Other	5	24,901	-	24,901	19,498
<b>Total Income</b>		<b>7,841,147</b>	<b>613,378</b>	<b>8,454,525</b>	<b>8,549,493</b>
<b>EXPENDITURE ON:</b>					
<i>Raising Funds</i>					
Fundraising Costs	6	1,687,287	300	1,687,587	1,481,183
Trading Costs of Goods and Other Costs	3	1,377,696	-	1,377,696	1,362,976
<i>Charitable activities</i>					
In Patient	6	3,801,820	47,065	3,848,885	3,709,785
Therapies	6	479,147	7,035	486,182	527,900
Community Nursing	6	3,107,838	31,248	3,139,086	3,016,325
Patient & Family Support	6	580,512	143,897	724,409	549,056
<b>Total Expenditure</b>		<b>11,034,300</b>	<b>229,545</b>	<b>11,263,845</b>	<b>10,647,225</b>
Net income/(expenditure)					
Net gains/(losses) on	13	(41,044)	-	(41,044)	165,309
Net income/(expenditure)		(3,234,197)	383,833	(2,850,364)	(1,932,423)
Gross transfers between	19	261,115	(261,115)	-	-
Net movement in funds		(2,973,082)	122,718	(2,850,364)	(1,932,423)
<b>Fund balances at 1 April</b>		<b>17,882,587</b>	<b>64,338</b>	<b>17,946,925</b>	<b>19,879,348</b>
<b>Fund balances at 31 March</b>	19,20	<b>14,909,505</b>	<b>187,056</b>	<b>15,096,561</b>	<b>17,946,925</b>

All income and expenditure arise from continuing activities.

Full details of income and expenditure by fund for the prior year are given in note 23.

The notes on pages 25 to 42 form part of the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)  
 CHARITY AND GROUP BALANCE SHEETS  
 AS AT 31 MARCH 2025

	Notes	Hospice		Group	
		2025 £	2024 £	2025 £	2024 £
<b>FIXED ASSETS</b>					
Tangible assets	12	9,348,135	9,466,070	9,348,135	9,466,070
Investments	13	3,925,650	4,713,749	3,925,550	4,713,648
		-----	-----	-----	-----
		13,273,785	14,179,819	13,273,685	14,179,718
<b>CURRENT ASSETS</b>					
Stocks		-	5,965	2,758	9,745
Debtors	14	1,075,127	2,178,580	1,075,819	2,143,665
Cash at bank and in hand		1,792,236	2,185,941	1,843,338	2,244,199
		-----	-----	-----	-----
		2,867,363	4,370,486	2,921,915	4,397,609
<b>CREDITORS: amounts</b>					
falling due within one year	15	(1,049,009)	(606,945)	(1,099,039)	(630,402)
		-----	-----	-----	-----
<b>NET CURRENT ASSETS</b>		1,818,354	3,763,541	1,822,876	3,767,207
		-----	-----	-----	-----
<b>TOTAL ASSETS LESS</b>					
<b>CURRENT LIABILITIES</b>		15,092,139	17,943,360	15,096,561	17,946,925
		-----	-----	-----	-----
<b>NET ASSETS</b>		15,092,139	17,943,360	15,096,561	17,946,925
		=====	=====	=====	=====
<b>FUNDS:</b>					
Restricted funds	18	187,056	64,338	187,056	64,338
Unrestricted funds:					
Designated funds	19	12,719,028	12,310,482	12,719,028	13,443,963
Operating reserve	19	2,186,055	5,568,540	2,190,477	4,438,624
		-----	-----	-----	-----
		15,092,139	17,943,360	15,096,561	17,946,925
		=====	=====	=====	=====

The accounts were approved by the Trustees and authorised for issue on 7 October 2025 and signed on its behalf by:

*D Holdsworth*

Mr D Holdsworth (Chair of Audit Committee)

The deficit for the charity only for the year is -£2,851,221 (Deficit 2024: -£1,933,474).

The notes on pages 25 to 42 form part of the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)  
CONSOLIDATED STATEMENT OF CASH FLOWS  
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by operating activities	21	(1,060,187)	(2,051,916)
Cash flows from investing activities:			
Dividends, interest and rents from investments		157,938	204,006
Proceeds from the sale of plant and equipment		125	192
Purchase of property, plant and equipment		(245,791)	(351,175)
Purchase of investments		(576,212)	(596,900)
Disposal of investments		1,235,004	532,555
Movement in investment cash		88,262	9,362
Net cash (used in) investing activities		659,326	(201,960)
Change in cash and cash equivalents in the reporting period		(400,861)	(2,253,876)
Cash and cash equivalents at the beginning of the reporting period		2,244,199	4,498,075
Cash and cash equivalents at the end of the reporting period		1,843,338	2,244,199

## 1. ACCOUNTING POLICIES

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

### 1.1 Statement of compliance

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

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

### 1.2 General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ.

### 1.3 Preparation of accounts on a going concern basis

At the time of approving the financial statements, Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In addition, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of the Charity's financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

### 1.4 Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. 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. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2025. The company has taken advantage of the exemption from presenting its own income and expenditure account. The deficit of the company for the financial year amounted to -£2,851,221 (Deficit 2024: -£1,933,474). All intercompany transactions are eliminated on consolidation.

## **1. ACCOUNTING POLICIES (continued)**

### **1.5 Income**

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For legacies, entitlement is taken on a case-by-case basis. Legacies are included in the statement of financial activities when the following conditions have been met; when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, any conditions attached to the legacy are within the control of the charity and the final estate accounts have been distributed.

Statutory funding comprises amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

### **1.6 Retail, Hospitality and Leisure Grant Fund Income**

Income from the above fund has been recognised at the date that the funding details and entitlement criteria were published by the government. There are no performance conditions attached to the funding that would prevent recognition at this date.

### **1.7 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities.
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness.
- Other expenditure represents the costs associated with investment properties.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

## **1. ACCOUNTING POLICIES (continued)**

### **1.8 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land is not depreciated.

Freehold buildings	2% p.a. on cost
Computer equipment	33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

### **1.9 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **1.10 Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

### **1.11 Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

## **1. ACCOUNTING POLICIES (continued)**

### **1.12 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.

### **1.13 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.

### **1.14 Cash at bank and in hand**

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

### **1.15 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

### **1.16 Donated goods**

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

### **1.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

### **1.18 Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

2. DONATIONS, LEGACIES AND STATUTORY FUNDING	Unrestricted Funds £	Restricted Funds £	2025 £
Donations and Gifts	2,173,387	434,187	2,607,574
Legacies Receivable	1,246,037	-	1,246,037
	-----	-----	-----
	3,419,424	434,187	3,853,611
Grants Receivable for Core Activities			
Statutory Funding	1,707,859	179,191	1,887,050
Non-Statutory Funding	596,583	-	596,583
	-----	-----	-----
	5,723,866	613,378	6,337,244
	=====	=====	=====

DONATIONS, LEGACIES AND STATUTORY FUNDING- PRIOR YEAR	Unrestricted Funds £	Restricted Funds £	2024 £
Donations and Gifts	1,745,795	280,895	2,026,690
Legacies Receivable	2,230,413	-	2,230,413
	-----	-----	-----
	3,976,208	280,895	4,257,103
Grants Receivable for Core Activities			
Statutory Funding	1,697,672	-	1,697,672
Non-Statutory Funding	592,424	-	592,424
	-----	-----	-----
	6,266,304	280,895	6,547,199
	=====	=====	=====

3. ACTIVITIES FOR GENERATING FUNDS	2025		2024	
	£	£	£	£
Trading income and costs				
Trading income				
Donated goods income	1,199,286		1,132,944	
Bought in goods income	32,616		34,753	
Street café income	305,885		229,141	
Other operating income	221		-	
	-----		-----	
		1,538,008		1,396,838
Trading expenses				
Cost of sales	30,690		48,284	
Street café costs	234,873		207,442	
Staff expenses	549,558		517,954	
Property expenses	467,305		472,613	
Administration expenses	81,317		99,004	
Dilapidations/Depreciation	13,953		17,679	
	-----		-----	
		(1,377,696)		(1,362,976)
Less interest received		567		503
		-----		-----
Total (deficit)/surplus		160,879		34,365
		=====		=====
Number of shops		12		12
		=====		=====

Company deficit shown in note 11.

Note: £6,500 management fee has been eliminated on consolidation, which reduced the trading deficit compared to the Trading

ST WILFRID'S HOSPICE (EASTBOURNE)  
 NOTES TO THE ACCOUNTS (continued)  
 YEAR ENDED 31 MARCH 2025

4. INVESTMENT INCOME - UNRESTRICTED	2025	2024
	£	£
Rental income from investment properties	30,196	30,923
Income from listed investments	80,566	83,482
Interest receivable	47,176	89,601
	-----	-----
	157,938	204,006
	=====	=====

5. OTHER INCOME – UNRESTRICTED	2025	2024
	£	£
Other Income	24,901	19,498
	-----	-----
	24,901	19,498
	=====	=====



6. TOTAL EXPENDITURE	Staff Costs £	Other Direct Costs £	Support Costs Allocation £	Total 2025 £
Charitable expenditure				
Primary costs				
In Patient	2,245,908	418,047	1,184,930	3,848,885
Therapies	296,477	10,170	179,535	486,182
Community Nursing	1,905,459	48,697	1,184,930	3,139,086
Patient & Family Support	447,388	7,719	269,302	724,409
	-----	-----	-----	-----
	4,895,232	484,633	2,818,697	8,198,562
Costs of generating funds				
Non-charitable Trading	549,558	828,138	-	1,377,696
Fundraising	699,277	557,427	430,883	1,687,587
	-----	-----	-----	-----
	6,144,067	1,870,198	3,249,580	11,263,845
	=====	=====	=====	=====

**SUPPORT COSTS**

	<b>2025 Total £</b>
Support staff	1,920,304
Office	337,081
Premises and utilities	965,872
Governance	26,323
	-----
	3,249,580
	=====

**GOVERNANCE COSTS**

Legal and professional	5,573
Auditors' remuneration	20,750
	-----
	26,323
	=====

Restricted expenditure for 2025 £229,545 (2024: £251,047), unrestricted expenditure 2025 £11,034,300 (2024: £10,172,739).

**6. TOTAL EXPENDITURE (continued)**

	<b>Staff Costs £</b>	<b>Other Costs £</b>	<b>Support Allocation £</b>	<b>Total 2024 £</b>
Charitable expenditure				
Primary costs				
In Patient	2,196,242	224,417	1,289,126	3,709,785
Therapies	331,776	20,334	175,790	527,900
Community Nursing	1,734,602	31,661	1,250,062	3,016,325
Patient & Family Support	346,326	7,408	195,322	549,056
	-----	-----	-----	-----
	4,608,946	283,820	2,910,300	7,803,066
Costs of generating funds				
Non-charitable trading	517,954	845,022	-	1,362,976
Fundraising	569,815	481,660	429,708	1,481,183
	-----	-----	-----	-----
	5,696,715	1,610,502	3,340,008	10,647,225
	=====	=====	=====	=====

**SUPPORT COSTS**

	<b>2024 Total £</b>
Support staff	1,678,955
Office	389,437
Premises and utilities	1,244,424
Governance	27,192
	-----
	3,340,008
	=====

**GOVERNANCE COSTS**

Legal and professional	8,892
Auditors' remuneration	18,300
	-----
	27,192
	=====

7. NET INCOME/(EXPENDITURE)	2025	2024
	£	£
Net income is stated after:		
Auditors' remuneration		
- Audit services	22,000	19,500
- Non-audit services	1,750	1,600
Depreciation	363,726	391,791

**8. TRUSTEES AND RELATED PARTY TRANSACTIONS**

One trustee had their expenses of £1,148 met by the Charity during the year (2024: £520). £113 was reimbursed for travel to a conference and £1,035 was paid directly to third parties for conference tickets and related accommodation.

During the year, the charity received donations from trustees totalling £1,220 (2024: Nil). These were made on a voluntary basis without conditions attached.

9. EMPLOYEES	Hospice and Group	
	2025 Number	2024 Number
The average monthly number of employees during the year was:		
In Patient	63	66
Therapies	10	9
Community Nursing	70	64
Patient & Family Support	13	10
Support staff	59	55
Fundraising	24	22
Retail	23	25
	-----	-----
	262	251
	=====	=====
The full-time equivalent number of employees at March was:		
Inpatient	40	42
Therapies	8	7
Community Nursing	41	39
Patient & Family Support	8	7
Support staff	44	43
Fundraising	18	17
Retail	19	20
	-----	-----
	178	175
	=====	=====

**9. EMPLOYEES (continued)**

<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and salaries	6,912,013	6,323,867
National insurance	599,655	543,258
Pension costs	541,837	508,545
Redundancy costs	10,866	-
	-----	-----
	8,064,371	7,375,670
	=====	=====

**The number of employees whose annual remuneration was**

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	3	-
£70,000 - £80,000	-	-
£80,000 - £90,000	-	-
£90,000 - £100,000	1	2
£100,000 - £110,000	1	-
£110,000 - £120,000	-	1
£120,000 - £130,000	-	-
£130,000 - £140,000	1	-
	=====	=====

Contributions totalling £44,868 (2024: £44,177) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Charity/Group were £846,112 (2024: £751,426).

The redundancy costs of £10,866 (2024: £nil) were accrued at the year-end.

**10. TAXATION**

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

**11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY**

The charity has a wholly owned group company which is incorporated in the UK and its registered office address is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ. St Wilfrid's Hospice Eastbourne Trading Company Limited sells Brought In Goods from 12 different branches and the Street Café operations as shown in note 3 to the accounts. However, note 3 shows the full Retail operation income and costs, Donated Goods income is now recognised within the Charity Accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	338,722	263,894
Other operating income	-	-
Expenditure	(260,804)	(234,939)
	-----	-----
Operating (loss)/ profit	77,918	28,955
Interest receivable	567	503
	-----	-----
(Loss)/profit for the year	78,485	29,458
	=====	=====
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Tangible fixed assets	-	-
Current assets	113,731	86,259
Current liabilities	(31,582)	(54,185)
	-----	-----
Net (liabilities)/assets	82,149	32,074
	=====	=====
	-----	-----
Capital and reserves	82,149	32,074
	=====	=====

**12. TANGIBLE FIXED ASSETS**

<b>Hospice</b>	<b>Land and Buildings £</b>	<b>Computer Equipment £</b>	<b>Plant and equipment £</b>	<b>Fixtures And Fittings £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>						
At 1 April 2024	11,061,021	555,374	433,044	626,902	83,704	12,760,045
Additions	-	45,503	87,489	112,799	-	245,791
Disposals	-	(2,817)	-	(27,312)	(4,740)	(34,869)
	-----	-----	-----	-----	-----	-----
At 31 March 2025	11,061,021	598,060	520,533	712,389	78,964	12,970,967
	-----	-----	-----	-----	-----	-----
<b>Depreciation</b>						
At 1 April 2024	2,124,952	500,321	143,860	456,320	68,522	3,293,975
Charge for the year	202,081	39,744	47,108	69,489	5,304	363,726
On disposals	-	(2,817)	-	(27,312)	(4,740)	(34,869)
	-----	-----	-----	-----	-----	-----
At 31 March 2025	2,327,033	537,248	190,968	498,497	69,086	3,622,832
	-----	-----	-----	-----	-----	-----
<b>Net Book Value</b>						
At 31 March 2025	8,733,988	60,812	329,565	213,892	9,878	9,348,135
	=====	=====	=====	=====	=====	=====
At 31 March 2024	8,936,069	55,053	289,184	170,582	15,182	9,466,070
	=====	=====	=====	=====	=====	=====
<b>Group</b>						
<b>Cost</b>						
At 1 April 2024	11,061,021	557,024	433,044	626,902	83,704	12,761,695
Additions	-	45,503	87,489	112,799	-	245,791
Disposals	-	(2,817)	-	(27,312)	(4,740)	(34,869)
	-----	-----	-----	-----	-----	-----
At 31 March 2025	11,061,021	599,710	520,533	712,389	78,964	12,972,617
	-----	-----	-----	-----	-----	-----
<b>Depreciation</b>						
At 1 April 2024	2,124,952	501,971	143,860	456,320	68,522	3,295,625
Charge for the year	202,081	39,744	47,108	69,489	5,304	363,726
On disposals	-	(2,817)	-	(27,312)	(4,740)	(34,869)
	-----	-----	-----	-----	-----	-----
At 31 March 2025	2,327,033	538,898	190,968	498,497	69,086	3,624,482
	-----	-----	-----	-----	-----	-----
<b>Net Book Value</b>						
At 31 March 2025	8,733,988	60,812	329,565	213,892	9,878	9,348,135
	=====	=====	=====	=====	=====	=====
At 31 March 2024	8,936,069	55,053	289,184	170,582	15,182	9,466,070
	=====	=====	=====	=====	=====	=====

**13. FIXED ASSET INVESTMENTS - GROUP AND HOSPICE**

	<b>Properties</b>	<b>Investments</b>	<b>Investments</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Market value at 1 April	940,000	3,773,648	4,713,648
Additions at market value	-	576,212	576,212
Disposals at cost	-	(1,235,004)	(1,235,004)
Revaluation	(80,000)	38,956	(41,044)
Movement in investment	-	(88,262)	(88,262)
	<u>860,000</u>	<u>3,065,550</u>	<u>3,925,550</u>
Investment in subsidiaries			
Share capital			
St Wilfrid's Hospice Eastbourne Trading Company			100
			<u>3,925,650</u>
Hospice Market value at			<u>3,925,650</u>
Historical cost:			
At 31 March 2025	516,851	2,920,776	3,437,627
	<u>516,851</u>	<u>2,920,776</u>	<u>3,437,627</u>
At 31 March 2024	516,851	3,613,026	4,129,877
	<u>516,851</u>	<u>3,613,026</u>	<u>4,129,877</u>

**14. DEBTORS**

	<b>Hospice</b>		<b>Group</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Legacies	400,304	1,635,454	400,304	1,635,454
Trade debtors	105,040	113,148	105,040	113,868
Amounts owed by group undertakings	59,179	59,136	-	-
Prepayments & accrued income	464,613	334,328	524,484	357,829
Other debtors	45,991	36,514	45,991	36,514
	<u>1,075,127</u>	<u>2,178,580</u>	<u>1,075,819</u>	<u>2,143,665</u>
	<u>1,075,127</u>	<u>2,178,580</u>	<u>1,075,819</u>	<u>2,143,665</u>

15. CREDITORS: amounts falling due within one year	Hospice		Group	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	505,902	134,099	505,902	134,509
Taxes and social security costs	139,169	151,614	139,169	151,614
Other creditors	106,917	64,257	106,917	64,309
Accruals	164,047	98,124	214,077	121,119
Deferred income	132,974	158,851	132,974	158,851
	-----	-----	-----	-----
	1,049,009	606,945	1,099,039	630,402
	=====	=====	=====	=====

**16. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £263,869 (2024: £239,176).

The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £277,968 (2024: £269,369).

**17. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

**18. RESTRICTED FUNDS – GROUP AND CHARITY**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

RESTRICTED FUNDS	Balance at	Movement in funds		Balance at
	1 April 2024	Income	Expenditure & Transfers	31 March 2025
	£	£	£	£
In Patient Unit	-	20,743	(12,711)	8,032
In Patient Unit Refurbishment	15,520	25,595	(41,115)	-
Cuddle Bed Appeal	18,750	22,900	(33,948)	7,702
Hospice In the Community	322	38,901	(39,223)	-
Therapies & Living Well Service	534	30,083	(1,034)	29,583
Patient & Family Support	-	86,084	(62,416)	23,668
Care for the Carers	-	30,000	(30,000)	-
Other Restricted Funds	-	24,143	(22,377)	1,766
Anne Beech Bursary Fund	6,210	-	-	6,210
Minibus Appeal	7,240	-	(1,018)	6,222
BBC Children in Need & The Seahorse Project	3,447	55,608	(51,293)	7,762
Spring Appeal 2023	7,972	-	(7,788)	184
Wellbeing Appeal	4,343	-	(3,988)	355
The Kerry Fund	-	100,000	(4,428)	95,572
Sponsor a Nurse Appeal	-	130	(130)	-
DHSC Capital Grant	-	179,191	(179,191)	-
	64,338	613,378	(490,660)	187,056

- The In Patient Unit fund is ad-hoc donations received specifically for use or benefit of in patients or In Patient Unit staff costs.
- The In Patient Unit Refurbishment fund is to use for the refurbishment of some of our patient rooms.
- The Cuddle Bed Appeal is for the purchase of two cuddle beds and the associated accessories, such as bed linen.
- The Hospice in the Community Fund is supporting the community nursing teams and their reach to the limits of our catchment area. This fund includes gifts for equipment, such as laptops, as well as contributions towards running costs, such as salaries and car fuel costs. It includes £10,400 of gifts from Chiddingly Parish Council, Willingdon & Jevington Parish Council, Buxted Parish Council, Maresfield Parish Council, Uckfield Town Council, Seaford Town Council, Westham Parish Council, Hellingly Parish Council, Heathfield & Waldron Parish Council, East Dean & Friston Parish Council and Alfriston Parish Council.
- The Therapies & Living Well Service fund is ad-hoc donations received specifically for use or benefit of therapies patients or Therapies and Living Well staff costs.
- The Patient & Family Support fund is ad-hoc donations received specifically for the funding of the Hospice's bereavement, counselling, and social work costs.

ST WILFRID'S HOSPICE (EASTBOURNE)  
 NOTES TO THE ACCOUNTS (continued)  
 YEAR ENDED 31 MARCH 2025

- The Care for the Carers fund is towards the cost of the support we provide to carers, such as undertaking social work assessments and offering pre & post bereavement counselling.
- Other Restricted Funds represents donations and fundraising given for specific projects. For example, contributions towards LED lighting and our patient gardens.
- Anne Beech Bursary Fund is set up in the memory of Anne Beech, it is to be used towards the cost of training a Healthcare Assistant to become a Registered Nurse.
- The Minibus Appeal was set up for the purchase and running costs of a minibus for patient transport.
- The BBC Children in Need and The Seahorse Project fund is to support children's bereavement services.
- The Spring Appeal 2023 was for the purpose of raising funds to buy patient equipment.
- The Wellbeing Appeal is to fund new recliners for our day care patients.
- The Kerry Fund is in memory of Kerry Hughes-Rees and is to enhance our education provision for clinical staff
- A transfer of £261,115 was made from restricted funds to unrestricted funds to reflect the purchase of fixed assets funded by restricted income, where the assets are to be used in furtherance of the charity's objectives and are therefore held as unrestricted fixed assets

RESTRICTED FUNDS- PRIOR YEAR	Balance at	Movement in funds		Balance at
	1 April	Income	Expenditure	31 March
	2023		& Transfers	2024
	£	£	£	£
In Patient Unit	1,213	48,967	(50,180)	-
In Patient Unit Refurbishment	-	15,520	-	15,520
Cuddle Bed Appeal	-	18,750	-	18,750
Hospice In the Community	484	59,706	(59,868)	322
Therapies & Living Well Service	800	-	(266)	534
Patient & Family Support	-	60,309	(60,309)	-
Care for the Carers	-	30,000	(30,000)	-
Other Restricted Funds	-	5,156	(5,156)	-
Anne Beech Bursary Fund	6,210	-	-	6,210
IPU Capital & Improving Patient Care Appeal	656	-	(656)	-
Minibus Appeal	7,595	-	(355)	7,240
BBC Children in Need & The Seahorse Project	-	30,092	(26,645)	3,447
Spring Appeal 2023	18,620	5,373	(16,021)	7,972
Syringe Driver Appeal	9,332	7,022	(16,354)	-
Wellbeing Appeal	4,343	-	-	4,343
	-----	-----	-----	-----
	49,253	280,895	(265,809)	64,338
	=====	=====	=====	=====

**19. MOVEMENT IN FUNDS – GROUP AND HOSPICE**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at	Movement in funds				Balance at
	1 April 2024	Income	Expenditure	Gains/(losses)	Transfers	31 March 2025
	£	£	£	£	£	£
Asset Management Reserve	700,000	-	-	-	(100,000)	600,000
Legacy Equalisation Reserve	2,133,481	-	-	-	(427,000)	1,706,481
Strategic Development	954,412	-	-	-	-	954,412
Fixed Asset Reserve	9,466,070	-	-	-	(117,935)	9,348,135
Property Revaluation Reserve	190,000	-	-	(80,000)	-	110,000
Designated funds	13,443,963	-	-	(80,000)	(644,935)	12,719,028
General funds	4,438,624	7,841,147	(11,034,300)	38,956	906,050	2,190,477
Total Unrestricted Funds	17,882,587	7,841,147	(11,034,300)	(41,044)	261,115	14,909,505
Restricted Funds	64,338	613,378	(229,545)	-	(261,115)	187,056
Total Reserves	17,946,925	8,454,525	(11,263,845)	(41,044)	-	15,096,561
	Balance at	Movement in funds				Balance at
	1 April 2023	Income	Expenditure	Gains/(losses)	Transfers	31 March 2024
	£	£	£	£	£	£
Asset Management Reserve	700,000	-	-	-	-	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	(426,696)	2,133,481
Strategic Development	954,412	-	-	-	-	954,412
Fixed Asset Reserve	9,506,686	-	-	-	(40,616)	9,466,070
Revaluation Reserve	190,000	-	-	-	-	190,000
Designated funds	13,911,275	-	-	-	(467,312)	13,443,963
General funds	5,918,820	8,268,598	(10,396,177)	165,309	482,074	4,438,624
Total Unrestricted Funds	19,830,095	8,268,598	(10,396,177)	165,309	14,762	17,882,587
Restricted Funds	49,253	280,895	(251,048)	-	(14,762)	64,338
Total Reserves	19,879,348	8,549,493	(10,647,225)	165,309	-	17,946,925

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed that in future a minimum of 10% of any surplus generated would be allocated to the Asset Management Reserve.

The Legacy Equalisation Reserve has been set up to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. The only movement this year is in respect of fees for Sussex Hospices Collaboration workstreams, which the Board agreed would come from the Strategic Development Reserve.

The Fixed Asset Reserve represents the charity's investments in fixed assets. The transfers out this year represent the net position of additions, disposals, and depreciation.

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

<b>20. ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fund balances at 31 March 2025 are represented by:				
Tangible Fixed Assets	-	9,348,135	-	9,348,135
Fixed Asset Investments	3,925,550	-	-	3,925,550
Current Assets	(636,034)	3,370,893	187,056	2,921,915
Creditors: amounts falling due within one year	(1,099,039)	-	-	(1,099,039)
	-----	-----	-----	-----
	2,190,477	12,719,028	187,056	15,096,561
	=====	=====	=====	=====

<b>ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year</b>	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fund balances at 31 March 2024 are represented by:				
Tangible Fixed Assets	-	9,466,070	-	9,466,070
Fixed Asset Investments	4,713,648	-	-	4,713,648
Current Assets	355,378	3,977,893	64,338	4,397,609
Creditors: amounts falling due within one year	(630,402)	-	-	(630,402)
	-----	-----	-----	-----
	4,438,624	13,443,963	64,338	17,946,925
	=====	=====	=====	=====

<b>21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net expenditure for the reporting period (as per the statement of financial activities)	(2,850,364)	(1,932,423)
Adjustments for:		
Depreciation charges	363,726	391,791
Losses/(Gains) on investments	41,044	(165,309)
Dividends, interest and rent from investments	(157,938)	(204,006)
(Profit)/loss on the sale of fixed assets	(125)	(192)
Decrease/(increase) in stocks	6,987	1,219
Decrease/(increase) in debtors	1,067,846	788,889
Increase/(decrease) in creditors	468,637	(931,885)
	-----	-----
Net cash provided by operating activities	(1,060,187)	(2,051,916)
	=====	=====

<b>22. OPERATING LEASES COMMITMENTS</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Group Leases:		
Within one year	15,059	3,034
Within two to five years	39,758	38,765
	-----	-----
	54,817	41,799
Charity Leases:		
Within one year	15,059	3,034
Within two to five years	39,758	38,765
	-----	-----
	54,817	41,799

At the year end, the charity was committed to make the above payments in total in respect of operating leases.

**23. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2024)**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
INCOME FROM:					
Donations and Legacies	2	3,976,208	280,895	4,257,103	5,654,153
Charitable Activities					
Statutory Funding	2	1,697,672	-	1,697,672	1,692,638
Non-Statutory Funding	2	592,424	-	592,424	536,744
Other trading activities					
Income from Trading	3	1,396,838	-	1,396,838	1,260,238
Income from Lottery		381,952	-	381,952	352,349
Investments	4	204,006	-	204,006	138,165
Other	5	19,498	-	19,498	56,334
<b>Total Income</b>		<b>8,268,598</b>	<b>280,895</b>	<b>8,549,493</b>	<b>9,690,621</b>
EXPENDITURE ON:					
<i>Raising Funds</i>					
Fundraising Costs	6	1,481,183	-	1,481,183	1,237,299
Trading Costs of Goods and Other Costs	3	1,362,976	-	1,362,976	1,154,486
<i>Charitable activities</i>					
In Patient	6	3,641,590	68,195	3,709,785	3,419,869
Therapies	6	511,258	16,642	527,900	507,946
Community Nursing	6	2,966,614	49,711	3,016,325	2,620,651
Patient & Family Support	6	432,556	116,500	549,056	502,525
<b>Total Expenditure</b>		<b>10,396,177</b>	<b>251,048</b>	<b>10,647,225</b>	<b>9,442,776</b>
Net income/(expenditure)					
Net gains/(losses) on	13	165,309	-	165,309	(145,827)
Net income/(expenditure)		(1,962,270)	29,847	(1,932,423)	102,018
Gross transfers between	19	14,762	(14,762)	-	-
Net movement in funds		(1,947,508)	15,085	(1,932,423)	102,018
Fund balances at 1 April		19,830,095	49,253	19,879,348	19,777,330
Fund balances at 31 March	20,21	17,882,587	64,338	17,946,925	19,879,348



**ST WILFRID'S HOSPICE (EASTBOURNE)**

England & Wales - Charity number 283686

---

# Accounts

---



**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Charity Registration Number: 283686**  
**Company Registration Number: 01594410 (England and Wales)**

**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

<b>CONTENTS</b>	<b>Page</b>
Legal and administrative information	1
Trustees' Report incorporating a Strategic Report	2 – 18
Independent Auditor's report	19 - 21
Consolidated statement of financial activities	22
Charity and Group balance sheets	23
Consolidated statement of cash flows	24
Notes to the financial statements	25 – 42

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2024**

---

<b>REGISTERED NAME OF CHARITY</b>	St Wilfrid's Hospice (Eastbourne)
<b>CHARITY NUMBER</b>	283686
<b>COMPANY NUMBER</b>	01594410
<b>PRINCIPAL OFFICE/REGISTERED OFFICE</b>	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
<b>PRESIDENT</b>	HM The Queen
<b>PATRONS</b>	The Duke of Devonshire Mr David Dimpleby Dr Joan Hester
<b>TRUSTEES</b>	Mr S O'Leary (Chair) Mr D Adams Dr M Barnes Mrs J Butler Ms L Chambers (resigned 29 May 2024) Ms B Hobson Mr D Holdsworth Ms F MacIntyre Mr G Meyer Mrs M Richardson Mr D Turner
<b>CHIEF EXECUTIVE</b>	Mr C Twomey
<b>LEADERSHIP TEAM</b>	Dr D Barclay (Medical Director) Ms A Dechamps (Patient & Family Support Director) Mr D Mackenzie (Finance and IT Director) Mrs P Russell (Development Director) Mrs E Prodger (Clinical Services Director) (appointed 2 October 2023) Mrs R Bacon (Associate Director for Clinical Services) Mrs G Chandler (Associate Director for People Services) Dr L Free (Associate Medical Director) Mrs T Schrikker (Associate Director for Quality Improvement)
<b>AUDITORS</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

**Chair's introduction**

Welcome to the 2023-24 St Wilfrid's Hospice Statutory Accounts. This year has been the first year of our new strategy with its mission to enable people to live well at the end-of-life. This strategy will direct us in achieving equity in access to end-of-life care for all and ensuring our long-term sustainability and success. Our commitment to working well in partnership for the best outcomes of our beneficiaries is central to success. In collaboration with our colleagues across Sussex hospices, we have committed to develop a Sussex Hospice Alliance, working together with one voice in partnership with the NHS and other partners across the health and care system to improve the quality and outcomes for the population of Sussex at the end-of-life. Our continued partnership with our neighbouring hospice, St Michael's, has further evolved to ensure we share resources and expertise to provide the best care, support and value for money. Our patient and family feedback has again shown the high satisfaction with the quality and impact of our hospice services. We have continued with our commitment to quality improvement, implementing a model for improvement, innovating with a pilot of a virtual hospice, introducing rapid reviews of complex care and implementing a new electronic patient care record system. On behalf of all members of the Board of Trustees I convey our thanks to them and our staff for their dedication and ongoing commitment.



**Shaun O'Leary**  
**Chair**



## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

---

#### HEADLINES FROM 2023/24

- Our new strategy with the mission to enable people to live well at the end-of-life was launched
- St Wilfrid's Hospice supported 2,358 people across patient care, bereavement support and carer support
- We dealt with 13,718 contacts through our 24/7 helpline, Nurseline
- A new electronic patient record system was successfully implemented ensuring St Wilfrid's could share patient records confidentially with partners
- A pilot of a virtual hospice was completed which will inform future innovations in improving care to prevent unplanned hospital admissions
- We had 8,596 contacts with patients in their own homes providing personal care with our Care@Home team
- Our community nursing team made 4,491 home visits
- Our counselling services increased the number of people supported by 48% compared to the previous year
- 2,401 direct support sessions were provided by our Social Workers
- 198 patients were admitted to our In-Patient Unit
- 68% of patients achieved their expressed preferred place of death
- We worked with our Sussex hospice partners to develop a Sussex Hospice Alliance to work in future partnership with the NHS
- We improved our resilience to energy crises and improved our environmental sustainability with installation of solar panels
- We exceeded the target of the year for fundraising events by 21% contributing £600,000 to the running costs of the hospice
- We opened a new shop in Polegate as part of our strategy to increase the net contribution from our retail operation to our hospice costs

#### OUR VISION

A community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain.

#### OUR MISSION

Enabling people to live well at the end of life

#### OUR VALUES

##### **Compassionate**

We care about each other. We will go out of our way to recognise when someone needs our help and support and will respond to the very best of our ability.

##### **Professional**

We use our knowledge and skills individually and collectively to deliver the best service possible to those we support. We proactively seek to improve and enhance our skills, taking pride in developing ourselves and others.

##### **Progressive**

We're forward looking and thinking. We pursue opportunities to improve and find better ways of doing things through new ideas and approaches.

##### **Respectful**

We treat people with dignity and respect, always acknowledging and respecting people's individuality. What makes us different makes us better.

## **OBJECTIVES AND ACTIVITIES**

### **About St Wilfrid's Hospice**

St Wilfrid's Hospice provides care and support for coastal communities around Eastbourne and for the Wealden area of East Sussex. This comprises a population of about 250,000 people and an area of approximately 300 square miles.

We provide specialist care and support for people living with a life-limiting illness and for their carers and families. The most common route of referral is from hospitals, GPs, or other healthcare professional.

We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN), healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. In addition to our direct care provision, we enable people to live well in their homes and care homes through support and engagement with communities and carers. Our employed workforce is supported by a team of volunteers doing a range of roles, including welcoming, catering, driving, providing respite sitting, befriending, gardening, counselling or serving in one of the hospice's community shops.

Our aim is to enable patients to live well at the end-of-life. This includes those who matter to the patient, their families and friends. Our holistic support aims to address physical and emotional concerns.

The range of our services comprises:

- An inpatient facility with 20 ground floor, ensuite bedrooms overlooking beautiful gardens.
- A Community Nursing service providing proactive and responsive support to patients and families in outpatient clinics and in their homes, from 7am to 7pm seven days a week.
- A 24/7 NurseLine offering advice and support at the time of need.
- A Care at Home service providing personal care to help people remain at home.
- A Living Well centre with activity rooms, therapy suites and a gym for rehabilitative palliative care.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.
- Pre- and post-bereavement counselling, for children and young people and adults.
- Social work support to deal with practical and emotional challenges.
- Spiritual support to help people find meaning at the end of their lives.
- A befriending and connecting service in the community through Community Support Volunteers and Community Links with other organisations.
- Education about palliative care for other health and care professionals with whom we work in partnership.
- Community engagement to support communities to use their strengths and assets in supporting people at the end of life

### **Our strategy – Enabling people to live well at the end-of life**

We launched our strategy to enable people to live well at the end of life in April 2023. The strategy is founded on five goals, as illustrated below:



Founded firmly on the hospice's values, the strategy is closely aligned with the [Ambitions framework](#), which was developed by a partnership of national organisations across the statutory and voluntary sectors. The Ambitions Framework sets out the vision to improve end of life care through partnership and collaborative action between organisations at local level throughout England.

The strategy has a strong focus on reducing inequalities at the end-of-life to ensure everyone has the best experience of care and support regardless of disease or demographics. Working in partnership with others is core to ensuring the most effective use of resources and best outcomes. The intention to enable acknowledges the fact that St Wilfrid's will use its expertise and resources both to provide direct care and to support other providers and communities to use their strengths and assets. Achieving the strategy equally relies on financial sustainability and resilience.

#### **Public Benefit**

The Trustees have had due regard to the Charities Commission's guidance relating to Public Benefit and confirm that the Charity's activities as described under the section Objectives and Activities of this report meet the guidance on public benefit.

#### **External overview**

The sustained cost-of-living crisis had an impact on some of the hospice's fundraising activities. In order to ensure fair pay and attract and retain a skilled workforce, the hospice aligned its salaries with the NHS Agenda for Change values. This resulted in a second year of impact of salary costs increasing on the overall expenditure. The local health and care system continued to face financial challenge and underwent significant restructure during the year.

**ACHIEVEMENTS AND PERFORMANCE**

We made good progress in several areas of our new strategy in the year. The following describes the key points across each strategic goal:

**a. Across our communities we will lead improvements in end-of-life care:**

The pilot of a virtual hospice involved 14 patients demonstrating positive outcomes. These included prevention of unplanned admission to hospital and achievement of preferred place of care, whilst providing valuable learning, both about the project process and future potential. Following effective use of day admissions to the In-Patient Unit (IPU) there will be future work to explore the benefit to meet complex need such as intravenous therapies to manage symptoms. This strategic innovation places us in a strong position to respond to the changes in health care, with the drive to community delivered care and builds our standing as an expert lead. This has already resulted in invitation to discussion at local system level about the potential future of the virtual model in end-of-life care.

The first stage of the HospiceLine pilot which commenced in February concluded earlier this month. This demonstrated the ability for three hospices to provide shared patient support and effective care. It also evidenced that the success of the digital infrastructure to allow three hospices to work with a shared electronic patient record, SystemOne. This will now inform the planning of the next stage.

We have built our knowledge about inequalities in access to end-of-life care. Through monitoring of the collection of patient demographics it is clear there is need to focus on improvement, to enable us to understand and illustrate who we are supporting, and guide future planning. The community engagement work has established good relationships across the area and a sound base to build our compassionate communities approach, a key enabler to improving access. The goal to improve equitable access to hospice enabled care is central to our strategy and we will evolve this work in the year ahead. A note of the use of enabled care, in line with our hospice, as a conscious focus that this is not solely about direct hospice provision but includes our community engagement and compassionate communities approaches. We paused and reviewed our work in EDI during the year and are now progressing with our next phase of development with the National Centre for Diversity.

**b. We will continue to strive in excellence in all that we do:**

Establishing SystemOne ensures we are aligned with key partners and prepared to share patient records and engage with future shared data work. This will strengthen our capability to partner in service delivery, provide data to drive quality improvement, and build costing and activity data to inform future contracts. The Model for Improvement, based with the framework of plan, do, study, act (PDSA) has been implemented and demonstrated positive impact across the organisation, whilst demonstrating a learning culture.

**c. We will build strong and influential partnerships within the Sussex Integrated Care System:**

A key goal in the year was to move towards an improved strategic relationship with the NHS through development of a Sussex hospice alliance. A stage in the success of this goal was the inclusion of the Sussex hospices as key partners in agreeing a new strategic commissioning framework for the Sussex Health and Care system, establishing foundations for future work together. Progressing the alliance negotiations presented a significant change project both across Sussex hospices and with NHS Sussex, involving the strengthening of trust and relationships to give the best chance of success.

The year saw the implementation of the joint Clinical Services Director and embedding of other joint roles with St Michael's Hospice, Hastings and Rother. There was demonstration of benefit in support areas of IT and finance and clinical governance and quality. Building a shared goal for using the partnerships of the two hospices to the benefit of its communities was strengthened through the agreement of a reviewed memorandum of understanding.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

---

#### d. We will build a workforce fit for the future:

A highlight of the year was the commencement of two Trainee Nurse Associate roles, recruiting two of our Health Care Assistants to embark on the two-year program. This supports the goal to ensure the future clinical workforce, whilst providing a strong demonstration of the commitment to a career pathway. The introduction of talent management as a tool for succession planning, career development and retention of staff gives a strong foundation to the strategic goal to be the employer of choice. Implementation of a job evaluation framework ensured transparency and fairness. The establishment of a new learning and development structure, with an organisation wide remit, ensured equity across the organisation. The successful implementation of a learning and development platform resulted in improved compliance with learning and better data for oversight and planning. The year saw a financial investment in the workforce through alignment with agenda for change salary scales and the application of a competitive cost of living uplift.

#### e. We will build sustainable and resilient funding:

Further stages in digital transformation were achieved with implementation of Business Central and CIPHR Payroll. The foundations were set to improve financial planning and management through implementation of a business partner approach, in turn showing stronger financial stewardship from budget holders. Energy resilience was built with the installation of solar panels.

An Income Generation strategy was approved to co-ordinate future work to improve income. Understanding our current and potential donor and supporter base improved through introduction of Dataro, software to improve donor support. A well-established fundraising team achieved good results and exceeded income targets across events. This was supported with a communications strategy for better media and marketing activities and optimisation of social media as an enabler in ensuring a sustainable supporter base and promoting fundraising activity. It is important to acknowledge the challenges in retail and the further work to ensure an effective operation. The year saw the successful refurbishment of three shops and the opening of the new Polegate shop.

#### Performance of material fundraising activities

	2023/24	2022/23	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	2,230	3,848	(1,618)	(42)
Donations and Gifts	2,027	1,805	222	12
Lottery	382	352	30	9
Trading	1,397	1,260	137	11

- Legacy income decreased by £1.6 million (42%) in the year. It should be noted that the receipt of legacy revenue is difficult to predict and so the legacy equalisation reserve (£2.1 million as of 31st March 2024) exists to mitigate the impact of this volatility.
- Donations and gifts increased by £222k (12%) in the year. This was a consequence of increased attendance in hospice-led events and in memoriam donations.
- Lottery income increased by £30k (9%) in the year. This mirrored increased investment in new subscriptions and events.
- Trading income increased by £137k (11%) in the year. This was driven by improved performance in the retail division in addition to the Hospice café.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

---

#### FINANCIAL REVIEW

##### Review of the financial position at the end of the year

The Hospice is reporting a consolidated net deficit of £1,932k compared to a surplus of £102k in 2022-23

Total income for the current financial year is £8,549k, a decrease of £1,141k (-12%) on 2022-23, with the key driver being a £1,618k decrease in legacy income over the previous financial year (-42%). Accrued legacy income amounts to £1,635k (2022-23 - £1,483k)

The consolidated expenditure is £10,647k, an increase of £1,205k (13%). The expenditure profile is:

	<u>2023-24</u>	<u>2022-23</u>
	£k	£k
• Patient Care	7,803 (73%)	7,051 (75%)
• Fundraising	1,481 (14%)	1,237 (13%)
• Trading	1,363 (13%)	1,154 (12%)

The grant received from NHS East Sussex ICB included an uplift of 1.8%.

##### Going Concern

The Trustees have considered the state of the finances of the charity and are of the view that it continues to be a going concern. A deficit of £1,932k has been posted for 2023/24. The cash flow is strong and free reserves at year end were at 9 months of total expenditure. The vast majority of income is unrestricted and there are strong legacy flows predicted for the coming year from those notified and accrued. A Legacy Equalisation Reserve has been built up to smooth any volatility in legacy receipts. The main risk area is for a sudden drop in legacy notifications and receipts and, in this eventuality, we would be able to draw on this reserve and adapt our planning for the following year. While many of the hospice's costs are fixed, in the event of a substantial drop in income there would be a moratorium on recruitment, which could potentially have some bearing on the services we are able to provide. The organisation does quarterly reforecasting and a monthly rolling cash flow, so would be able to respond quickly to any change in circumstances to flex costs.

##### Investment policy

In 2021 St Wilfrid's Hospice made the decision to invest some of its reserves in an investment portfolio, following the bequest of a large shares portfolio. Rathbones Investment Management were appointed to manage this portfolio on a discretionary basis. The investment policy is to maintain around £3m in liquid cash and to invest other surplus funds in a range of short-term and long-term liquid investments, adopting a medium risk approach and targeting an aggregate return of CPI+3% over a business cycle. We also continue to hold a couple of investment properties, which are let to tenants and provide a rental yield.

##### Funding sources

Our funding comes from:

	<u>2023/24</u>	<u>2022/23</u>
Legacies	26%	40%
Gifts and Donations	24%	18%
Statutory Funding	27%	23%
Trading	16%	13%
Lottery	4%	4%
Investments/other	3%	2%

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

---

### **Reserves Policy**

In 2021 the charity adjusted its reserves policy in light of the continuing uncertainty about the economy following the Covid pandemic and other world events. The Trustees have agreed to target an overall free reserves figure of 9 months of total expenditure. The free reserves figure is comprised of the aggregate of the Operating, Legacy Equalisation, Asset Management and Strategic Development Reserves.

### Operating reserve

The key risk the Charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Around 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

### Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income, but can be volatile. The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. Funds would be taken from the reserve to make good any shortfall in legacies against the annual budget, unless compensated for by other income streams.

### Asset Management Reserve

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set aside a minimum of 10% of surplus funds in any given year for future work and at the present time this fund is being built.

### Strategic Development Reserve

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's strategic aims, whether for revenue or capital expenditure. Part of the strategic development reserve is held in investment properties yielding an income.

### Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the totality at the time of purchase.

### Fixed Asset Reserve

This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

### Revaluation Reserve

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

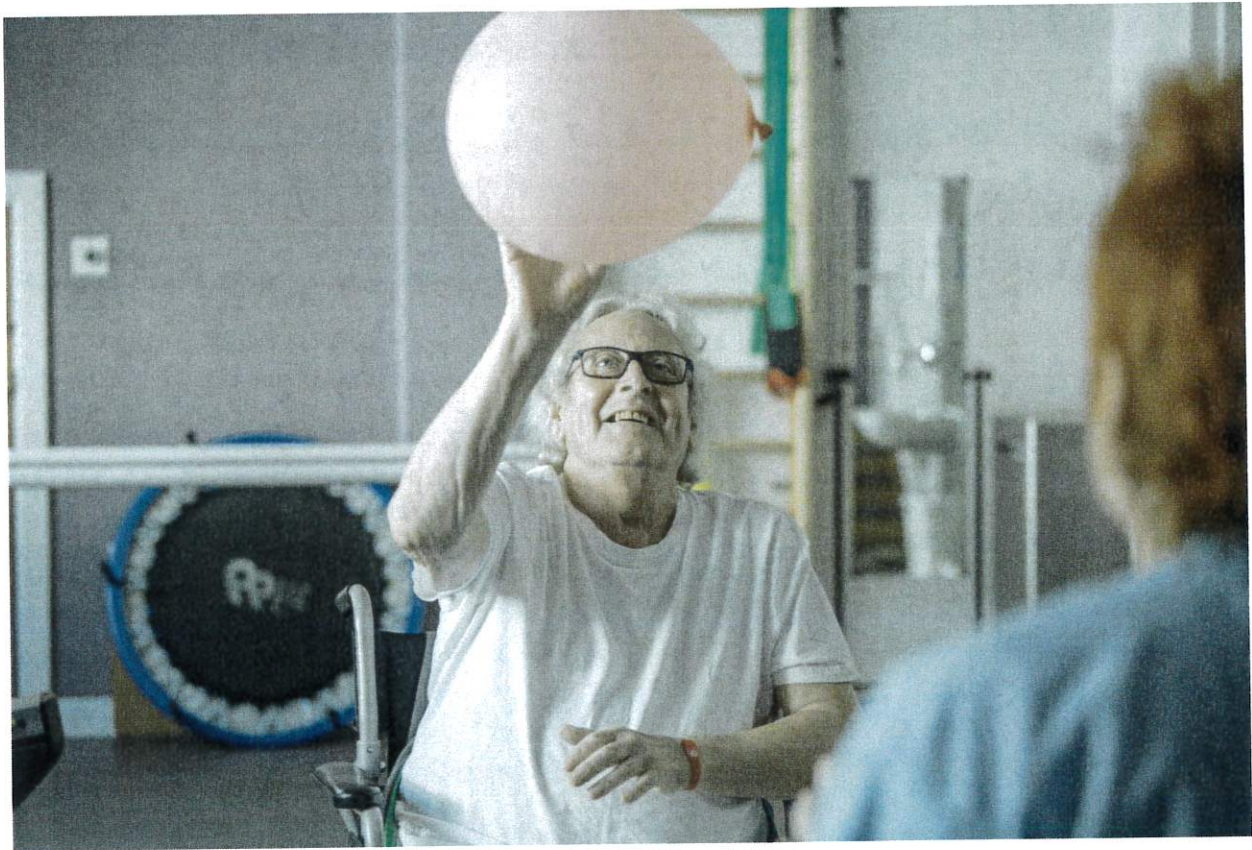
**TRUSTEES REPORT**

**FOR THE YEAR ENDED 31 MARCH 2024**

---

At 31 March 2024 the charity had total reserves of £17,947k (22/23 £19,879k), represented as follows:

Operating Reserve	£4,439k	(22/23 £5,919k)
Legacy Equalisation Reserve	£2,134k	(22/23 £2,560k)
Asset Management Reserve	£700k	(22/23 £700k)
Restricted Reserve	£64k	(22/23 £49k)
Fixed Asset Reserve	£9,466k	(22/23 £9,507k)
Strategic Development Reserve	£954k	(22/23 £954k)
Revaluation Reserve	£190k	(22/23 £190k)



# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

### RISK MANAGEMENT

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the hospice Leadership Team on a monthly basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2024 were:

Risk identified	Mitigation
<b>Uncertainty of income or escalation of costs leading to budget deficit.</b>	<ul style="list-style-type: none"><li>• Rolling three-year financial plans and scenario planning including detailed financial modelling</li><li>• Utilise legacy income projection planning from external consultancy</li><li>• Achieve effective strategic relationship with NHS Integrated Care Board</li><li>• Installation of solar panels to create energy resilience</li><li>• Regular cashflow reporting</li><li>• Reserves policy in place with monitor by Board of Trustees ensuring adequate reserves</li></ul>
Capacity and resilience issues including establishment of adequate staffing levels	<ul style="list-style-type: none"><li>• Establish successful partnership working to realise benefits in shared key roles</li><li>• Approved People Strategy to direct effective workforce planning</li><li>• Strong focus and resources for staff wellbeing</li><li>• Effective use of volunteer roles</li><li>• Effective staff feedback mechanisms with action plans</li></ul>
<b>Safeguarding (used in the broad sense of keeping safe from harm).</b>	<ul style="list-style-type: none"><li>• Safeguarding Committee in place with Trustee as Chair</li><li>• Mandatory training in place with monitor of compliance</li><li>• Safeguarding risk register to monitor and scrutinise risk</li><li>• Speak up policy and procedure including whistleblowing and availability of Freedom to Speak Up Guardians</li><li>• Safeguarding Lead in role</li></ul>
Short/long-term disruption to business caused by major event or systems failure	<ul style="list-style-type: none"><li>• Major incident and business continuity policy in place with annual exercise to test procedures</li></ul>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**TRUSTEES REPORT**

**FOR THE YEAR ENDED 31 MARCH 2024**

	<ul style="list-style-type: none"> <li>• Fire risk assessment reviewed bi-annually</li> <li>• Infection prevention and control policies and procedures in place with audits</li> <li>• Strengthened IT infrastructures with third party support included</li> </ul>
<p>Fraud, theft and cyber crime.</p>	<ul style="list-style-type: none"> <li>• Payroll database implemented with improved safety</li> <li>• Building security upgraded including additional CCTV</li> <li>• Cash handling policies and procedures in place</li> <li>• Incident reporting encouraged to identify trends and learning opportunities</li> <li>• Improved firewall structures</li> <li>• Implementation of financial management database with improved security</li> </ul>
<p><b>Information governance – data breach or other data error.</b></p>	<ul style="list-style-type: none"> <li>• Data protection and security policies and procedures in place with oversight by Data Protection and security steering group reporting to Audit Committee</li> <li>• Key information governance roles in place: IG Lead, Senior Information Risk Officer, Caldicott Guardian</li> <li>• Compliance with NHS Data Security and Protection toolkit</li> <li>• Mandatory training with compliance monitor in place</li> </ul>

**FUNDRAISING APPROACH AND PERFORMANCE**

**Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising**

The charity is registered with Fundraising Regulator and the Institute of Fundraising and undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice. We encourage our fundraising service providers to also be signed up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received no requests from individuals via the Service to be removed from the mailing list last year.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling Commission.

## **ST WILFRID'S HOSPICE (EASTBOURNE)**

### **TRUSTEES REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2024**

---

The charity's fundraising activities include hospice-arranged events and UK and overseas challenge events which are managed by commercial event providers. All events are risk assessed in accordance with hospice policies. Direct mailing campaigns are organised to generate single and regular gifts, legacies and in memory gifts and managed in line with our information governance and ethical fundraising policies.

The charity also fundraises through corporate campaigns; community talks, school activities, clubs, societies, and church involvement and engaging with grant-making bodies including charitable foundations and trusts.

#### **Monitoring of activities carried out by third parties**

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder. The hospice plays an active oversight role in the training and development of lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003) and with the Hospice Information Governance Policy.

Hospice fundraising complies with the charity's ethical fundraising policy and the Fundraising Code of Practice. The charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed, how personal information is stored and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences and a link to our full fundraising promise on the hospice website.

#### **Management of complaints**

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received one complaint related to fundraising in the 2023/24 financial year (compared to none prior year). Complaints are dealt with in line with our fundraising complaints policy. All complaints are escalated to our Leadership Team and Trustees so they can consider lessons learnt. We report to the Fundraising Regulator on the totality of our complaints.

#### **Protection of vulnerable people and other members of the public**

Our ethical fundraising policy outlines our policy and procedure to protect vulnerable people and our fundraisers (both staff and third party) are familiarised with the policy to ensure that it is applied properly.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

---

#### PLANS FOR FUTURE PERIODS

Building on activity in year one of the hospice strategy, there will be strong focus on improving access, establishing a compassionate communities approach as central. Working in partnerships for the most effective outcomes, taking a population-based approach to understand need and demand and building financial resilience and sustainability are further key goals. Workforce will continue as a major focus guided by the implementation of the People Strategy.

In 2024/25 the key objectives will be:

- Progressing establishment of a 24/7 helpline (HospiceLine) in partnership with other hospices
- Improve understanding of our patient demographics to drive improved access
- Establish a compassionate communities approach to enable people to live well at the end of life across communities
- Implement the new People Strategy including embedding a talent management framework, improved succession planning, develop a model to predict the skill mix and number of clinical roles to provide patient care
- Ensure the most effective medical team working in partnership with St Michael's Hospice
- Produce and begin implementation of an IT and Digital Strategy
- Improve our data reporting to drive improvements
- Produce an environmental sustainability plan
- Improve engagement with primary care teams
- Produce a patient and carer engagement plan
- Increase number of patients receiving direct and indirect hospice enabled support in care homes
- Achieve a successful partnership between a Sussex Hospices Alliance and the NHS to ensure the best strategic relationship, improved quality and outcomes of care and future resilience
- Produce a financial model to provide cost of activity and tasks allowing better financial planning
- Produce a future financial plan to return to balanced budgets and ensure future financial sustainability
- Optimise retail operation
- Improve donor cultivation, support and retention
- Increase income from given income streams
- Ensure confidence in future income from gifts in wills including legacies

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

---

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were reviewed in 2023. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

#### Organisational structure

St Wilfrid's Hospice (Eastbourne) had two subsidiary companies at 31 March 2024:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Activity through this company includes any 'bought-in goods' trading and the operations of the hospice café (donated goods retail activity now flows through the Charity itself).
- St Wilfrid's Hospice (Eastbourne) Projects Limited. Registered Company No: 07054375. Set up to deal with the management, design and construction of the new hospice. This company will remain in existence for a period of up to 10 years following completion of the building but is currently dormant.

The results of St Wilfrid's Hospice (Eastbourne) Projects Limited have not been consolidated into these financial statements as its results are immaterial to the Charity and the Group.

#### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the Leadership Team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation, and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction, and a governance development budget is set aside for training focused on strengthening governance performance.

Trustees may serve a maximum of three terms of three years. The Board meets six times a year and two of these meetings are concerned specifically with a review of strategy. There are Trustee sub-committees for Audit, Clinical Governance, People and Income Generation (which also considers the business of the retail operation). A Trustee sits on the Health & Safety committee, which is an operational committee chaired by the Chief Executive and with staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual reviews with the Chair each year and the Chair is also reviewed. Every Trustee signs a Code of Conduct upon joining the Board and at the time of starting a new term. Trustees also complete a Register of Interests annually.

The Articles of Association permit the appointment of up to three co-optees to each of the sub-committees, with re-appointment annually for up to four years. Such co-optees bring relevant skills and expertise to the committees and are able to participate and vote equally on matters. During the year there was, one co-optee on the Income Generation Committee and two on the Clinical Governance Committee.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

---

The Trustees who served during the year and their attendance at Board meetings were:

	Meetings attended
Mr S O'Leary Chair of Trustees	6
Mr D Adams #	6
Dr M Barnes ♣	6
Mrs J Butler ^ ♣ Chair of the Clinical Governance Committee and Trustee Safeguarding Lead	5
Ms L Chambers (resigned 29 May 2024) ♦ ^	6
Ms B Hobson ♣	6
Mr D Holdsworth ♦ # Chair of the Audit Committee	6
Ms F MacIntyre ♣ ^ Chair of the People Committee	6
Mr G Meyer ^ #	6
Ms M Richardson ♦	3
Mr D Turner ♦ # Chair of the Income Generation Committee	6

#### Members of Trustee Committees:

- ♦ Audit Committee
- ♣ Clinical Governance Committee
- # Income Generation Committee
- ^ People Committee

#### Decision making

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees at the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Audit Committee reviews a Schedule of Delegated Authority within which the executive team operates. The Board of Trustees approves the Schedule of Delegated Authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and Leadership Team.

#### Committee activities

The main activities of the Board sub-committees during the year were as follows:

##### Audit Committee

- Continued to oversee and make decisions on the Charity's investment portfolio and adopted an ethical policy for investment.
- Reviewed the Data Security and Information Governance Toolkit.
- Reviewed the statutory accounts and Audit Findings Report.
- Reviewed the corporate risk register and risk management policy.
- Scrutinised the report of the Company Secretary.
- Reviewed the list of contracts held by the Charity with third parties.
- Scrutinised the 2024/25 budget for recommendation to the Board.
- Reviewed the Schedule of Delegated Authority.

##### Clinical Governance Committee

- Reviewed quarterly the Quality and Safety report with key patient data.
- Reviewed the annual report on clinical activity and agreed change in approach to reporting format and frequency.
- Scrutinised the Quality Accounts for approval by the Board.
- Reviewed the annual VOICES report.
- Reviewed the annual safeguarding report.
- Undertook regular trustee visits to clinical operations and reported back.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

---

#### People Committee

- Provided oversight of implementation of a new learning and development structure.
- Provided oversight of the implementation of a new learning management system.
- Reviewed clinical workforce.
- Reviewed progress against the HR and Volunteer strategies and workplans.
- Approved a new People Strategy
- Reviewed HR risk register.

#### Income Generation Committee

- Oversaw the opening of a new shop in Polegate.
- Reviewed the options for renewal of the Donation Centre and Furniture Store lease.
- Reviewed the income generation risk register.
- Approved a new Income Generation strategy covering given income, gifts in wills and retail operation

#### Arrangements for setting the pay and remuneration of key management personnel

Leadership Team salaries are reviewed by the People Committee and ratified by the Audit Committee. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. Salaries are reviewed with reference to hospice sector and other relevant benchmarking surveys. The hospice undertook an extensive project during the year to allow implementation of a new job evaluation framework from April 2023.

#### Any relationships with a wider network (e.g., umbrella group)

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom. The hospice is also a member and partner in the Hospice Quality Partnership, established to provide better procurement for hospices across the country. A Memorandum of Understanding has been agreed by the seven Sussex hospices to guide their collaborative activity. A reviewed memorandum of understanding was agreed with St Michael's Hospice in January 2023.



**ST WILFRID'S HOSPICE (EASTBOURNE)**

**TRUSTEES REPORT**

**FOR THE YEAR ENDED 31 MARCH 2024**

---

**STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS**

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

**AUDITORS**

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on 24 September 2024 and signed on their behalf by:

  
.....  
Shaun O'Leary  
Chair

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

#### **Opinion**

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

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

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law, GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

#### Use of our report

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



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor

Date: 9 October 2024

10 Queen Street Place  
London  
EC4R 1AG

ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(Including Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2024

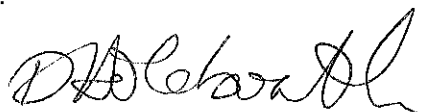
	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
<b>INCOME FROM:</b>					
<b>Donations and Legacies</b>	2	3,976,208	280,895	4,257,103	5,654,153
<b>Charitable Activities</b>					
Statutory Funding	2	1,697,672	-	1,697,672	1,692,638
Non-Statutory Funding	2	592,424	-	592,424	536,744
<b>Other trading activities</b>					
Income from Trading	3	1,396,838	-	1,396,838	1,260,238
Income from Lottery		381,952	-	381,952	352,349
<b>Investments</b>	4	204,006	-	204,006	138,165
<b>Other</b>	5	19,498	-	19,498	56,334
<b>Total Income</b>		<u>8,268,598</u>	<u>280,895</u>	<u>8,549,493</u>	<u>9,690,621</u>
<b>EXPENDITURE ON:</b>					
<b>Raising Funds</b>					
Fundraising Costs	6	1,481,183	-	1,481,183	1,237,299
Trading Costs of Goods Sold and Other Costs	3	1,362,976	-	1,362,976	1,154,486
<b>Charitable activities</b>					
In Patient	6	3,641,590	68,195	3,709,785	3,419,869
Therapies	6	511,258	16,642	527,900	507,946
Community Nursing	6	2,966,614	49,711	3,016,325	2,620,651
Patient & Family Support	6	432,556	116,500	549,056	502,525
<b>Total Expenditure</b>		<u>10,396,177</u>	<u>251,048</u>	<u>10,647,225</u>	<u>9,442,776</u>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		<u>(2,127,579)</u>	<u>29,847</u>	<u>(2,097,732)</u>	<u>247,845</u>
Net gains/(losses) on investments	13	165,309	-	165,309	(145,827)
<b>Net income/(expenditure)</b>		<u>(1,962,270)</u>	<u>29,847</u>	<u>(1,932,423)</u>	<u>102,018</u>
Gross transfers between funds	19	14,762	(14,762)	-	-
<b>Net movement in funds</b>		<u>(1,947,508)</u>	<u>15,085</u>	<u>(1,932,423)</u>	<u>102,018</u>
Fund balances at 1 April 2023		<u>19,830,095</u>	<u>49,253</u>	<u>19,879,348</u>	<u>19,777,330</u>
<b>Fund balances at 31 March 2024</b>	20,21	<u><u>17,882,587</u></u>	<u><u>64,338</u></u>	<u><u>17,946,925</u></u>	<u><u>19,879,348</u></u>

All income and expenditure arise from continuing activities.  
Full details of income and expenditure by fund for the prior year are given in note 23.  
The notes on pages 25 to 42 form part of the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**CHARITY AND GROUP BALANCE SHEETS**  
**AS AT 31 MARCH 2024**

	Notes	Hospice		Group	
		2024 £	2023 £	2024 £	2023 £
<b>FIXED ASSETS</b>					
Tangible assets	12	9,466,070	9,506,686	9,466,070	9,506,686
Investments	13	4,713,749	4,493,457	4,713,648	4,493,356
		<u>14,179,819</u>	<u>14,000,143</u>	<u>14,179,718</u>	<u>14,000,042</u>
<b>CURRENT ASSETS</b>					
Stocks		5,965	5,463	9,745	10,964
Debtors	14	2,178,580	2,986,786	2,143,665	2,932,554
Cash at bank and in hand		2,185,941	4,434,083	2,244,199	4,498,075
		<u>4,370,486</u>	<u>7,426,332</u>	<u>4,397,609</u>	<u>7,441,593</u>
<b>CREDITORS:</b> amounts falling due within one year	15	(606,945)	(1,549,641)	(630,402)	(1,562,287)
<b>NET CURRENT ASSETS</b>		<u>3,763,541</u>	<u>5,876,691</u>	<u>3,767,207</u>	<u>5,879,306</u>
<b>TOTAL ASSETS LESS</b>					
<b>CURRENT LIABILITIES</b>		<u>17,943,360</u>	<u>19,876,834</u>	<u>17,946,925</u>	<u>19,879,348</u>
<b>NET ASSETS</b>		<u>17,943,360</u>	<u>19,876,834</u>	<u>17,946,925</u>	<u>19,879,348</u>
<b>FUNDS:</b>					
Restricted funds	18	64,338	49,253	64,338	49,253
Unrestricted funds:					
Designated funds	19	12,310,482	13,911,275	13,443,963	13,911,275
Operating reserve	19	5,568,540	5,916,306	4,438,624	5,918,820
		<u>17,943,360</u>	<u>19,876,834</u>	<u>17,946,925</u>	<u>19,879,348</u>

The accounts were approved by the Trustees and authorised for issue on 24 September 2024 and signed on its behalf by:



Mr D Holdsworth (Chair of Audit Committee)

The deficit for the charity only for the year is -£1,933,474 (Surplus 2023: £100,738).

The notes on pages 25 to 42 form part of the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**CONSOLIDATED STATEMENT OF CASH FLOWS**

**AS AT 31 MARCH 2024**

	Note	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by operating activities</i>	21	(2,051,916)	797,487
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		204,006	138,165
Proceeds from the sale of plant and equipment		192	-
Purchase of property, plant and equipment		(351,175)	(138,437)
Purchase of investments		(596,900)	(1,387,600)
Disposal of investments		532,555	1,075,458
Movement in investment cash		9,362	7,717
<b>Net cash (used in) investing activities</b>		<u>(201,960)</u>	<u>(304,697)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(2,253,876)	(492,790)
Cash and cash equivalents at the beginning of the reporting period		4,498,075	4,005,285
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>2,244,199</u>	<u>4,498,075</u>

# ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2024

---

### 1. ACCOUNTING POLICIES

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

#### 1.1 Statement of compliance

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

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

#### 1.2 General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ.

#### 1.3 Preparation of accounts on a going concern basis

At the time of approving the financial statements, Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In addition, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of the Charity's financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

#### 1.4 Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. 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. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2024. The company has taken advantage of the exemption from presenting its own income and expenditure account. The deficit of the company for the financial year amounted to -£1,933,474 (Surplus 2023: £100,738). All intercompany transactions are eliminated on consolidation.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

---

#### 1. ACCOUNTING POLICIES (continued)

##### 1.5 Income

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For legacies, entitlement is taken on a case-by-case basis. Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Statutory funding comprises amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

##### 1.6 Retail, Hospitality and Leisure Grant Fund Income

Income from the above fund has been recognised at the date that the funding details and entitlement criteria were published by the government. There are no performance conditions attached to the funding that would prevent recognition at this date.

##### 1.7 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities.
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness.
- Other expenditure represents the costs associated with investment properties.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

##### 1.8 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows: Freehold land is not depreciated.

Freehold buildings	2% p.a. on cost
Computer equipment	33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2024**

---

**1. ACCOUNTING POLICIES (continued)**

**1.9 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.10 Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

**1.11 Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

**1.12 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.

**1.13 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.

**1.14 Cash at bank and in hand**

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

**1.15 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

**1.16 Donated goods**

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

**1.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

1.18 Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

2. DONATIONS, LEGACIES AND STATUTORY FUNDING	Unrestricted Funds	Restricted Funds	2024
	£	£	£
Donations and Gifts	1,745,795	280,895	2,026,690
Legacies Receivable	2,230,413	-	2,230,413
	<u>3,976,208</u>	<u>280,895</u>	<u>4,257,103</u>
Grants Receivable for Core Activities			
Statutory Funding	1,697,672	-	1,697,672
Non-Statutory Funding	592,424	-	592,424
	<u>6,266,304</u>	<u>280,895</u>	<u>6,547,199</u>

DONATIONS, LEGACIES AND STATUTORY FUNDING	Unrestricted Funds	Restricted Funds	2023
	£	£	£
<b>Prior Year – 2023</b>			
Donations and Gifts	1,550,470	255,083	1,805,553
Legacies Receivable	3,848,600	-	3,848,600
	<u>5,399,070</u>	<u>255,083</u>	<u>5,654,153</u>
Grants Receivable for Core Activities			
Statutory Funding	1,692,638	-	1,692,638
Non-Statutory Funding	536,744	-	536,744
	<u>7,628,452</u>	<u>255,083</u>	<u>7,883,535</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

3. ACTIVITIES FOR GENERATING FUNDS	2024		2023	
	£	£	£	£
<b>Trading income and costs</b>				
<b>Trading income</b>				
Donated goods income	1,132,944		1,048,977	
Bought in goods income	34,753		43,682	
Street café income	229,141		167,579	
Other operating income	-		-	
	<u>          </u>	1,396,838	<u>          </u>	1,260,238
<b>Trading expenses</b>				
Cost of sales	48,284		35,877	
Street café costs	207,442		155,462	
Staff expenses	517,954		475,443	
Property expenses	472,613		351,518	
Administration expenses	99,004		135,815	
Dilapidations/Depreciation	17,679		371	
	<u>          </u>	1,362,976	<u>          </u>	1,154,486
Less interest received	(503)		(170)	
	<u>          </u>	1,362,473	<u>          </u>	1,154,316
<b>Total (deficit)/surplus</b>		<u>34,365</u>		<u>105,922</u>
<b>Number of shops</b>		<u>12</u>		<u>11</u>

Note: £6,500 management fee has been eliminated on consolidation, which reduced the trading deficit compared to the Trading Company deficit shown in note 11.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

4. INVESTMENT INCOME - UNRESTRICTED					2024	2023
					£	£
					30,923	25,328
					83,482	80,669
					89,601	32,168
					<u>204,006</u>	<u>138,165</u>
5. OTHER INCOME – UNRESTRICTED					2024	2023
					£	£
					19,498	56,334
					<u>19,498</u>	<u>56,334</u>
6. TOTAL EXPENDITURE					Total 2024	
	Staff Costs	Other Direct Costs	Support Costs Allocation	Total 2024	£	
	£	£	£	£		
<b>Charitable expenditure</b>						
<b>Primary costs</b>						
	In Patient	2,196,242	224,417	1,289,126	3,709,785	
	Therapies	331,776	20,334	175,790	527,900	
	Community Nursing	1,734,602	31,661	1,250,062	3,016,325	
	Patient & Family Support	346,326	7,408	195,322	549,056	
		<u>4,608,946</u>	<u>283,820</u>	<u>2,910,300</u>	<u>7,803,066</u>	
<b>Costs of generating funds</b>						
	Non-charitable Trading	517,954	845,022	-	1,362,976	
	Fundraising	569,815	481,660	429,708	1,481,183	
		<u>5,696,715</u>	<u>1,610,502</u>	<u>3,340,008</u>	<u>10,647,225</u>	
<b>SUPPORT COSTS</b>					<b>2024</b>	
					<b>Total</b>	
					<b>£</b>	
	Support staff				1,678,955	
	Office				389,437	
	Premises and utilities				1,244,424	
	Governance				27,192	
					<u>3,340,008</u>	
<b>GOVERNANCE COSTS</b>						
	Legal and professional				8,892	
	Auditors' remuneration				18,300	
					<u>27,192</u>	

Restricted expenditure for 2024 £251,047 (2023 £300,560), unrestricted expenditure 2024 £10,172,739 (2023 £9,189,924).

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2024**

**6. TOTAL EXPENDITURE (continued)**

**Prior Year - 2023**

	<b>Staff Costs £</b>	<b>Other Direct Costs £</b>	<b>Support Costs Allocation £</b>	<b>Total 2023 £</b>
<b>Charitable expenditure</b>				
<b>Primary costs</b>				
In Patient	2,031,113	156,330	1,232,426	3,419,869
Therapies	311,868	22,497	173,581	507,946
Community Nursing	1,534,596	44,568	1,041,487	2,620,651
Patient & Family Support	303,296	8,290	190,939	502,525
	<u>4,180,873</u>	<u>231,685</u>	<u>2,638,433</u>	<u>7,050,991</u>
<b>Costs of generating funds</b>				
Non-charitable trading	475,443	679,043	-	1,154,486
Fundraising	497,734	409,761	329,804	1,237,299
	<u>5,154,050</u>	<u>1,320,489</u>	<u>2,968,237</u>	<u>9,442,776</u>

**SUPPORT COSTS**

	<b>2023 Total £</b>
Support staff	1,496,008
Office	208,669
Premises and utilities	1,237,405
Governance	26,155
	<u>2,968,237</u>

**GOVERNANCE COSTS**

Legal and professional	6,940
Auditors' remuneration	19,215
	<u>26,155</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2024**

<b>7. NET INCOME/(EXPENDITURE)</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Net income is stated after:		
Auditors' remuneration		
- Audit services	19,500	17,015
- Non-audit services	1,600	2,200
Depreciation	391,791	429,359
	<u>391,791</u>	<u>429,359</u>

**8. TRUSTEES AND RELATED PARTY TRANSACTIONS**

One trustee had their expenses met by the Charity during the year (2023: No trustees). £520 was paid directly to a third party for attendance of a conference.

There were no other related party transactions during the current or preceding year.

<b>9. EMPLOYEES</b>	<b>Hospice and Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
The average monthly number of employees during the year was:		
In Patient	66	71
Therapies	9	10
Community Nursing	64	60
Patient & Family Support	10	11
Support staff	55	49
Fundraising	22	19
Retail	25	21
	<u>251</u>	<u>241</u>
The full-time equivalent number of employees at March was:		
Inpatient	42	38
Therapies	7	8
Community Nursing	39	38
Patient & Family Support	7	7
Support staff	43	36
Fundraising	17	15
Retail	20	17
	<u>175</u>	<u>159</u>
<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and salaries	6,323,867	5,685,319
National insurance	543,258	496,698
Pension costs	508,545	452,264
Redundancy costs	-	15,777
	<u>7,375,670</u>	<u>6,650,058</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2024**

**9. EMPLOYEES (continued)**

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	-	1
£70,000 - £80,000	-	2
£80,000 - £90,000	-	-
£90,000 - £100,000	2	1
£100,000 - £110,000	-	-
£110,000 - £120,000	1	-

Contributions totalling £13,889 (2023: £15,361) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Charity/Group were £469,472 (2023: £480,226).

The redundancy costs of £nil (2023: £15,777) were fully settled before the year-end.

**10. TAXATION**

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

**11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY**

The charity has wholly owned group companies which are incorporated in the UK and their registered office address is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ. St Wilfrid's Hospice (Eastbourne) Projects Limited was dormant during the current and preceding year, but St Wilfrid's Hospice Eastbourne Trading Company Limited sells Brought In Goods from 11 different branches and the Street Café operations as shown in note 3 to the accounts. However, note 3 shows the full Retail operation income and costs, Donated Goods income is now recognised within the Charity Accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Turnover	263,894	211,261
Other operating income	-	-
Expenditure	(234,939)	(177,917)
Operating (loss)/ profit	28,955	33,344
Interest receivable	503	170
<b>(Loss)/profit for the year</b>	<b>29,458</b>	<b>33,514</b>
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Tangible fixed assets	-	-
Current assets	86,259	92,742
Current liabilities	(54,185)	(57,890)
<b>Net (liabilities)/assets</b>	<b>32,074</b>	<b>34,852</b>
<b>Capital and reserves</b>	<b>32,074</b>	<b>34,852</b>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

12. TANGIBLE FIXED ASSETS

Hospice	Land and Buildings £	Computer Equipment £	Plant and equipment £	Fixtures And Fittings £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2023	11,061,021	522,209	140,435	601,501	86,904	12,412,070
Additions	-	33,165	292,609	25,401	-	351,175
Disposals	-	-	-	-	(3,200)	(3,200)
At 31 March 2024	11,061,021	555,374	433,044	626,902	83,704	12,760,045
<b>Depreciation</b>						
At 1 April 2023	1,922,858	424,674	107,987	385,795	64,070	2,905,384
Charge for the year	202,094	75,647	35,873	70,525	7,652	391,791
On disposals	-	-	-	-	(3,200)	(3,200)
At 31 March 2024	2,124,952	500,321	143,860	456,320	68,522	3,293,975
<b>Net Book Value</b>						
At 31 March 2024	8,936,069	55,053	289,184	170,582	15,182	9,466,070
At 31 March 2023	9,138,163	97,535	32,448	215,706	22,834	9,506,686
<b>Group</b>						
<b>Cost</b>						
At 1 April 2023	11,061,021	523,859	140,435	601,501	86,904	12,413,720
Additions	-	33,165	292,609	25,401	-	351,175
Disposals	-	-	-	-	(3,200)	(3,200)
At 31 March 2024	11,061,021	557,024	433,044	626,902	83,704	12,761,695
<b>Depreciation</b>						
At 1 April 2023	1,922,858	426,324	107,987	385,795	64,070	2,907,034
Charge for the year	202,094	75,647	35,873	70,525	7,652	391,791
On disposals	-	-	-	-	(3,200)	(3,200)
At 31 March 2024	2,124,952	501,971	143,860	456,320	68,522	3,295,626
<b>Net Book Value</b>						
At 31 March 2024	8,936,069	55,053	289,184	170,582	15,182	9,466,070
At 31 March 2023	9,138,163	97,535	32,448	215,706	22,834	9,506,686

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

13 FIXED ASSET INVESTMENTS - GROUP AND HOSPICE

	Investment	Listed	Total
	Properties	Investments	Investments
	£	£	£
Market value at 1 April 2023	940,000	3,553,356	4,493,356
Additions at market value	-	596,900	596,900
Disposals at cost	-	(532,555)	(532,555)
Revaluation	-	165,309	165,309
Movement in investment cash	-	(9,362)	(9,362)
<b>Group Market value at 31 March 2024</b>	<b>940,000</b>	<b>3,773,648</b>	<b>4,713,648</b>
<b>Investment in subsidiaries</b>			
Share capital			
. St Wilfrid's Hospice (Eastbourne) Projects Limited			1
. St Wilfrid's Hospice Eastbourne Trading Company Limited			100
<b>Hospice Market value at 31 March 2024</b>			<b>4,713,749</b>
<b>Historical cost:</b>			
At 31 March 2024	516,851	3,613,026	4,129,877
At 31 March 2023	516,851	3,598,296	4,115,147

14. DEBTORS

	Hospice		Group	
	2024	2023	2024	2023
	£	£	£	£
Legacies	1,635,454	1,483,701	1,635,454	1,483,701
Trade debtors	113,148	889,742	113,868	889,742
Amounts owed by group undertakings	59,136	54,232	-	-
Prepayments & accrued income	334,328	471,531	357,829	471,531
Other debtors	36,514	87,579	36,514	87,579
	<b>2,178,580</b>	<b>2,986,786</b>	<b>2,143,665</b>	<b>2,932,554</b>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

---

15. CREDITORS: amounts falling due within one year	Hospice		Group	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	134,099	308,311	134,509	308,311
Taxes and social security costs	151,614	109,360	151,614	109,360
Other creditors	64,257	87,280	64,309	97,511
Accruals	98,124	53,745	121,119	56,160
Deferred income	158,851	990,945	158,851	990,945
	<u>606,945</u>	<u>1,549,641</u>	<u>630,402</u>	<u>1,562,287</u>

**16. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £239,176 (2023: £205,816).

The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £269,369 (2023: £246,448).

**17. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

18. RESTRICTED FUNDS – GROUP AND CHARITY

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

RESTRICTED INCOME 23/24	Balance at 1 April 2023	Movement in funds		Balance at 31 March 2024
		Income	Expenditure & Transfers	
	£	£	£	£
In Patient Unit	1,213	48,967	(50,180)	-
In Patient Unit Refurbishment	-	15,520	-	15,520
Cuddle Bed Appeal	-	18,750	-	18,750
Hospice In the Community	484	59,706	(59,868)	322
Therapies & Living Well Service	800	-	(266)	534
Patient & Family Support	-	60,309	(60,309)	-
Care for the Carers	-	30,000	(30,000)	-
Other Restricted Funds	-	5,156	(5,156)	-
Anne Beech Bursary Fund	6,210	-	-	6,210
IPU Capital & Improving Patient Care Appeal	656	-	(656)	-
Minibus Appeal	7,595	-	(355)	7,240
BBC Children in Need & The Seahorse Project	-	30,092	(26,645)	3,447
Spring Appeal 2023	18,620	5,373	(16,021)	7,972
Syringe Driver Appeal	9,332	7,022	(16,354)	-
Wellbeing Appeal	4,343	-	-	4,343
	<u>49,253</u>	<u>280,895</u>	<u>(265,809)</u>	<u>64,338</u>

- The In Patient Unit fund is ad-hoc donations received specifically for use or benefit of in patients or In Patient Unit staff costs.
- The In Patient Unit Refurbishment fund is to use for the refurbishment of some of our patient rooms.
- The Cuddle Bed Appeal is for the purchase of two cuddle beds and the associated accessories, such as bed linen.
- The Hospice in the Community Fund is supporting the community nursing teams and their reach to the limits of our catchment area. This fund includes gifts for equipment, such as laptops, as well as contributions towards running costs, such as salaries and car fuel costs. It includes £7,485 of gifts from Horam Parish Council, Chiddingly Parish Council, Buxted Parish Council, Maresfield Parish Council, Willingdon & Jevington Parish Council, and Heathfield & Waldron Parish Council.
- The Therapies & Living Well Service fund is ad-hoc donations received specifically for use or benefit of therapies patients or Therapies and Living Well staff costs.
- The Patient & Family Support fund is ad-hoc donations received specifically for the funding of the Hospice's bereavement, counselling, and social work costs.
- The Care for the Carers fund is towards the cost of the support we provide to carers, such as undertaking social work assessments and offering pre & post bereavement counselling.
- Other Restricted Funds represents donations and fundraising given for specific projects. For example, contributions towards research work and solar panels.
- Anne Beech Bursary Fund is set up in the memory of Anne Beech, it is to be used towards the cost of training a Healthcare Assistant to become a Registered Nurse.
- The IPU Capital and Improving Patient Care Appeal is fundraising for IPU capital items and continuing patient care including nursing.
- The Minibus Appeal was set up for the purchase and running costs of a minibus for patient transport.
- The BBC Children in Need and The Seahorse Project fund is to support children's bereavement services.
- The Spring Appeal 2023 was for the purpose of raising funds to buy patient equipment.
- The Syringe Driver Appeal was for raising funds specifically to buy new syringe drivers.
- The Wellbeing Appeal is to fund new recliners for our day care patients.
- £14,762 of the above expenditure relates to the purchase of fixed assets.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

18. RESTRICTED FUNDS (continued)

Prior Year Restricted Funds	Balance at 1 April 2022	Movement in funds		Balance at 31 March 2023
		Income	Expenditure & Transfers	
	£	£	£	£
In Patient Unit	-	4,630	(3,417)	1,213
Hospice In the Community	2,090	44,677	(46,283)	484
Therapies & Living Well Service	-	5,800	(5,000)	800
Patient & Family Support	-	80,538	(80,538)	-
Other Restricted Funds	14,757	56,918	(71,675)	-
Anne Beech Bursary Fund	-	6,210	-	6,210
IPU Capital & Improving Patient Care Appeal	26,590	-	(25,934)	656
Minibus Appeal	11,651	-	(4,056)	7,595
Seahorse Project	6,389	28,358	(34,747)	-
Spiritual Support Appeal	1,692	-	(1,692)	-
Spring Appeal 2023	-	18,620	-	18,620
Syringe Driver Appeal	-	9,332	-	9,332
Wellbeing Appeal	31,561	-	(27,218)	4,343
	<u>94,730</u>	<u>255,083</u>	<u>(300,560)</u>	<u>49,253</u>



ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

19. UNRESTRICTED FUNDS – GROUP AND HOSPICE

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains/(losses) £	Transfers £	Balance at 31 March 2024 £
Asset Management Reserve	700,000	-	-	-	-	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	(426,696)	2,133,481
Strategic Development Reserve	954,412	-	-	-	-	954,412
Fixed Asset Reserve	9,506,686	-	-	-	(40,616)	9,466,070
Property Revaluation Reserve	190,000	-	-	-	-	190,000
<b>Designated funds</b>	<b>13,911,275</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(467,312)</b>	<b>13,443,963</b>
<b>General funds</b>	<b>5,918,820</b>	<b>8,268,598</b>	<b>(10,396,177)</b>	<b>165,309</b>	<b>482,074</b>	<b>4,438,624</b>
<b>Total Unrestricted Funds</b>	<b>19,830,095</b>	<b>8,268,598</b>	<b>(10,396,177)</b>	<b>165,309</b>	<b>14,762</b>	<b>17,882,587</b>
<b>Restricted Funds</b>	<b>49,253</b>	<b>280,895</b>	<b>(251,048)</b>	<b>-</b>	<b>(14,762)</b>	<b>64,338</b>
<b>Total Reserves</b>	<b>19,879,348</b>	<b>8,549,493</b>	<b>(10,647,225)</b>	<b>165,309</b>	<b>-</b>	<b>17,946,925</b>

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/(losses) £	Transfers £	Balance at 31 March 2023 £
Asset Management Reserve	700,000	-	-	-	-	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	-	2,560,177
Strategic Development Reserve	954,412	-	-	-	-	954,412
Fixed Asset Reserve	9,817,946	-	-	-	(311,260)	9,506,686
Revaluation Reserve	185,000	-	-	5,000	-	190,000
<b>Designated funds</b>	<b>14,217,535</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>(311,260)</b>	<b>13,911,275</b>
<b>General funds</b>	<b>5,465,065</b>	<b>9,435,537</b>	<b>(9,189,924)</b>	<b>(150,827)</b>	<b>358,968</b>	<b>5,918,820</b>
<b>Total Unrestricted Funds</b>	<b>19,682,600</b>	<b>9,435,537</b>	<b>(9,189,924)</b>	<b>(145,827)</b>	<b>47,708</b>	<b>19,830,095</b>
<b>Restricted Funds</b>	<b>94,730</b>	<b>255,083</b>	<b>(252,852)</b>	<b>-</b>	<b>(47,708)</b>	<b>49,253</b>
<b>Total Reserves</b>	<b>19,777,330</b>	<b>9,690,620</b>	<b>(9,442,776)</b>	<b>(145,827)</b>	<b>-</b>	<b>19,879,348</b>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2024**

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed that in future a minimum of 10% of any surplus generated would be allocated to the Asset Management Reserve.

The Legacy Equalisation Reserve has been set up to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. The only movement this year is in respect of fees for Sussex Hospices Collaboration workstreams, which the Board agreed would come from the Strategic Development Reserve.

The Fixed Asset Reserve represents the charity's investments in fixed assets. The transfers out this year represent the net position of additions, disposals, and depreciation.

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

<b>20. ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>General Funds</b> £	<b>Designated Funds</b> £	<b>Restricted Funds</b> £	<b>Total</b> £
Fund balances at 31 March 2024 are represented by:				
Tangible Fixed Assets	-	9,466,070	-	9,466,070
Fixed Asset Investments	4,713,648	-	-	4,713,648
Current Assets	355,378	3,977,893	64,338	4,397,609
Creditors: amounts falling due within one year	(630,402)	-	-	(630,402)
	<u>4,438,624</u>	<u>13,443,963</u>	<u>64,338</u>	<u>17,946,925</u>

<b>ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year</b>	<b>General Funds</b> £	<b>Designated Funds</b> £	<b>Restricted Funds</b> £	<b>Total</b> £
Fund balances at 31 March 2023 are represented by:				
Tangible Fixed Assets	-	9,506,686	-	9,506,686
Fixed Asset Investments	4,493,356	-	-	4,493,356
Current Assets	2,987,750	4,404,589	49,253	7,441,593
Creditors: amounts falling due within one year	(1,562,287)	-	-	(1,562,287)
	<u>5,918,819</u>	<u>13,911,275</u>	<u>49,253</u>	<u>19,879,348</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	2024 £	2023 £
Net income for the reporting period (as per the statement of financial activities)	(1,932,423)	102,018
<b>Adjustments for:</b>		
Depreciation charges	391,791	429,359
Loss on Disposal of Fixed Assets	-	20,340
Losses/(Gains) on investments	(165,309)	145,827
Dividends, interest and rent from investments	(204,006)	(138,165)
(Profit)/loss on the sale of fixed assets	(192)	-
Decrease/(increase) in stocks	1,219	1,918
Decrease/(increase) in debtors	788,889	259,098
Increase/(decrease) in creditors	(931,885)	(22,908)
<b>Net cash provided by operating activities</b>	<u>(2,051,916)</u>	<u>797,487</u>
<b>22. OPERATING LEASES COMMITMENTS</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Group Leases:</b>		
Within one year	3,034	14,026
Within two to five years	38,765	40,629
	<u>41,799</u>	<u>54,655</u>
<b>Charity Leases:</b>		
Within one year	3,034	14,026
Within two to five years	38,765	40,629
	<u>41,799</u>	<u>54,655</u>

At the year end, the charity was committed to make the above payments in total in respect of operating leases.

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2024

## 23. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2023)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>INCOME FROM:</b>					
<b>Donations and Legacies</b>	2	5,399,070	255,083	5,654,153	4,673,778
<b>Charitable Activities</b>					
Statutory Funding	2	1,692,638	-	1,692,638	2,131,836
Non-Statutory Funding	2	536,744	-	536,744	534,813
<b>Other trading activities</b>					
Income from Trading	3	1,260,238	-	1,260,238	1,135,044
Income from Lottery		352,349	-	352,349	362,300
<b>Investments</b>	4	138,165	-	138,165	60,763
<b>Other</b>	5	56,334	-	56,334	21,767
<b>Total Income</b>		<u>9,435,538</u>	<u>255,083</u>	<u>9,690,621</u>	<u>8,920,301</u>
<b>EXPENDITURE ON:</b>					
<b>Raising Funds</b>					
Fundraising Costs	6	1,229,446	7,853	1,237,299	956,198
Trading Costs of Goods Sold and Other Costs	3	1,154,486	-	1,154,486	968,999
<b>Charitable activities</b>					
In Patient	6	3,384,537	35,332	3,419,869	3,578,219
Therapies	6	478,704	29,242	507,946	337,767
Community Nursing	6	2,561,750	58,901	2,620,651	2,107,777
Patient & Family Support	6	381,001	121,524	502,525	355,612
<b>Total Expenditure</b>		<u>9,189,924</u>	<u>252,852</u>	<u>9,442,776</u>	<u>8,304,572</u>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		<u>245,614</u>	<u>2,231</u>	<u>247,845</u>	<u>615,729</u>
Net gains/(losses) on investments	13	(145,827)	-	(145,827)	253,288
<b>Net income/(expenditure)</b>		<u>99,787</u>	<u>2,231</u>	<u>102,018</u>	<u>869,017</u>
Gross transfers between funds	19	47,708	(47,708)	-	-
<b>Net movement in funds</b>		<u>147,495</u>	<u>(45,477)</u>	<u>102,018</u>	<u>869,017</u>
Fund balances at 1 April 2022		<u>19,682,600</u>	<u>94,730</u>	<u>19,777,330</u>	<u>18,908,313</u>
<b>Fund balances at 31 March 2023</b>	20,21	<u><u>19,830,095</u></u>	<u><u>49,253</u></u>	<u><u>19,879,348</u></u>	<u><u>19,777,330</u></u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

England & Wales - Charity number 283686

---

# Accounts

---



**ST WILFRID'S HOSPICE (EASTBOURNE)  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**Charity Registration Number: 283686  
Company Registration Number: 01594410 (England and Wales)**

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

---

<b>CONTENTS</b>	<b>Page</b>
Legal and administrative information	1
Trustees' report	2 – 19
Independent Auditor's report	20 - 22
Consolidated statement of financial activities	23
Charity and Group balance sheets	24
Consolidated statement of cash flows	25
Notes to the financial statements	26 – 43

---

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2023**

---

<b>REGISTERED NAME OF CHARITY</b>	St Wilfrid's Hospice (Eastbourne)
<b>CHARITY NUMBER</b>	283686
<b>COMPANY NUMBER</b>	01594410
<b>PRINCIPAL OFFICE/REGISTERED OFFICE</b>	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
<b>PRESIDENT</b>	HM The Queen
<b>PATRONS</b>	The Duke of Devonshire Mr David Dimbleby Dr Joan Hester
<b>TRUSTEES</b>	Mr S O'Leary (Chair) Mr D Adams Dr M Barnes Mrs J Butler Ms L Chambers Ms B Hobson (appointed 13 September 2022) Mr D Holdsworth (appointed 13 September 2022) Ms F MacIntyre Mr G Meyer Mrs M Richardson Mr D Turner
<b>CHIEF EXECUTIVE</b>	Mr C Twomey (appointed 1 January 2023) Mr D Scott-Ralphs (retired 31 December 2022)
<b>LEADERSHIP TEAM</b>	Dr D Barclay (Medical Director) Ms A Dechamps (Patient & Family Support Director) Mr D Mackenzie (Finance and IT Director) Mrs P Russell (Development Director) Mr C Twomey (Clinical Services Director) (until 31 December 2022) Mrs R Bacon (Associate Director for Clinical Services) Mrs G Chandler (Associate Director for People Services) Mrs L Free (Associate Medical Director) Mrs T Schrikker (Associate Director for Quality Improvement)
<b>AUDITORS</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

TRUSTEES REPORT

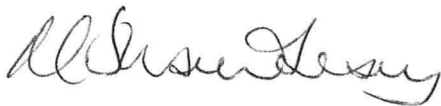
FOR THE YEAR ENDED 31 MARCH 2023

---

**Chair's introduction**

Welcome to the 2022-23 St Wilfrid's Hospice Statutory Accounts. This year has been one of change and collaboration, as we welcomed a new CEO and strengthened our work with other local hospices. In January 2023 we welcomed Colin Twomey - formerly our Clinical Services Director - into the role of CEO, having wished David Scott Ralphs a happy retirement and thanked him for his stalwart service over the previous six years. Despite such a significant change the organisation did not lose focus or momentum as we concluded the final year of our five-year, Closer to You, strategy and committed to new strategic priorities for the coming five years. Our ongoing collaboration with all hospices working across Sussex continued to strengthen - with the ultimate aim of enhancing patients' experiences of end of life care, through increased consistency of service delivery, better standardisation of quality measures and maximising the effective use of our very specialist resources. More locally, our collaboration with St Michael's Hospice - which serves the people of Hastings and Rother, has resulted in an increased number of shared posts at Director level. This has enabled both hospices to respond better to local variations in need whilst increasing standardisation of services and equity of access across a larger area of East Sussex

It was our first year of operating the service free from the limitations imposed by the demands of the covid pandemic. Whilst the levels of take-up for our inpatient services have not got back to pre-pandemic levels, our community support services have increased their reach, as have our bereavement services. Satisfaction levels expressed by patients and other users of our service remain high - as do engagement levels with all of our feedback mechanisms. The communities of Eastbourne, Seaford, Polegate, Uckfield and Heathfield and surrounding villages continue to give us a tremendous amount of support; through their voluntary work with us, through their incredibly generous fundraising efforts and through their support of our trading activities in our shops. In addition to all that they continue to be the most effective ambassadors, championing the importance of locally available, high quality hospice care for local people at the end of life. On behalf of all members of the Board of Trustees I convey our thanks to them and our staff for their dedication and ongoing commitment.



**Shaun O'Leary**  
Chair



### HEADLINES FROM 2022/23

- St Wilfrid's Hospice has increased the number of patients and carers reached within its catchment area during the year.
- Direct support was provided to 1,603 patients, a 6% increase on prior year.
- St Wilfrid's Hospice saw a 15% reduction in Inpatient Unit admissions during the year with 206 patients admitted.
- There was a 24% growth in the number of carers supported, with 5777 receiving hospice support.
- 28% of patients supported had a non-cancer diagnosis, similar to the previous year.
- Our multi-disciplinary Community team provided **6,319 face-to-face support sessions** an 18% increase on year.
- There were **13, 516 calls** to the 24/7 NurseLine, 28% below last year's figure.
- The Care at Home team provided **8, 132 visits to home** to 157 people, an increase of 8%.
- We began providing again individual and group therapy in the renamed Living Well service for **103 patients**.
- Counselling activity saw **2,437** professional sessions for **622** people. This service continued to be available to the whole community. Of this number, **120** were children and young people.
- Community Support Volunteers provided **befriending support to 122 patients** and further informal support to **40 family members**.
- **62%** of patients died in their preferred place of care where they listed a preference.
- **94%** of urgent referrals were responded to within 24 hours.
- **88%** of bereaved families were extremely likely to recommend St Wilfrid's as a place of care and 8% likely.
- Total income increased by 9% (£0.77M), a consequence of higher than budgeted legacy income receipts and the charity recorded a surplus of £102K.

### OUR VISION

A community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain.

### OUR MISSION

Reaching out to transform end of life care.

### OUR VALUES

#### Compassionate

We care about each other. We will go out of our way to recognise when someone needs our help and support and will respond to the very best of our ability.

#### Professional

We use our knowledge and skills individually and collectively to deliver the best service possible to those we support. We proactively seek to improve and enhance our skills, taking pride in developing ourselves and others.

#### Progressive

We're forward looking and thinking. We pursue opportunities to improve and find better ways of doing things through new ideas and approaches.

#### Respectful

We treat people with dignity and respect, always acknowledging and respecting people's individuality. What makes us different makes us better.

## OBJECTIVES AND ACTIVITIES

### About St Wilfrid's Hospice

St Wilfrid's is the local hospice for the town of Eastbourne and the surrounding area in East Sussex, including Seaford, Pevensey, Hailsham, Heathfield and Uckfield and all points in between. This comprises a population of c.250,000 people and an area of c.300 square miles.

Our focus is on providing specialist care and support for people living with a terminal illness and for their carers and families. People are generally referred to the hospice by their hospital team, GP, or other healthcare professional, although we also accept self-referrals. Our support is geared to deal with a range of issues including uncontrolled pain, nausea, breathlessness, fatigue, anxiety and low mood, as well as practical or family concerns.

We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN), healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. This paid workforce is supported by a team of volunteers doing a range of roles: welcoming, catering, driving, providing respite sitting, befriending, gardening, serving in one of the hospice's community shops, to name but a few.

Our aim is to enable patients to live well for whatever period remains of their lives through our holistic support and ideally to become involved in the early stages of a terminal diagnosis.

---

The range of our services comprises:

- An inpatient facility with 20 ground floor, ensuite bedrooms overlooking beautiful gardens.
- A Community Nursing service providing proactive and responsive support to patients and families in outpatient clinics and in their homes, from 7am to 7pm seven days a week.
- A 24/7 NurseLine offering advice and support at the time of need.
- A Care at Home service providing personal care to help people remain at home.
- A Living Well centre with activity rooms, therapy suites and a gym for rehabilitative palliative care.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.
- Pre- and post-bereavement counselling, for children and young people and adults. This service now supports the whole community and is not restricted to hospice patients.
- Social work support to deal with some of the practical and emotional challenges of a terminal diagnosis.
- Spiritual support to help people find meaning at the end of their lives.
- A befriending and connecting service in the community through Community Support Volunteers and Community Links with other organisations.
- Education about palliative care for other health and care professionals with whom we work in partnership.

**Our strategy – Closer to You**

In 2017 we launched our five-year Closer to You strategy. In 2022 we made the decision to extend the strategy to six years due to the disruption during the Covid-19 pandemic. During the year the hospice undertook a process to develop its future strategy. The Closer to You strategy is encapsulated in a high level framework:



**Public Benefit**

St Wilfrid's serves a population of 250,000 living in Eastbourne, Seaford, Pevensey, Hailsham, Uckfield, Heathfield and all areas in between, an area of c.300 square miles. Any adult with a terminal illness can be referred by their GP or other healthcare professional and our support is provided without charge. We also provide a community bereavement service free of charge to any child or adult in our catchment area. Around 70% of the hospice's expenditure is funded by voluntary income in a typical year. The Trustees have had due regard to the Charities Commission's guidance relating to Public Benefit and confirm that the Charity's activities as described under the section Objectives and Activities of this report meet the guidance on public benefit.

**External overview**

In the earlier part of the reporting year there remained some on-going disruption from the pandemic. However, in general this was a year of return to business as usual with regards to clinical activities. Fundraising remained challenged in certain areas, although in person and mass events returned.

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

---

Locally, in line with the national picture, health and social care services faced on-going financial and resource challenges. The health and care workforce faced great challenge with shortages and difficulties in recruitment and retention, as well as on-going industrial action in the NHS. The Covid-19 funding previously received from the NHS ceased. Any increases in granted income was below inflation. On-going volatility both nationally and globally meant the sustained effect of the cost-of-living crisis on income streams.



## ACHIEVEMENTS AND PERFORMANCE

### Meeting stakeholder's needs and expectations

The 2022/23 operating year saw an increase in people supported, up 6% to 1,603 patients. In the inpatient unit we had a total of 206 patient stays within the year, a 15% reduction on year. This is in line with local and national trends, and no harm was identified to patients not able to be admitted. This is balanced in part by an increase in community support provided by the hospice, which continued its increase in activity, with almost 6,319 face to face sessions and 28,000 telephone contacts delivered by our multi-disciplinary team of doctors, nurses, HCAs and therapists. An ambition to increase the visiting service to 10 pm was not met, and the decision taken to step down from this ambition. This is in part due to difficulties in recruiting sufficient numbers of Registered Nurses. The visiting day was extended from previous hours to 7am – 7pm. This team was able to respond to 94% of urgent referrals within 24 hours. Calls to the 24/7 NurseLine were down by 18% at 13,516 calls but patient and family feedback continued to show that this service was hugely appreciated both for giving advice and for mobilising more active support when needed. It is likely there were a higher number of calls handled, due to a change in electronic database meaning some calls may not have been logged.

The Therapies Team has continued to support the development of our Living Well concept. Established groups, such as the Fatigue and Breathless Clinic, continue to have strong attendance and the hospice has developed extra physiotherapy-led gym groups as well as re-establishing Living Well Matters. This is an 8-week programme aimed at supporting new patients to orientate to hospice services. Each session is facilitated by a different member of the MDT each week. Activity within the hospice's day services continued to establish during the year following opening up post-pandemic. This included out-patient appointments, physical therapy sessions and group sessions.

In addition, the hospice began to evolve its community engagement approach, based on public health approaches to end of life care, to begin to broaden access and choice. Our Community Engagement team developed close links with our Equality, Diversity and Inclusion Lead to begin more focused work sharing our services with different groups and reaching out to the community through community engagement tours in different parts of our catchment area. The community links network is now being proactively used as a resource to signpost patients to activities and support which may benefit them in their own community.

Our Care at Home service, with a dedicated team of Care Assistants providing personal care in the home, has been operating since 2017 and last year the team provided over 11,900 hours of support to 133 clients, a decrease of 4% on the previous year. The service is largely funded through the Continuing Healthcare funding stream on a referral basis and demand continues to grow. A plan to expand the team to support more people in rural areas of the catchment area progressed through the year, although again challenged by recruiting sufficient workforce.

Counselling activity also grew in the year, with 3,000 professional sessions for 1,074 individuals. Included in this was support for 158 children through the Seahorse Project, a 31% increase. We once again provided counselling support to the whole community, not just those on the hospice caseload and there was a 17% increase in community referrals. 577 carers were provided with direct psychosocial support, 24% more than the previous year.

### Excelling in how we operate

The four Quality Improvement Priorities set last year were:

- To review and improve our current offer and practice in regard to advance care planning.
- To amplify the patient/family voice in planning and delivery
- To improve reach of, and access to, hospice care ensuring equity in relation to diagnosis, location, and demographics
- To improve use of digital health.

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

---

In the reporting year there has been 404 patients who have had a Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) form created within the patient electronic records, this is 20 more patients compared to 2021-2022. A culture of reflective learning has been created through Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) Quality Assurance Forums.

With regards patient and family voice, an additional Social Worker has joined the patient and family support team, with a focus to identify and address carer needs. The feedback from bereaved relatives (VOICES questionnaire) was taken to learning sessions to identify areas for improvement.

The hospice took part in the National Equitable Care for all Ethnicities at the end-of-life audit led by Kings College Hospital, London. Spot audits to capture compliance of recording demographics were undertaken and a training presentation created with the EDI (equality, diversity, and inclusion) lead for the hospice. The process was reviewed as part of moving to a new electronic patient records (EPR) system in March 2023.

The role of Digital Health Lead which had been fixed term was extended following demonstration of success, including the introduction of tablet devices in each patient room on the Inpatient Unit, enabling documentation to be more effectively managed and accessed to improve response and accuracy, and in turn, reduce potential error.

**Learning through people and systems**

The hospice evolved its employee wellbeing and support offer with a range of support opportunities including counselling, a group to look at the impact of menopause, mental health first aiders and one to one mentoring and supervision. Absence fell by 12% in year. The specific challenges around Registered Nurse recruitment required sustained focus, showing benefit towards the end of the reporting year with an increase in Registered Nurses recruited. The hospice achieved an award from the local county council for its work on employee wellbeing.

Digital transformation continued with a number of key databases implemented. A new electronic patient database was successfully implemented, one of the biggest digital projects in the hospice's recent history. A new learning management system was implemented for employees. This was part of a collaborative project with other Sussex hospices.

**Resourcing our ambitions**

The 2022/23 financial year was positive for the charity, despite the external economic instabilities. Legacies performed well with £3.8m in year. Fundraising activity was strong, with events income doubling on previous year and returning the highest income on record at £500k. The retail operation provided £140k for the hospice, demonstrating a healthy emergence from the pandemic.

Expenditure was £163k (2%) under budget, due in the main to salary savings as we encountered challenges in recruiting to the full establishment.

Further progress was made on the Sussex hospices collaboration programme. The tele-mentoring project to support care homes to deliver end of life care concluded its three-year pilot with a number of key learning points to inform future developments. The leadership programme delivered since 2021 continued with further cohorts. The new learning management system was an effect of collaboration between five hospices. St Wilfrid's continued to share a Finance & IT Director with its neighbouring hospice, St Michael's Hastings & Rother. In addition, the two organisations commenced a joint Medical Director post and agreed a joint Clinical Services Director post.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

### Performance of material fundraising activities

	2022/23	2021/22	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	3,848	2,894	954	33
Donations and Gifts	1,805	1,780	25	1
Lottery	352	362	(10)	(3)
Trading	1,260	1,135	125	11

### FINANCIAL REVIEW

#### Review of the financial position at the end of the year

The Hospice is reporting a consolidated net surplus of £102k compared to a surplus of £869k in 2021-22.

Total income for the current financial year is £9,690k, an increase of £770k (9%) on 2021-22, a key driver being a £955k increase in legacy income over the previous financial year (+33%). Accrued legacy income amounts to £1.48m (2021-22 £1.51m).

The consolidated expenditure is £9,442k, an increase of £1,138k (14%). The expenditure profile is:

	<u>2022-23</u>	<u>2021-22</u>
	£k	£k
• Patient Care	7,051 (75%)	6,356 (76%)
• Fundraising	1,237 (13%)	979 (12%)
• Trading	1,154 (12%)	969 (12%)

The grant received from NHS East Sussex CCG included an uplift of 1.66% for the period April to September, reduced to 1.16% for the period October to March (2021-22 0.5%).

#### Going Concern

The Trustees have considered the state of the finances of the charity and are of the view that it continues to be a going concern. A surplus of £102k has been posted for 2022/23. The cash flow is strong and free reserves at year end were at just under 13 months of total expenditure. The vast majority of income is unrestricted and there are strong legacy flows predicted for the coming year from those notified and accrued. A Legacy Equalisation Reserve has been built up to smooth any volatility in legacy receipts. The main risk area is for a sudden drop in legacy notifications and receipts and, in this eventuality, we would be able to draw on this reserve and adapt our planning for the following year. While many of the hospice's costs are fixed, in the event of a substantial drop in income there would be a moratorium on recruitment, which could potentially have some bearing on the services we are able to provide. The organisation does quarterly reforecasting and a monthly rolling cash flow, so would be able to respond quickly to any change in circumstances to flex costs.

#### Investment policy

In 2021 St Wilfrid's Hospice made the decision to invest some of its reserves in an investment portfolio, following the bequest of a large shares portfolio. Rathbones Investment Management were appointed to manage this portfolio on a discretionary basis. The investment policy is to maintain around £3m in liquid cash and to invest other surplus funds in a range of short-term and long-term liquid investments, adopting a medium risk approach and targeting an aggregate return of CPI+3% over a business cycle. We also continue to hold a couple of investment properties, which are let to tenants and provide a rental yield.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

---

### Funding sources

Our funding comes from:

	2022/23	2021/22
Legacies	40%	32%
Gifts and Donations	18%	20%
Statutory Funding	23%	30%
Trading	13%	13%
Lottery	4%	4%
Investments/other	2%	1%

### Reserves Policy

In 2021 the charity adjusted its reserves policy in light of the continuing uncertainty about the economy following the Covid pandemic and other world events. The Trustees have agreed to target an overall free reserves figure of 9 months of total expenditure. The free reserves figure is comprised of the aggregate of the Operating, Legacy Equalisation, Asset Management and Strategic Development Reserves.

#### Operating reserve

The key risk the Charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Around 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

#### Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income, but can be volatile. The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. Funds would be taken from the reserve to make good any shortfall in legacies against the annual budget, unless compensated for by other income streams.

#### Asset Management Reserve

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set aside a minimum of 10% of surplus funds in any given year for future work and at the present time this fund is being built.

#### Strategic Development Reserve

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's strategic aims, whether for revenue or capital expenditure. Some of this reserve was drawn on last year to support the collaboration work with the other Sussex hospices. Part of the strategic development reserve is held in investment properties yielding an income.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2023

---

#### Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the totality at the time of purchase.

#### Fixed Asset Reserve

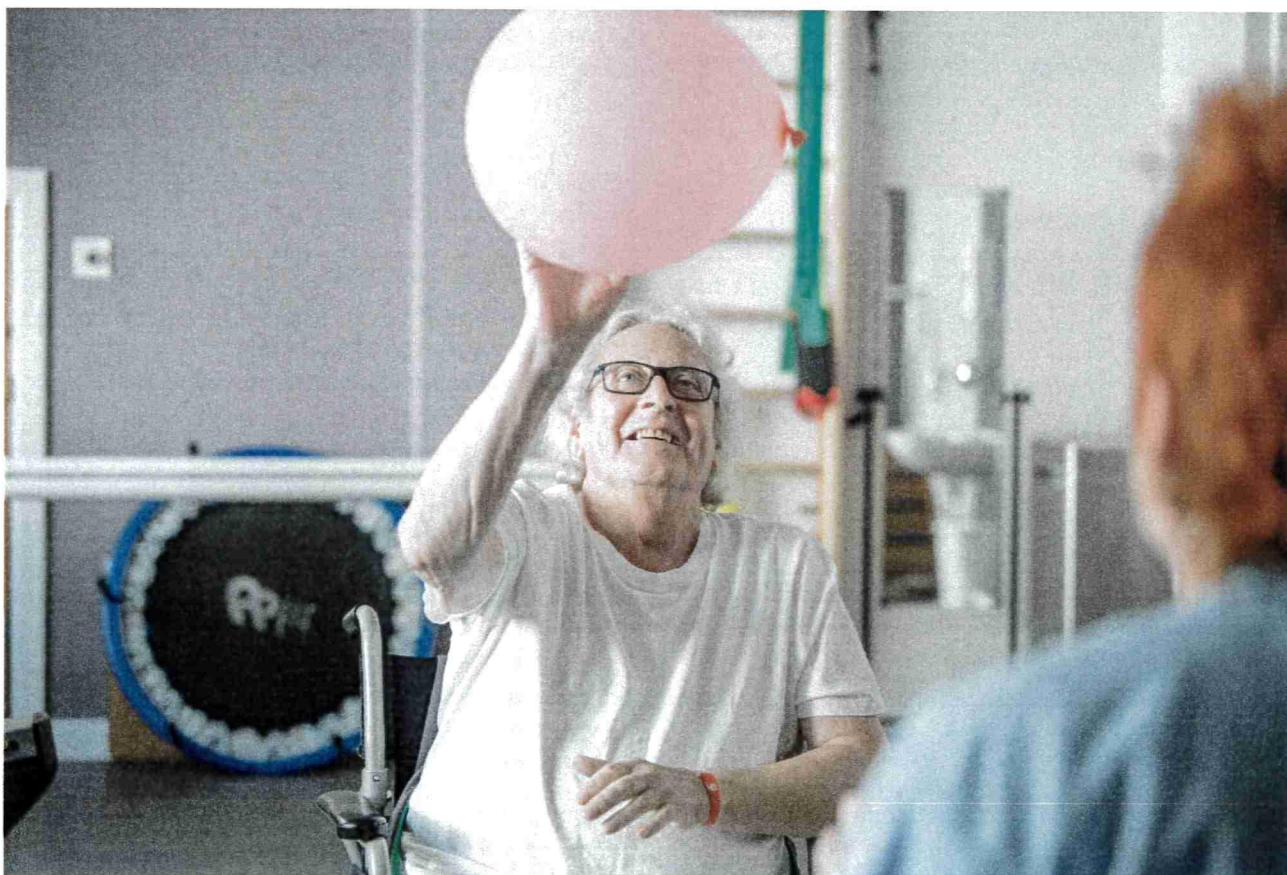
This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

#### Revaluation Reserve

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

At 31 March 2023 the charity had total reserves of £19,879k (21/22 £19,777k), represented as follows:

Operating Reserve	£5,919k	(21/22 £5,465k)
Legacy Equalisation Reserve	£2,560k	(21/22 £2,560k)
Asset Management Reserve	£700k	(21/22 £700k)
Restricted Reserve	£49k	(21/22 £95k)
Fixed Asset Reserve	£9,507k	(21/22 £9,817k)
Strategic Development Reserve	£954k	(21/22 £954k)
Revaluation Reserve	£190k	(21/22 £185k)



TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

**RISK MANAGEMENT**

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the hospice Leadership Team on a monthly basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2023 were:

Risk identified	Actions taken to mitigate the risk
Uncertainty of income and impact on cashflow.	Income generation strategy focuses on diversification of funding streams. Establishment of legacy equalisation reserve and increase to 9 months of free reserves target. Rolling 3 year financial and scenario planning. Quarterly I&E reforecasts and 12 month forward rolling cash flow updated monthly. Active exploration of opportunities for cost sharing with other hospices. Continue to engage with ICB around commissioning and funding of end of life care.
Staffing capacity and resilience.	Active workforce planning to anticipate future need and develop career pathways. Major focus on employee and volunteer wellbeing support. Continuing to recruit new volunteers. Improvements to IT system to allow more efficient working. Diversity audit leading to actions to broaden recruitment reach. Closer working with St Michael's Hospice to create shared roles and conditions.
Safeguarding.	Safeguarding Steering Group meets quarterly to oversee work. Corporate safeguarding risk register in place and featured in every departmental register. Mandatory training in children and adult safeguarding for clinical and non-clinical staff and volunteers – over 90% completion. Freedom to Speak Up Advocates in place.
Major incident/business continuity.	Major incident and recovery plan updated annually, with test exercises undertaken. IT system upgraded to facilitate mobile working. Daily backups of key databases. Flu and Covid jabs offered to all staff. Focus on infection control. Regular fire drills and fire risk assessment.

Cost of repairing or replacing fixed assets.	Fixed asset register in place. 15 year asset management plan created and asset management reserve being built. Dilapidations provision made for shops. Fundraising for capital works.
Fraud, theft and cyber crime.	Cyber Essentials Plus accreditation achieved. New IT hardware protected by Trend business security and data encrypted in the event of loss. Servers patched regularly to provide updated protection against ransomware. Electronic payments double signed by the leadership team. Annual cyber awareness mandatory training.
Information governance.	Finance and IT Director is Senior Information Risk Officer (SIRO). Data Protection Steering Group comprising Information Asset Owners meets monthly. Cyber Essentials Plus accreditation. Privacy Impact Assessments for each new contract/initiative. Annual refresher training. Sentinel AINM system facilitates reporting and monitoring of data breaches.

## FUNDRAISING APPROACH AND PERFORMANCE

### Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising

The charity is registered with Fundraising Regulator and the Institute of Fundraising and undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice. We encourage our fundraising service providers to also be signed up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received no requests from individuals via the Service to be removed from the mailing list last year.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling Commission.

The charity's fundraising activities include hospice-arranged events and UK and overseas challenge events which are managed by commercial event providers. All events are risk assessed in accordance with hospice policies. Direct mailing campaigns are organised to generate single and regular gifts, legacies and in memory gifts and managed in line with our information governance and ethical fundraising policies.

The charity also fundraises through corporate campaigns; community talks, school activities, clubs, societies, and church involvement and engaging with grant-making bodies including charitable foundations and trusts.

### Monitoring of activities carried out by third parties

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder. The hospice plays an active oversight role in the training and development of

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

---

lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003) and with the Hospice Information Governance Policy.

Hospice fundraising complies with the charity's ethical fundraising policy and the Fundraising Code of Practice. The charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed, how personal information is stored and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences and a link to our full fundraising promise on the hospice website.

**Management of complaints**

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received no complaints related to fundraising in the 2022/23 financial year (compare to six prior year). Complaints are dealt with in line with our fundraising complaints policy. All complaints are escalated to our Leadership Team and Trustees so they can consider lessons learnt. We report to the Fundraising Regulator on the totality of our complaints.

**Protection of vulnerable people and other members of the public**

Our ethical fundraising policy outlines our policy and procedure to protect vulnerable people and our fundraisers (both staff and third party) are familiarised with the policy to ensure that it is applied properly.



### PLANS FOR FUTURE PERIODS

The hospice will implement its new strategy from April 2023. This will have the mission to enable people to live well until the end of life. It will have five ambitions:

- Across our communities we will lead improvements in end-of-life care
- We will continue to strive for excellence in all that we do.
- We will build strong, influential partnerships within the Sussex Integrated Care system.
- We will build a workforce fit for the future.
- We will build sustainable and resilient funding.

In 2023/24 the key objectives will be:

- Establishing new ways of working in partnership. This will include a 24/7 helpline and a virtual ward pilot.
- Reduce inequalities and improve access: begin work to clarify our five-year approach and measures of success.
- Build our ability to use community engagement and public health approaches to improve access to end-of-life support across communities.
- Use digital technology to demonstrate impact and outcomes. This will be through establishment of an electronic patient database which is used across all Sussex hospices and collaborating across Sussex hospices to improve data.
- Demonstrate excellence in quality improvement approaches through establishment of a hospice-wide quality improvement methodology.
- Strengthen our commissioning relationship with the Sussex Integrated Care Board
- Improve our workforce resilience: commence trainee Nursing Associate roles, work with Sussex Hospice collaborative on joint ventures, establish a reviewed organisational learning and development structure, implement a new job evaluation framework.
- Ensure environmental sustainability: establish a green team, install solar panels, explore electric fleet vehicles.
- Ensure most successful retail operation, financial management and fundraising activity

## STRUCTURE, GOVERNANCE AND MANAGEMENT

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were last amended in 2017. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

### Organisational structure

St Wilfrid's Hospice (Eastbourne) had two subsidiary companies at 31 March 2022:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Activity through this company includes any 'bought-in goods' trading and the operations of the hospice café (donated goods retail activity now flows through the Charity itself).
- St Wilfrid's Hospice (Eastbourne) Projects Limited. Registered Company No: 07054375. Set up to deal with the management, design and construction of the new hospice. This company will remain in existence for a period of up to 10 years following completion of the building but is currently dormant.

The results of St Wilfrid's Hospice (Eastbourne) Projects Limited have not been consolidated into these financial statements as its results are immaterial to the Charity and the Group.

### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the Leadership Team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation, and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction, and a governance development budget is set aside for training focused on strengthening governance performance.

Trustees may serve a maximum of three terms of three years. The Board meets six times a year and two of these meetings are concerned specifically with a review of strategy. There are Trustee sub-committees for Audit, Clinical Governance, People and Income Generation (which also considers the business of the retail operation). A Trustee sits on the Health & Safety committee, which is an operational committee chaired by the Chief Executive and with staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual reviews with the Chair each year and the Chair is also reviewed. Every Trustee signs a Code of Conduct upon joining the Board and at the time of starting a new term. Trustees also complete a Register of Interests annually.

The Articles of Association permit the appointment of up to three Co-optees to each of the sub-committees, with re-appointment annually for up to four years. Such Co-optees bring relevant skills and expertise to the committees and are able to participate and vote equally on matters. During the year there was, one co-optee on the Income Generation Committee and two on the Clinical Governance Committee.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2023

---

The Trustees who served during the year and their attendance at Board meetings were:

	Meetings attended
Mr S O'Leary Chair of Trustees	6
Mr D Adams #	6
Dr M Barnes ♣	6
Mrs J Butler ^ ♣ Chair of the Clinical Governance Committee and Trustee Safeguarding Lead	5
Ms L Chambers ♦^	4
Ms B Hobson ♣	4
Mr D Holdsworth ♦# Chair of the Audit Committee	4
Ms F MacIntyre ♣ ^ Chair of the People Committee	6
Mr G Meyer ^ #	5
Ms M Richardson ♦	4
Mr D Turner ♦ # Chair of the Income Generation Committee	5

#### Members of Trustee Committees:

- ♦ Audit Committee
  - ♣ Clinical Governance Committee
  - # Income Generation Committee
  - ^ People Committee
- 

#### Decision making

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees at the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Audit Committee reviews a Schedule of Delegated Authority within which the executive team operates. The Board of Trustees approves the Schedule of Delegated Authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and Leadership Team.

#### Committee activities

The main activities of the Board sub-committees during the year were as follows:

##### Audit Committee

- Continued to oversee and make decisions on the Charity's investment portfolio and adopted an ethical policy for investment.
- Reviewed the Data Security and Information Governance Toolkit.
- Reviewed the statutory accounts and Audit Findings Report.
- Reviewed the corporate risk register and risk management policy.
- Scrutinised the report of the Company Secretary.
- Reviewed the list of contracts held by the Charity with third parties.
- Scrutinised the 2023/24 budget for recommendation to the Board.
- Reviewed the Schedule of Delegated Authority.

##### Clinical Governance Committee

- Reviewed quarterly the Quality and Safety report with key patient data.
- Reviewed the annual report on clinical activity and agreed change in approach to reporting format and frequency.
- Scrutinised the Quality Accounts for approval by the Board.
- Reviewed the annual VOICES report.
- Reviewed the annual safeguarding report.
- Undertook regular trustee visits to clinical operations and reported back.

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

---

**People Committee**

- Approved a new learning and development structure.
- Approved the new learning management system.
- Reviewed clinical workforce.
- Reviewed progress against the HR and Volunteer strategies and workplans.
- Scrutinised the proposal for a Governance Review for approval by the Board.
- Reviewed HR risk register.

**Income Generation Committee**

- Approved lease of a new shop in Polegate.
- Reviewed the options for renewal of the Donation Centre and Furniture Store lease.
- Reviewed the income generation risk register.
- Reviewed income generation plans for 2023/24 to be incorporated into budgets.
- Approved a new retail strategy.

**Arrangements for setting the pay and remuneration of key management personnel**

Leadership Team salaries are reviewed by the People Committee and ratified by the Audit Committee. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. Salaries are reviewed with reference to hospice sector and other relevant benchmarking surveys. The hospice undertook an extensive project during the year to allow implementation of a new job evaluation framework from April 2023.

**Any relationships with a wider network (e.g., umbrella group)**

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom. The hospice is also a member and partner in the Hospice Quality Partnership, established to provide better procurement for hospices across the country. A Memorandum of Understanding has been agreed by the seven Sussex hospices to guide their collaborative activity. A memorandum of understanding was agreed with St Michael's Hospice in November 2022.



## STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

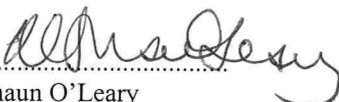
Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

## AUDITORS

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on 26 September 2023 and signed on their behalf by:

  
.....  
Shaun O'Leary  
Chair

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

#### Opinion

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

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

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law, GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

#### Use of our report

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



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor

Date: 27 November 2023

10 Queen Street Place  
London  
EC4R 1AG



ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(Including Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>INCOME FROM:</b>					
<b>Donations and Legacies</b>	2	5,399,070	255,083	5,654,153	4,673,778
<b>Charitable Activities</b>					
Statutory Funding and Grants	2	2,229,382	-	2,229,382	2,666,649
<b>Other trading activities</b>					
Income from Trading	3	1,260,238	-	1,260,238	1,135,044
Income from Lottery		352,349	-	352,349	362,300
<b>Investments</b>	4	138,165	-	138,165	60,763
<b>Other</b>	5	56,334	-	56,334	21,767
<b>Total Income</b>		<u>9,435,538</u>	<u>255,083</u>	<u>9,690,621</u>	<u>8,920,301</u>
<b>EXPENDITURE ON:</b>					
<b>Raising Funds</b>					
Fundraising Costs	6	1,229,446	7,853	1,237,299	956,198
Trading Costs of Goods Sold and Other Costs	3	1,154,486	-	1,154,486	968,999
<b>Charitable activities</b>					
In Patient	6	3,384,537	35,332	3,419,869	3,578,219
Therapies	6	478,704	29,242	507,946	337,767
Community Nursing	6	2,561,750	58,901	2,620,651	2,107,777
Patient & Family Support	6	381,001	121,524	502,525	355,612
<b>Total Expenditure</b>		<u>9,189,924</u>	<u>252,852</u>	<u>9,442,776</u>	<u>8,304,572</u>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		245,614	2,231	247,845	615,729
Net gains/(losses) on investments	13	(145,827)	-	(145,827)	253,288
<b>Net income/(expenditure)</b>		<u>99,787</u>	<u>2,231</u>	<u>102,018</u>	<u>869,017</u>
Gross transfers between funds	19	47,708	(47,708)	-	-
<b>Net movement in funds</b>		<u>147,495</u>	<u>(45,477)</u>	<u>102,018</u>	<u>869,017</u>
Fund balances at 1 April 2022		<u>19,682,600</u>	<u>94,730</u>	<u>19,777,330</u>	<u>18,908,313</u>
<b>Fund balances at 31 March 2023</b>	20,21	<u><u>19,830,095</u></u>	<u><u>49,253</u></u>	<u><u>19,879,348</u></u>	<u><u>19,777,330</u></u>

All income and expenditure arise from continuing activities.

Full details of income and expenditure by fund for the prior year are given in note 23.

The notes on pages 26 to 43 form part of the financial statements.

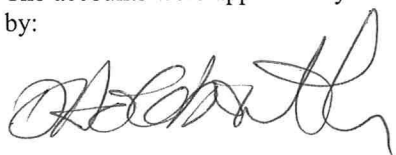
ST WILFRID'S HOSPICE (EASTBOURNE)

CHARITY AND GROUP BALANCE SHEETS

AS AT 31 MARCH 2023

	Notes	Hospice		Group	
		2023 £	2022 £	2023 £	2022 £
<b>FIXED ASSETS</b>					
Tangible assets	12	9,506,686	9,817,946	9,506,686	9,817,946
Investments	13	4,493,457	4,334,859	4,493,356	4,334,758
		<u>14,000,143</u>	<u>14,152,805</u>	<u>14,000,042</u>	<u>14,152,704</u>
<b>CURRENT ASSETS</b>					
Stocks		5,463	8,805	10,964	12,882
Debtors	14	2,986,786	3,265,614	2,932,554	3,191,652
Cash at bank and in hand		4,434,083	3,912,202	4,498,075	4,005,285
		<u>7,426,332</u>	<u>7,186,621</u>	<u>7,441,593</u>	<u>7,209,819</u>
<b>CREDITORS:</b> amounts falling due within one year	15	<u>(1,549,641)</u>	<u>(1,563,332)</u>	<u>(1,562,287)</u>	<u>(1,585,193)</u>
<b>NET CURRENT ASSETS</b>		<u>5,876,691</u>	<u>5,623,289</u>	<u>5,879,306</u>	<u>5,624,626</u>
<b>TOTAL ASSETS LESS</b>					
<b>CURRENT LIABILITIES</b>		<u>19,876,834</u>	<u>19,776,094</u>	<u>19,879,348</u>	<u>19,777,330</u>
<b>NET ASSETS</b>		<u><u>19,876,834</u></u>	<u><u>19,776,094</u></u>	<u><u>19,879,348</u></u>	<u><u>19,777,330</u></u>
<b>FUNDS:</b>					
Restricted funds	18	49,253	94,730	49,253	94,730
Unrestricted funds:					
Designated funds	19	13,911,275	14,217,535	13,911,275	14,217,535
Operating reserve	19	5,916,306	5,463,829	5,918,820	5,465,065
		<u>19,876,834</u>	<u>19,776,094</u>	<u>19,879,348</u>	<u>19,777,330</u>

The accounts were approved by the Trustees and authorised for issue on 26 September 2023 and signed on its behalf by:



Mr D Holdsworth (Chair of Audit Committee)

The surplus for the charity only for the year is £100,738 (Surplus 2022: £863,385).

The notes on pages 26 to 43 form part of the financial statements.

## ST WILFRID'S HOSPICE (EASTBOURNE)

## CONSOLIDATED STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2023

	Note	2023 £	2022 £
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by operating activities</i>	21	797,487	1,458,545
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		138,165	60,763
Proceeds from the sale of plant and equipment		-	170
Purchase of property, plant and equipment		(138,437)	(205,975)
Transfer of investments		-	(724,295)
Purchase of investments		(1,387,600)	(2,500,000)
Disposal of investments		1,075,458	-
Movement in investment cash		7,717	-
<b>Net cash (used in) investing activities</b>		<u>(304,697)</u>	<u>(3,369,338)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(492,790)	(1,910,792)
Cash and cash equivalents at the beginning of the reporting period		4,005,285	5,916,077
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>4,498,075</u>	<u>4,005,285</u>

**1. ACCOUNTING POLICIES**

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

**1.1 Statement of compliance**

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

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

**1.2 General information**

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ.

**1.3 Preparation of accounts on a going concern basis**

At the time of approving the financial statements, Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In addition, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of the Charity's financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

**1.4 Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. 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. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2023. The company has taken advantage of the exemption from presenting its own income and expenditure account. The surplus of the company for the financial year amounted to £68,502 (Surplus 2022: £863,385). All intercompany transactions are eliminated on consolidation.

**1. ACCOUNTING POLICIES (continued)**

**1.5 Income**

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For legacies, entitlement is taken on a case-by-case basis. Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Statutory funding comprises amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified, and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

**1.6 Retail, Hospitality and Leisure Grant Fund Income**

Income from the above fund has been recognised at the date that the funding details and entitlement criteria were published by the government. There are no performance conditions attached to the funding that would prevent recognition at this date.

**1.7 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities.
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness.
- Other expenditure represents the costs associated with investment properties.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

**1.8 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows: Freehold land is not depreciated.

Freehold buildings	2% p.a. on cost
Computer equipment	20% - 33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

**1. ACCOUNTING POLICIES (continued)**

**1.9 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.10 Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

**1.11 Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

**1.12 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.

**1.13 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.

**1.14 Cash at bank and in hand**

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

**1.15 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

**1.16 Donated goods**

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

**1.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 1. ACCOUNTING POLICIES (continued)

## 1.18 Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

2. DONATIONS, LEGACIES AND STATUTORY FUNDING	Unrestricted Funds	Restricted Funds	2023
	£	£	£
Donations and Gifts	1,550,470	255,083	1,805,553
Legacies Receivable	3,848,600	-	3,848,600
	<u>5,399,070</u>	<u>255,083</u>	<u>5,654,153</u>
Grants Receivable for Core Activities	2,229,382	-	2,229,382
	<u>7,628,452</u>	<u>255,083</u>	<u>7,883,535</u>
DONATIONS, LEGACIES AND STATUTORY FUNDING	Unrestricted Funds	Restricted Funds	2022
	£	£	£
<b>Prior Year – 2022</b>			
Donations and Gifts	1,326,496	453,563	1,780,059
Legacies Receivable	2,893,719	-	2,893,719
	<u>4,220,215</u>	<u>453,563</u>	<u>4,673,778</u>
Grants Receivable for Core Activities	2,212,651	453,998	2,666,649
	<u>6,432,866</u>	<u>907,561</u>	<u>7,340,427</u>

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

## YEAR ENDED 31 MARCH 2023

3. ACTIVITIES FOR GENERATING FUNDS	2023		2022	
	£	£	£	£
<b>Trading income and costs</b>				
<b>Trading income</b>				
Donated goods income	1,048,977		955,404	
Bought in goods income	43,682		37,951	
Street café income	167,579		73,273	
Other operating income	-		68,416	
		1,260,238		1,135,044
<b>Trading expenses</b>				
Cost of sales	35,877		29,734	
Street café costs	155,462		96,774	
Staff expenses	475,443		414,547	
Property expenses	351,518		331,284	
Administration expenses	135,815		73,295	
Dilapidations/Depreciation	371		23,365	
		1,154,486		968,999
Less interest received	(170)		(4)	
		1,154,316		968,995
<b>Total (deficit)/surplus</b>		<u>105,922</u>		<u>166,049</u>
<b>Number of shops</b>		<u>9</u>		<u>8</u>

Note: £6,500 management fee has been eliminated on consolidation, which reduced the trading deficit compared to the Trading Company deficit shown in note 11.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

<b>4. INVESTMENT INCOME - UNRESTRICTED</b>				<b>2023</b>	<b>2022</b>
				£	£
Rental income from investment properties				25,328	26,746
Income from listed investments				80,669	21,454
Interest receivable				32,168	12,563
				<u>138,165</u>	<u>60,763</u>
<b>5. OTHER INCOME – UNRESTRICTED</b>				<b>2023</b>	<b>2022</b>
				£	£
Other Income				56,334	21,767
				<u>56,334</u>	<u>21,767</u>
<b>6. TOTAL EXPENDITURE</b>					
	<b>Staff</b>	<b>Other</b>	<b>Support</b>	<b>Total</b>	
	<b>Costs</b>	<b>Direct</b>	<b>Costs</b>	<b>2023</b>	
	<b>£</b>	<b>Costs</b>	<b>Allocation</b>	<b>£</b>	
<b>Charitable expenditure</b>					
<b>Primary costs</b>					
Inpatient	2,031,113	156,330	1,232,426	3,419,869	
Therapies	311,868	22,497	173,581	507,946	
Community Nursing	1,534,596	44,568	1,041,487	2,620,651	
Patient & Family Support	303,296	8,290	190,939	502,525	
	<u>4,180,873</u>	<u>231,685</u>	<u>2,638,433</u>	<u>7,050,991</u>	
<b>Costs of generating funds</b>					
Non-charitable Trading	475,443	679,043	-	1,154,486	
Fundraising	497,734	409,761	329,804	1,237,299	
	<u>5,154,050</u>	<u>1,320,487</u>	<u>2,968,237</u>	<u>9,442,776</u>	
<b>SUPPORT COSTS</b>				<b>2023</b>	
				<b>Total</b>	
				<b>£</b>	
Support staff				1,496,008	
Office				208,669	
Premises and utilities				1,237,405	
Governance				26,155	
				<u>2,968,237</u>	
<b>GOVERNANCE COSTS</b>					
Legal and professional				6,940	
Auditors' remuneration				19,215	
				<u>26,155</u>	

Restricted expenditure for 2023 £300,560 (2022 £1,164,078), unrestricted expenditure 2023 £9,189,924 (2022 £7,140,494).

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

## 6. TOTAL EXPENDITURE (continued)

## Prior Year - 2022

	Staff Costs £	Other Direct Costs £	Support Costs Allocation £	Total 2022 £
<b>Charitable expenditure</b>				
<b>Primary costs</b>				
In Patient	2,047,604	783,666	746,949	3,578,219
Therapies	165,371	67,192	105,204	337,767
Community Nursing	1,280,845	206,227	620,705	2,107,777
Patient & Family Support	196,899	85,069	73,644	355,612
	<u>3,690,719</u>	<u>1,142,156</u>	<u>1,546,502</u>	<u>6,379,375</u>
<b>Costs of generating funds</b>				
Non-charitable trading	406,005	562,994	-	968,999
Fundraising	504,306	315,127	136,765	956,198
	<u>4,601,030</u>	<u>2,020,277</u>	<u>1,683,267</u>	<u>8,304,572</u>

**SUPPORT COSTS**

	2022 Total £
Support staff	1,252,472
Office	120,805
Premises and utilities	283,472
Governance	26,518
	<u>1,683,267</u>

**GOVERNANCE COSTS**

Legal and professional	9,343
Auditors' remuneration	17,175
	<u>26,518</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

<b>7. NET INCOME/(EXPENDITURE)</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Net income is stated after:		
Auditors' remuneration		
- Audit services	17,015	15,125
- Non-audit services	2,200	2,050
Depreciation	429,359	421,891
	<u>          </u>	<u>          </u>

**8. TRUSTEES AND RELATED PARTY TRANSACTIONS**

No trustees were reimbursed expenses during the year (2022: No trustees).

None of the other trustees (or any persons connected with them) received any remuneration or reimbursement of expenses during the current or preceding year.

There were no other related party transactions during the current or preceding year.

<b>9. EMPLOYEES</b>	<b>Hospice and Group</b>	
	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
The average monthly number of employees during the year was:		
In Patient	71	71
Therapies	10	7
Community Nursing	60	59
Patient & Family Support	11	10
Support staff	49	54
Fundraising	19	13
Retail	21	24
	<u>          </u>	<u>          </u>
	241	238
	<u>          </u>	<u>          </u>
The full-time equivalent number of employees at March was:		
Inpatient	38	43
Therapies	8	7
Community Nursing	38	30
Patient & Family Support	7	5
Support staff	36	40
Fundraising	15	11
Retail	17	19
	<u>          </u>	<u>          </u>
	159	155
	<u>          </u>	<u>          </u>
<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and salaries	5,685,319	5,002,980
National insurance	496,698	423,807
Pension costs	452,264	426,715
Redundancy costs	15,777	-
	<u>          </u>	<u>          </u>
	6,650,058	5,853,502
	<u>          </u>	<u>          </u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

9. EMPLOYEES (continued)

The number of employees whose annual remuneration was £60,000 or more were:

	2023 Number	2022 Number
£60,000 - £70,000	-	-
£70,000 - £80,000	1	1
£80,000 - £90,000	1	2

Contributions totalling £15,361 (2022: £19,632) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Charity/Group were £480,226 (2022: £317,204).

The redundancy costs of £15,777 (2022: £nil) were fully settled before the year-end.

10. TAXATION

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY

The charity has wholly owned group companies which are incorporated in the UK and their registered office address is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ. St Wilfrid's Hospice (Eastbourne) Projects Limited was dormant during the current and preceding year, but St Wilfrid's Hospice Trading Company Limited sells Brought In Goods from 9 different branches and the Street Café operations as shown in note 3 to the accounts. However, note 3 shows the full Retail operation income and costs, Donated Goods income is now recognised within the Charity Accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	2023 £	2022 £
Turnover	211,261	111,224
Other operating income	-	68,416
Expenditure	(177,917)	(122,358)
Operating (loss)/ profit	33,344	57,282
Interest receivable	170	4
<b>(Loss)/profit for the year</b>	<b>33,514</b>	<b>57,286</b>
	<b>2023 £</b>	<b>2022 £</b>
Tangible fixed assets	-	-
Current assets	92,742	104,851
Current liabilities	(57,890)	(103,513)
<b>Net (liabilities)/assets</b>	<b>34,852</b>	<b>1,338</b>
<b>Capital and reserves</b>	<b>34,852</b>	<b>1,338</b>

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

## YEAR ENDED 31 MARCH 2023

## 12. TANGIBLE FIXED ASSETS

Hospice	Land and Buildings £	Computer Equipment £	Plant and equipment £	Fixtures And Fittings £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2022	11,061,021	514,537	153,128	729,003	86,904	12,544,593
Additions	-	24,236	2,851	111,351	-	138,438
Disposals	-	(16,564)	(15,544)	(238,853)	-	(270,961)
At 31 March 2023	11,061,021	522,209	140,435	601,501	86,904	12,412,070
<b>Depreciation</b>						
At 1 April 2022	1,720,738	328,634	96,445	529,364	51,465	2,726,645
Charge for the year	202,120	111,400	26,044	77,190	12,605	429,359
On disposals	-	(15,360)	(14,502)	(220,759)	-	(250,621)
At 31 March 2023	1,922,858	424,674	107,987	385,795	64,070	2,905,384
<b>Net Book Value</b>						
At 31 March 2023	9,138,163	97,535	32,448	215,706	22,834	9,506,686
At 31 March 2022	9,340,283	185,903	56,683	199,639	35,439	9,817,947
<b>Group</b>						
<b>Cost</b>						
At 1 April 2022	11,061,021	516,187	153,128	729,003	86,904	12,546,243
Additions	-	24,236	2,851	111,351	-	138,438
Disposals	-	(16,564)	(15,544)	(238,853)	-	(270,961)
At 31 March 2023	11,061,021	523,859	140,435	601,501	86,904	12,413,720
<b>Depreciation</b>						
At 1 April 2022	1,720,738	330,284	96,445	529,364	51,465	2,728,296
Charge for the year	202,120	111,400	26,044	77,190	12,605	429,359
On disposals	-	(15,360)	(14,502)	(220,759)	-	(250,621)
At 31 March 2023	1,922,858	426,324	107,987	385,795	64,070	2,907,034
<b>Net Book Value</b>						
At 31 March 2023	9,138,163	97,535	32,448	215,706	22,834	9,506,686
At 31 March 2022	9,340,283	185,903	56,683	199,639	35,439	9,817,947

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

13 FIXED ASSET INVESTMENTS - GROUP AND HOSPICE	Investment	Listed	Total	
	Properties £	Investments £	Investments £	
Market value at 1 April 2022	935,000	3,399,758	4,334,758	
Additions at market value	-	1,387,600	1,387,600	
Disposals at cost	-	(1,075,458)	(1,075,458)	
Revaluation	5,000	(150,827)	(145,827)	
Movement in investment cash	-	(7,717)	(7,717)	
<b>Group Market value at 31 March 2023</b>	<b>940,000</b>	<b>3,553,356</b>	<b>4,493,356</b>	
<b>Investment in subsidiaries</b>				
Share capital				
. St Wilfrid's Hospice (Eastbourne) Projects Limited			1	
. St Wilfrid's Hospice Eastbourne Trading Company Limited			100	
<b>Hospice Market value at 31 March 2023</b>			<b>4,493,457</b>	
<b>Historical cost:</b>				
At 31 March 2023	516,851	3,598,296	4,115,147	
At 31 March 2022	516,851	3,517,956	4,034,807	
<b>14. DEBTORS</b>				
	<b>Hospice</b>		<b>Group</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Legacies	1,483,701	1,514,772	1,483,701	1,514,772
Trade debtors	889,742	1,027,240	889,742	1,029,038
Amounts owed by group undertakings	54,232	81,652	-	-
Prepayments & accrued income	471,531	640,491	471,531	646,384
Other debtors	87,579	1,459	87,579	1,459
	<u>2,986,786</u>	<u>3,265,614</u>	<u>2,932,554</u>	<u>3,191,652</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

---

15. CREDITORS: amounts falling due within one year	Hospice		Group	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	308,311	318,752	308,311	325,497
Taxes and social security costs	109,360	27,054	109,360	28,025
Other creditors	87,280	174,923	97,511	174,923
Accruals	53,745	61,395	56,160	75,540
Deferred income	990,945	981,208	990,945	981,208
	<u>1,549,641</u>	<u>1,563,332</u>	<u>1,562,287</u>	<u>1,585,193</u>

**16. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £207,258 (2022: £197,725).

The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £454,054 (2022: £436,738).

**17. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

## 18. RESTRICTED FUNDS – GROUP AND CHARITY

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

RESTRICTED INCOME 22/23	Balance at	Movement in funds		Balance at
	1 April 2022	Income	Expenditure	31 March 2023
	£	£	£	£
In Patient Unit	-	4,630	(3,417)	1,213
Hospice In the Community	2,090	44,677	(46,283)	484
Therapies & Living Well Service	-	5,800	(5,000)	800
Patient & Family Support	-	80,538	(80,538)	-
Other Restricted Funds	14,757	56,918	(71,675)	-
Anne Beech Bursary Fund	-	6,210	-	6,210
IPU Capital & Improving Patient Care Appeal	26,590	-	(25,934)	656
Minibus Appeal	11,651	-	(4,056)	7,595
Seahorse Project	6,389	28,358	(34,747)	-
Spiritual Support Appeal	1,692	-	(1,692)	-
Spring Appeal 2023	-	18,620	-	18,620
Syringe Driver Appeal	-	9,332	-	9,332
Wellbeing Appeal	31,561	-	(27,218)	4,343
	<u>94,730</u>	<u>255,083</u>	<u>(300,560)</u>	<u>49,253</u>

- The In Patient Unit fund is ad-hoc donations received specifically for use or benefit of in patients or In Patient Unit staff costs.
- The Hospice in the Community Fund is supporting the 'Closer to You' fund for growth in the community.
- The Therapies & Living Well Service fund is ad-hoc donations received specifically for use or benefit of therapies patients or Therapies and Living Well staff costs.
- The Patient & Family Support fund is ad-hoc donations received specifically for the funding of the Hospice's bereavement, counselling, and social work costs.
- Other Restricted Funds represents donations and fundraising given for specific projects. For example, Digital Health Improvements.
- Anne Beech Bursary Fund is set up in the memory of Anne Beech, it is to be used towards the cost of training a Healthcare Assistant to become a Registered Nurse.
- The IPU Capital and Improving Patient Care Appeal is fundraising for IPU capital items and continuing patient care including nursing.
- The Minibus Appeal was set up for the purchase and running costs of a minibus for patient transport.
- The Seahorse Project is to support children's bereavement services.
- The Spiritual Support Fund is set up to meet the expenditure of the Hospice's spiritual support work.
- The Spring Appeal 2023 was for the purpose of raising funds to buy patient equipment.
- The Syringe Driver Appeal was for raising funds specifically to buy new syringe drivers.
- The Wellbeing Appeal is a fund to support the Wellbeing clinics and facilities for our day care patients.
- £47,708 of the above expenditure relates to the purchase of fixed assets.

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

## 18. RESTRICTED FUNDS (continued)

Prior Year Restricted funds	Balance at	Movement in funds		Balance at
	1 April 2021 £	Income £	Expenditure £	31 March 2022 £
IPU Capital and Improving Patient Care Appeal	158,615	51,462	(183,487)	26,590
Hospice in the Community	34,358	153,876	(186,144)	2,090
Wellbeing Appeal	36,090	15,730	(20,259)	31,561
Minibus Appeal	41,177	-	(29,526)	11,651
Spiritual Support Fund	4,477	-	(2,785)	1,692
Garden Project	13,084	900	(13,984)	-
Big Lottery Volunteers Project	34,060	77,000	(111,060)	-
Other Restricted Funds	16,328	113,777	(115,348)	14,757
BBC Children in Need Seahorse Project	9,429	34,327	(37,367)	6,389
Community Bereavement Project	3,629	6,491	(10,120)	-
COVID-19 Emergency Response Funding	-	453,998	(453,998)	-
	<u>351,247</u>	<u>907,561</u>	<u>(1,164,078)</u>	<u>94,730</u>

## 19. UNRESTRICTED FUNDS – GROUP AND HOSPICE

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/(losses) £	Transfers £	Balance at 31 March 2023 £
Asset Management Reserve	700,000	-	-	-	-	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	-	2,560,177
Strategic Development Reserve	954,412	-	-	-	-	954,412
Fixed Asset Reserve	9,817,946	-	-	-	(311,260)	9,506,686
Property Revaluation Reserve	185,000	-	-	5,000	-	190,000
<b>Designated funds</b>	<b>14,217,535</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>(311,260)</b>	<b>13,911,275</b>
<b>General funds</b>	<b>5,465,065</b>	<b>9,435,537</b>	<b>(9,189,924)</b>	<b>(150,827)</b>	<b>358,968</b>	<b>5,918,820</b>
<b>Total Unrestricted Funds</b>	<b>19,682,600</b>	<b>9,435,537</b>	<b>(9,189,924)</b>	<b>(145,827)</b>	<b>47,708</b>	<b>19,830,095</b>
<b>Restricted Funds</b>	<b>94,730</b>	<b>255,083</b>	<b>(252,852)</b>	<b>-</b>	<b>(47,708)</b>	<b>49,253</b>
<b>Total Reserves</b>	<b>19,777,330</b>	<b>9,690,620</b>	<b>(9,442,776)</b>	<b>(145,827)</b>	<b>-</b>	<b>19,879,348</b>

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/(losses) £	Transfers £	Balance at 31 March 2022 £
Asset Management Reserve	600,000	-	-	-	100,000	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	-	2,560,177
Strategic Development Reserve	975,130	-	-	-	(20,718)	954,412
Fixed Asset Reserve	10,034,033	-	-	-	(216,087)	9,817,946
Revaluation Reserve	-	-	-	185,000	-	185,000
<b>Designated funds</b>	<b>14,169,340</b>	<b>-</b>	<b>-</b>	<b>185,000</b>	<b>(136,805)</b>	<b>14,217,535</b>
<b>General funds</b>	<b>4,387,726</b>	<b>8,012,740</b>	<b>(7,140,494)</b>	<b>68,288</b>	<b>136,805</b>	<b>5,465,065</b>
<b>Total Unrestricted Funds</b>	<b>18,557,066</b>	<b>8,012,740</b>	<b>(7,140,494)</b>	<b>253,288</b>	<b>-</b>	<b>19,682,600</b>

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed that in future a minimum of 10% of any surplus generated would be allocated to the Asset Management Reserve.

The Legacy Equalisation Reserve has been set up to smooth out any year-on-year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. The only movement this year is in respect of fees for Sussex Hospices Collaboration workstreams, which the Board agreed would come from the Strategic Development Reserve.

The Fixed Asset Reserve represents the charity's investments in fixed assets. The transfers out this year represent the net position of additions, disposals, and depreciation.

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS	General Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible Fixed Assets	-	9,506,686	-	9,506,686
Fixed Asset Investments	4,493,356	-	-	4,493,356
Current Assets	2,987,750	4,404,589	49,253	7,441,593
Creditors: amounts falling due within one year	(1,562,287)	-	-	(1,562,287)
	<u>5,918,819</u>	<u>13,911,275</u>	<u>49,253</u>	<u>19,879,348</u>
ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year	General Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2022 are represented by:				
Tangible Fixed Assets	-	9,817,946	-	9,817,946
Fixed Asset Investments	4,334,758	-	-	4,334,758
Current Assets	2,715,500	4,399,589	94,730	7,209,819
Creditors: amounts falling due within one year	(1,585,193)	-	-	(1,585,193)
	<u>5,465,065</u>	<u>14,217,535</u>	<u>94,730</u>	<u>19,777,330</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2023

21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	2023 £	2022 £
Net income for the reporting period (as per the statement of financial activities)	102,018	869,017
<b>Adjustments for:</b>		
Depreciation charges	429,359	421,891
Loss on Disposal of Fixed Assets	20,340	-
Losses/(Gains) on investments	145,827	(253,288)
Dividends, interest and rent from investments	(138,165)	(60,763)
(Profit)/loss on the sale of fixed assets	-	(170)
Decrease/(increase) in stocks	1,918	2,781
Decrease/(increase) in debtors	259,098	530,592
Increase/(decrease) in creditors	(22,908)	8,486
Changes in assets held for resale	-	-
<b>Net cash provided by operating activities</b>	<u>797,487</u>	<u>1,458,545</u>

22. OPERATING LEASES COMMITMENTS	2023 £	2022 £
<b>Group Leases:</b>		
Within one year	14,026	5,169
Within two to five years	40,629	-
	<u>54,655</u>	<u>5,169</u>
<b>Charity Leases:</b>		
Within one year	14,026	5,169
Within two to five years	40,629	-
	<u>54,655</u>	<u>5,169</u>

At the year end, the charity was committed to make the above payments in total in respect of operating leases.

## 23. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2022)

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>INCOME FROM:</b>				
<b>Donations and legacies</b>	4,220,215	453,563	4,673,778	5,543,781
<b>Charitable activities</b>				
Statutory funding and grants	2,212,651	453,998	2,666,649	4,197,697
<b>Other trading activities</b>				
Income from trading	1,135,044	-	1,135,044	475,161
Income from lottery	362,300	-	362,300	320,003
<b>Investments</b>	60,763	-	60,763	34,221
<b>Other</b>	21,767	-	21,767	138,108
<b>Total income</b>	<u>8,012,740</u>	<u>907,561</u>	<u>8,920,301</u>	<u>10,712,323</u>
<b>EXPENDITURE ON:</b>				
<b>Raising funds</b>				
Fundraising costs	940,462	15,736	956,198	959,275
Trading costs of goods sold and other costs	968,999	-	968,999	877,390
<b>Charitable activities</b>				
In Patient	2,854,793	723,426	3,578,219	3,931,650
Therapies	259,108	78,659	337,767	575,564
Community Nursing	1,850,216	257,561	2,107,777	1,717,095
Patient & Family Support	266,916	88,696	355,612	-
<b>Total expenditure</b>	<u>7,140,494</u>	<u>1,164,078</u>	<u>8,304,572</u>	<u>8,060,974</u>
Net gains/(losses) on investments	253,288	-	253,288	-
<b>Net income/(expenditure)</b>	<u>1,125,534</u>	<u>(256,517)</u>	<u>869,017</u>	<u>2,651,349</u>
Gross transfers between funds	-	-	-	-
<b>Net movement in funds</b>	<u>1,125,534</u>	<u>(256,517)</u>	<u>869,017</u>	<u>2,651,349</u>
Fund balances at 1 April 2021	<u>18,557,066</u>	<u>351,247</u>	<u>18,908,313</u>	<u>16,256,964</u>
<b>Fund balances at 31 March 2022</b>	<u><u>19,682,600</u></u>	<u><u>94,730</u></u>	<u><u>19,777,330</u></u>	<u><u>18,908,313</u></u>



**ST WILFRID'S HOSPICE (EASTBOURNE)**

England & Wales - Charity number 283686

---

# Accounts

---



**ST WILFRID'S HOSPICE (EASTBOURNE)  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**Charity Registration Number: 283686  
Company Registration Number: 01594410 (England and Wales)**

**ST WILFRID'S HOSPICE (EASTBOURNE)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

---

<b>CONTENTS</b>	<b>Page</b>
Legal and administrative information	1
Trustees' report	2 – 20
Independent Auditor's report	21 - 23
Consolidated statement of financial activities	24
Charity and Group balance sheets	25
Consolidated statement of cash flows	26
Notes to the financial statements	27 – 44

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2022**

---

<b>REGISTERED NAME OF CHARITY</b>	St Wilfrid's Hospice (Eastbourne)
<b>CHARITY NUMBER</b>	283686
<b>COMPANY NUMBER</b>	1594410
<b>PRINCIPAL OFFICE/REGISTERED OFFICE</b>	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
<b>PRESIDENT</b>	Her Majesty The Queen Consort
<b>PATRONS</b>	His Grace the Duke of Devonshire KCVO, CBE Mr David Dimbleby Dr Joan Hester
<b>TRUSTEES</b>	Mr S O'Leary (appointed on 28 September 2021) (Chair from 1 January 2022) Ms F MacIntyre (Chair until 31 December 2021) Mr D Adams Dr M Barnes Mr A Breeze (retired 28 September 2021) Mrs J Butler Ms L Chambers Dr J McGowan (retired 22 March 2022) Mr G Meyer Mrs V Morrey (retired 28 September 2021) Mrs K Planterose (retired 28 September 2021) Mrs M Richardson Mr D Turner
<b>CHIEF EXECUTIVE</b>	Mr D Scott-Ralphs
<b>LEADERSHIP TEAM</b>	Mr D Barclay (Medical Director) Mr C Twomey (Clinical Services Director) Ms A Dechamps (Patient & Family Support Director) Mrs P Russell (Development Director) Ms Vinyo Aidam (Finance and IT Director -appointed 1 April 2021, retired 8 April 2022) Mr D Mackenzie (Finance and IT Director – appointed 8 April 2022)
<b>PROFESSIONAL ADVISORS</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2022

---

**Chair's introduction**

In 2021 St Wilfrid's Hospice celebrated 40 years of providing care to the people of Eastbourne and surrounding areas of East Sussex. Over these years we have supported tens of thousands of people at the end of their lives, and their families, with services which have continued to grow and develop. Despite some disruption to normal activity resulting from the Covid-19 pandemic, we were able to celebrate all that has been achieved, while looking forward to the future. A highlight of the year was a visit by HRH The Duchess of Cornwall in November, when she had the opportunity to meet patients and families and to thank members of staff, volunteers and some of our key supporters. It was a joyous occasion. We are delighted that Her Royal Highness has recently agreed to become the Hospice President and record our grateful thanks.

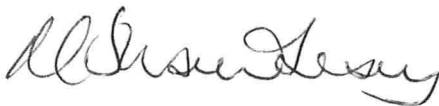
I took over from Fiona MacIntyre as Chair of Trustees in January 2022 and want to record my thanks to Fiona for her steady stewardship of the Hospice as it has developed over the last six years. I also wish to thank Trustees Karen Planterose and Alan Breeze, who stood down at our AGM in September 2021, having served their full nine-year term as a Trustee; Vicki Morrey, who also stood down in September for personal reasons; and Dr Janet McGowan, who retired in March as she moved out of the area. All have served the hospice with distinction.

We provided a full range of clinical and psychosocial support during the second year of the pandemic and we were able to begin building up again Living Well activity which focuses on rehabilitation. Counselling support continued to be made available to our whole community, including children and young people, and the causes of bereavement were many and varied. There was however an overall reduction in people supported last year, for the first time, which we believe was due to a variety of mainly external factors, further explained in the Trustees Report.

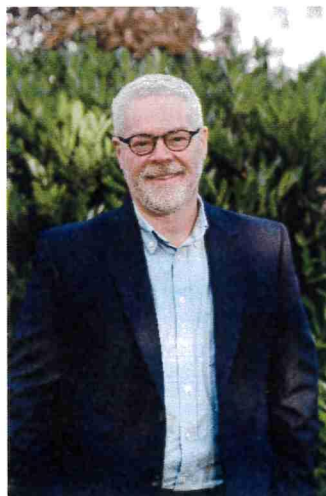
The current Closer to You strategic framework, developed in 2017, is due for review this year. This strategy was developed with the overarching aim of reaching more people and doing so both in the hospice and in their homes and local communities. I'm pleased to report that over the last five years patient 'reach' has grown by around 40% and overall 'reach' by 50%. Total activity in the community has doubled in this time and we have been supporting a greater number of people with non-cancer conditions. Despite these successes however, there remains much for us to do, as we are still only supporting around one third of people who are dying in our locality.

The Hospice continues to enjoy strong financial support and for this we are grateful to our local community, which still provides around 70% of our funding. The pandemic has also strengthened our relationship with the NHS and we hope that this will bring a greater level of statutory funding in the future.

On behalf of the Board of Trustees, I thank all our staff and volunteers for their dedicated work and our supporters for staying the course with us.



**Shaun O'Leary**  
Chair



### HEADLINES FROM 2021/22

- Direct support was provided to **1,510 patients**, which was a reduction of 10% on the previous year.
- Support to carers grew, meaning that total reach last year was **2,186 people**, a reduction of 7% overall.
- **27%** of patients in receipt of care had a non-cancer diagnosis, a reduction from 32% the previous year.
- There were **218 inpatient admissions** last year, with an average length of stay of 21 days (median 12 days). The occupancy rate was 64%.
- Our multi-disciplinary Community team provided **5,274 face-to-face support sessions** and **20,878 telephone contacts**.
- There were **17,961 calls** to the 24/7 NurseLine, 7% below last year's figure.
- The Care at Home team provided **12,390 hours of personal care in the home** to 143 people, an increase of 23%.
- We began providing again individual and group therapy in the renamed Living Well service, with **400 session attendances**.
- Counselling activity grew, with **3,009 professional sessions** for **656 people**. This service continued to be available to the whole community. Of this number, **120** were children and young people, 70% of whom were not connected to a hospice patient.
- Community Support Volunteers provided **befriending support to 137 patients** and further informal support to **57 family members**.
- **76%** of patients died in their preferred place of care where they listed a preference.
- **94%** of urgent referrals were responded to within 24 hours.
- **92%** of bereaved families were extremely likely to recommend St Wilfrid's as a place of care and 6% likely.
- Total income reduced by 17% (£1.792M) due to lower legacy and Covid-related income, but the charity recorded a surplus of £869K.

### OUR VISION

A community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain.

### OUR MISSION

Reaching out to transform end of life care.

### OUR VALUES

#### Compassionate

We care about each other. We will go out of our way to recognise when someone needs our help and support and will respond to the very best of our ability.

#### Professional

We use our knowledge and skills individually and collectively to deliver the best service possible to those we support. We proactively seek to improve and enhance our skills, taking pride in developing ourselves and others.

#### Progressive

We're forward looking and thinking. We pursue opportunities to improve and find better ways of doing things through new ideas and approaches.

#### Respectful

We treat people with dignity and respect, always acknowledging and respecting people's individuality. What makes us different makes us better.

## OBJECTIVES AND ACTIVITIES

### About St Wilfrid's Hospice

St Wilfrid's is the local hospice for the town of Eastbourne and the surrounding area in East Sussex, including Seaford, Pevensey, Hailsham, Heathfield and Uckfield and all points in between. This comprises a population of c.235,000 people and an area of c.300 square miles.

Our focus is on providing specialist care and support for people living with a terminal illness and for their carers and families. People are generally referred to the hospice by their hospital team, GP or other healthcare professional, although we also accept self-referrals. Our support is geared to deal with a range of issues including uncontrolled pain, nausea, breathlessness, fatigue, anxiety and low mood, as well as practical or family concerns.

We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN), healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. This paid workforce is supported by a team of volunteers doing a range of roles: welcoming, catering, driving, providing respite sitting, befriending, gardening, serving in one of the hospice's community shops, to name but a few.

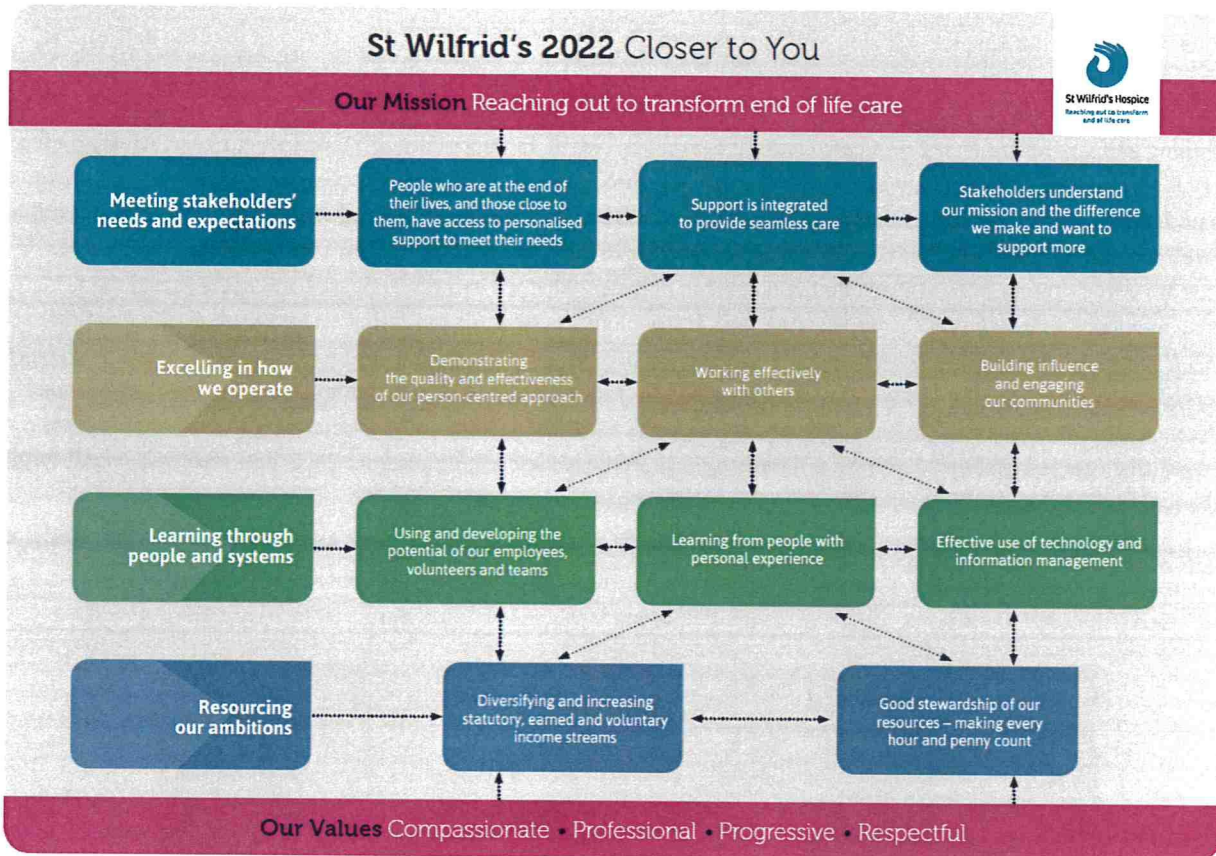
Our aim is to enable patients to live well for whatever period remains of their lives through our holistic support and ideally to become involved in the early stages of a terminal diagnosis.

The range of our services comprises:

- An inpatient facility with 20 ground floor, en-suite bedrooms overlooking beautiful gardens.
- A Community Nursing service providing proactive and responsive support to patients and families in outpatient clinics and in their homes, from 7am to 7pm seven days a week.
- A 24/7 NurseLine offering advice and support at the time of need.
- A Care at Home service providing personal care to help people remain at home.
- A Living Well centre with activity rooms, therapy suites and a gym for rehabilitative palliative care.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.
- Pre- and post-bereavement counselling, for children and young people and adults. This service now supports the whole community and is not restricted to hospice patients.
- Social work support to deal with some of the practical and emotional challenges of a terminal diagnosis.
- Spiritual support to help people find meaning at the end of their lives.
- A befriending and connecting service in the community through Community Support Volunteers and Community Links with other organisations.
- Education about palliative care for other health and care professionals with whom we work in partnership.

**Our strategy – Closer to You**

In 2017 we launched our five-year Closer to You strategy, which is encapsulated in a high level framework:



**Public Benefit**

St Wilfrid's serves a population of 235,000 living in Eastbourne, Seaford, Pevensey, Hailsham, Uckfield, Heathfield and all areas in between, an area of c.300 square miles. Any adult with a terminal illness can be referred by their GP or other healthcare professional and our support is provided without charge. We also provide a community bereavement service free of charge to any child or adult in our catchment area. Around 70% of the hospice's expenditure is funded by voluntary income in a typical year. The Trustees have had due regard to the Charities Commission's guidance relating to Public Benefit and confirm that the Charity's activities as described under the section Objectives and Activities of this report meet the guidance on public benefit.

**External overview**

The last year saw continuing disruption to activity caused by the Covid pandemic, though to a lesser degree than the previous year. It's accepted that Covid will continue to be with us as an endemic disease and thus the hospice, as with other parts of the health and care system, has learnt to adapt to this, maintaining good practices around infection prevention and control and continuing an element of hybrid working. The hospice has continued to benefit from centrally-supplied PPE and also received additional NHS Covid funding in 2021/22, albeit at a lower level than the previous year. There is no expectation of this funding being repeated in the coming year.

Economically, the picture in 2022 and next year is somewhat uncertain, a result of rising inflation and cost pressures in many areas of daily life, compounded by the war in Ukraine. Having initially predicted that inflation would be short-lived, economic forecasters are now saying we will be living with higher prices for some time to come and this also translates into higher wage demands. It remains to be seen what impact this will all have on people's capacity and willingness to give to charity. The early indications for St Wilfrid's remain positive, with good sign ups for events and a generous response to the hospice's spring mailing, although In Memoriam donations are down in the first half of 2022.

In July 2022, Integrated Care Systems (ICS) were put onto a statutory basis, with an Integrated Care Board accountable for planning and delivering health and care services at 'system' level, in the county of Sussex in our case. Most service delivery planning will be at Place, which for Sussex means three Places – East and West Sussex and Brighton and Hove. CCGs no longer exist from July, although their functions and staff have been redeployed within the ICS. These changing structures provide opportunities for hospices to play a greater role in the local health and care system and the Sussex hospices are collaborating both at Place and ICS level to enhance what we can offer. Sussex has been chosen as a reference area for a new national Commissioning and Investment Framework for Palliative and End of Life Care devised by NHS England. This Framework will serve as a guide for ICS in how to plan and commission end of life care services for their local population and to do so on a more consistently funded basis. Alongside this, a new Sussex strategy for palliative and end of life care is in development, based on the national Ambitions for Palliative and End of Life Care framework that was refreshed in 2021. St Wilfrid's own strategic review taking place in 2022 will seek to dovetail with both the national Ambitions framework and the Sussex strategy.



## ACHIEVEMENTS AND PERFORMANCE

### Meeting stakeholder's needs and expectations

The 2021/22 operating year saw for the first time a reduction in people supported, down 10% to 1,510 patients. We believe there are several reasons for this; firstly, the high number of excess deaths in 2020; secondly, some continued inefficiencies in referrals from other parts of the health and care system (in particular for non-cancer conditions); and also our own workforce absence and recruitment challenges at certain times of the year.

In the inpatient unit we had a total of 218 patient stays within the year, which is quite a reduction on the previous year's 267 and 342 the year prior to that. As a result, the occupancy rate on 20 beds was 64%. It's important to stress that this did not mean patients were being denied a hospice bed – there was across all local hospices and more widely a reduction in demand for bedded hospice care. Average length of stay was 21 days. There has been a trend, at least during the pandemic, for more patients to want to receive their care at home, with those coming into the hospice presenting with more complex needs requiring a longer stay. It remains to be seen whether this will be a longer-term trend, although inpatient admissions in the early part of the new year are already a little higher.

Community activity continued to be high, with almost 5,300 face to face sessions and 21,000 telephone contacts delivered by our multi-disciplinary team of doctors, nurses, HCAs and therapists. One of the ambitions during the year was to extend the visiting hours for the community nursing team and this was achieved from November 2021, when availability was increased to 7am to 7pm across the week, with Clinical Nurse Specialists also providing on call support to the visiting team and the NurseLine. The next ambition is to increase visiting availability to 10pm seven days a week. This team was able to respond to 94% of urgent referrals within 24 hours. Calls to the 24/7 NurseLine were down by 7% at 17,961 calls but patient and family feedback continued to show that this service was hugely appreciated both for giving advice and for mobilising more active support when needed.

The pandemic had meant that throughout 2020 and the early part of 2021 we were not running day hospice activities in person, switching instead to online support. However, from last summer we were able to start re-introducing Living Well activities in the hospice, both individual and group sessions, focussing initially on rehabilitative palliative care and complementary therapy. This activity continues to grow and there is an ambition to work closely with other community groups in providing social and psychological support, as well as information and advice, to patients and families, making full use of the hospice building and also in community settings.

Our Care at Home service, with a dedicated team of Care Assistants providing personal care in the home, has been operating since 2017 and last year the team provided over 12,000 hours of support to 143 clients, an increase of 23% on the previous year. The service is largely funded through the Continuing Healthcare funding stream on a referral basis and demand continues to grow. We hope to expand the team in the coming year and in particular to establish a team and base in the north of our territory.

Counselling activity also grew in the year, with over 3,000 professional sessions for 656 individuals. Included in this was support for 120 children through the Seahorse Project. We once again provided counselling support to the whole community, not just those on the hospice caseload and there was a 17% increase in community referrals. There were over 400 carer assessments and 464 carers provided with direct psychosocial support. The small social work team had over 700 face to face contacts, offering vital practical support to patients and families.

### Excelling in how we operate

The four Quality Improvement Priorities set last year were:-

- Improve our response time within the community services.
- Further develop and embed a Rehabilitative Palliative Care model for patients and carers.
- Build confidence regarding virtual consultations and deliver a training programme to staff on digital health
- Improve our approach to suicide awareness and prevention.

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2022

---

A seven-day community visiting service from 7am to 7pm was put in place from 1 November 2021, along with an on-call Clinical Nurse Specialist, also supporting NurseLine, from 4.30pm-10pm. Feedback has been positive and there are plans for a further extension of visiting time to 10pm later in 2022. The community team continued refining the referral criteria and process and work also took place to improve the workflow between the IPU and community.

During 2021 and the early part of 2022, the hospice ran a project focusing on people with learning disabilities. A specialist nurse recruited on a 12-month contract was able to run a series of training sessions both for St Wilfrid's staff and those from other hospices and the health and care system. There has been an increase in the numbers of people with learning disabilities supported, either as patients or bereaved relatives and an improvement in the working relationships between the hospice, learning disability nurses in the community and primary care, which will continue to support better working.

The reintroduction of Living Well face to face sessions allowed for a renewed focus on rehabilitative programmes. Two new Rehabilitation Assistants were recruited during the year and new goal setting processes were established for patients as part of the care plan.

In terms of the digital health priority, a range of guides were produced and training delivered on the use of digital tools such as accuRX and Zoom and on undertaking virtual consultations. The charity applied successfully for 12 month grant funding to establish a Digital Health Nurse Lead role, who took up post in early 2022 and who has undertaken a digital training needs gap analysis.

Six-weekly reflective sessions were set up for the community MDT looking at safeguarding and suicidal ideation, to improve awareness of signs to watch out for and how to respond. A new section was added to the hospice's Employee Wellbeing Hub on suicide awareness and how to support others. E-learning on the subject has been rolled out across the whole workforce.

The hospice measures service quality in a variety of ways, including requesting patients to complete a Views on Care survey about whether the care they are receiving is having a positive impact, through use of the Integrated Palliative Outcomes Scale (IPOS), which measures changes in both physical and psychological symptoms and through sending a VOICES survey to all bereaved families six weeks after someone has died. 83% of patients completing Views on Care stated they were receiving some/a lot of benefit from hospice support and 92% of families said they were extremely likely to recommend the hospice to friends and family. Follow up IPOS scores showed a general reduction in key symptoms experienced.

**Learning through people and systems**

People-related work continued to focus on wellbeing. We increased the number of trained mental health first aiders, bringing the total number to 17 and additionally appointed two Wellbeing Champions. There was a very successful 'Hidden Gems' awards celebration for staff and volunteers as part of the 40<sup>th</sup> birthday celebrations. We conducted an audit on equality, diversity and inclusion (EDI), which identified good practice in many areas as well as a number of areas for improvement and one of the actions arising from this was the appointment of an EDI Lead to coordinate this work as a key priority over the next two years. 55 new people were recruited and inducted into the organisation, though staff turnover rose to 22% on a rolling 12 month basis at year end. The number of active volunteers active in the hospice continued to grow across the year to over 400, after reducing markedly at the beginning of the pandemic.

We made further progress in the digital transformation of how we do our work. We introduced whole-organisation training on Office 365 to help our workforce to get the best out of this new operating system. New HR (CiPHR), e-rostering (Deputy) and incident recording (Sentinel) systems were rolled out and at the end of the year we were about to transition to a new volunteer database, Better Impact. We also made the big strategic decision to move our patient

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2022

---

database from Crosscare to SystemOne in the coming year, bringing us into line with other Sussex hospices and facilitating greater data sharing with other parts of the health and care system.

#### Resourcing our ambitions

The 2020/21 financial year had been an exceptional one for the charity, with a record year for legacies at almost £4m and substantial extra funding from the NHS to keep our core services operating at a time of significantly reduced fundraising and trading activity during the first year of the pandemic.

There continued to be some ongoing disruption to our fundraising programme last year, although we were able to go ahead with the majority of our events programme to make the most of the 40<sup>th</sup> anniversary. As a result, we were able to raise £2.7m from voluntary donations. Legacy notifications continued to be strong, but the value of legacies realised in the financial year fell by £1m to £2.9m. We received additional one-off NHS funding during the winter as Omicron challenged the health system once again and this meant total NHS income last year of £2.7m. We were able to reopen the hospice café in July 2021, but closed it again from December to February during the worst of Omicron. But overall earned income was getting back towards pre-pandemic levels. Retail activity was also considerably higher at just over £1m, despite shops being closed in the early part of the year.

Expenditure was over £500k (7%) under budget, due in the main to salary savings as we encountered challenges in recruiting to the full establishment. Fundraising expenditure was also lower as a couple of large social events were cancelled due to the pandemic.

Some further progress was made on the Sussex hospices collaboration programme. Two knowledge networks were established among Sussex care homes to benefit from the ECHO telementoring programme. In January the first cohort of trainees from across the seven hospices embarked upon the Thrive management development programme. The hospices have also been collaborating to define an external education offer, which from next year will lead to them joining forces to deliver external education through one combined team. St Wilfrid's continued to share a Finance & IT Director with its neighbouring hospice, St Michael's Hastings & Rother and there were other good examples of joint working. Four hospices with operations in East Sussex have joined forces to explore sharing resources to provide helpline advice and this will be explored further in the coming year.

#### Performance of material fundraising activities

	2021/22	2020/21	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	2,894	3,945	(1,051)	(27)
Donations and Gifts	1,780	1,602	178	11
Lottery	362	320	42	13
Trading	1,135	475	660	139

## FINANCIAL REVIEW

### Review of the financial position at the end of the year

The Hospice is reporting a consolidated net surplus of £869k compared to a surplus of £2.651m in 2020-21. Total income for the current financial year is £8.92M, a decrease of £1.792m (-17%) on 2020-21. As referred to in the Resourcing our ambitions section above, 2020-21 was a record year for legacies, generating almost £4m (27% reduction in legacy income on the prior year in 2021-22).

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2022

---

The Hospice was also in receipt of significant statutory funding associated with the ongoing pandemic in 2020-21. Receipts fell by £1.173m (-72%). This was partially offset by an increase in trading income of £660k (139%) reflecting easing of pandemic restrictions.

The consolidated expenditure is £8.305m, an increase of £244k (3%). The expenditure profile is:

	<u>2021-22</u>	<u>2020-21</u>
	£k	£k
• Patient Care	6,356 (76%)	6,224 (77%)
• Fundraising	979 (12%)	959 (12%)
• Trading	969 (12%)	877 (11%)

Reduction in cash from £5.916m to £4.005m mirrors the transfer to an investment portfolio now managed by Rathbones Investment Management.

Legacies fell by £1.05m (-27%), reflecting the record performance in 2020-21. Accrued legacy income amounts to £1.51m (2020-21 £2.11m).

The grant received from NHS East Sussex CCG includes an uplift of 0.5% (2020-21 2%).

#### Going Concern

The Trustees have considered the state of the finances of the charity and are of the view that it continues to be a going concern. A surplus of £869k has been posted for 2021/22. The cash flow is strong and free reserves at year end were at just under 13 months of total expenditure. The vast majority of income is unrestricted and there are strong legacy flows predicted for the coming year from those notified and accrued. A Legacy Equalisation Reserve has been built up to smooth any volatility in legacy receipts. The main risk area is for a sudden drop in legacy notifications and receipts and, in this eventuality, we would be able to draw on this reserve and adapt our planning for the following year. While many of the hospice's costs are fixed, in the event of a substantial drop in income there would be a moratorium on recruitment, which could potentially have some bearing on the services we are able to provide. The organisation does quarterly reforecasting and a monthly rolling cash flow, so would be able to respond quickly to any change in circumstances to flex costs.

#### Investment policy

In 2021 St Wilfrid's Hospice made the decision to invest some of its reserves in an investment portfolio, following the bequest of a large shares portfolio. Rathbones Investment Management were appointed to manage this portfolio on a discretionary basis. The investment policy is to maintain around £3m in liquid cash and to invest other surplus funds in a range of short-term and long-term liquid investments, adopting a medium risk approach and targeting an aggregate return of CPI+3% over a business cycle. We also continue to hold a couple of investment properties, which are let to tenants and provide a rental yield.

#### Funding sources

Our funding comes from:

	2021/22	2020/21
Legacies	32%	37%
Gifts and Donations	20%	15%
Statutory Funding	30%	39%
Trading	13%	4%
Lottery	4%	3%
Investments/other	1%	2%

### **Reserves Policy**

Last year the charity adjusted its reserves policy in light of the continuing uncertainty about the economy following the Covid pandemic and other world events. The Trustees have agreed to target an overall free reserves figure of 9 months of total expenditure. The free reserves figure is comprised of the aggregate of the Operating, Legacy Equalisation, Asset Management and Strategic Development Reserves.

#### Operating reserve

The key risk the Charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Around 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

#### Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income, but can be volatile. The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day to day activity in the event of low legacy receipts in a given year. Funds would be taken from the reserve to make good any shortfall in legacies against the annual budget, unless compensated for by other income streams.

#### Asset Management Reserve

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set aside a minimum of 10% of surplus funds in any given year for future work and at the present time this fund is being built.

#### Strategic Development Reserve

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's strategic aims, whether for revenue or capital expenditure. Some of this reserve was drawn on last year to support the collaboration work with the other Sussex hospices. Part of the strategic development reserve is held in investment properties yielding an income.

#### Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the depreciation of the asset rather than in totality at the time of purchase.

#### Fixed Asset Reserve

This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

#### Revaluation Reserve

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

# ST WILFRID'S HOSPICE (EASTBOURNE)

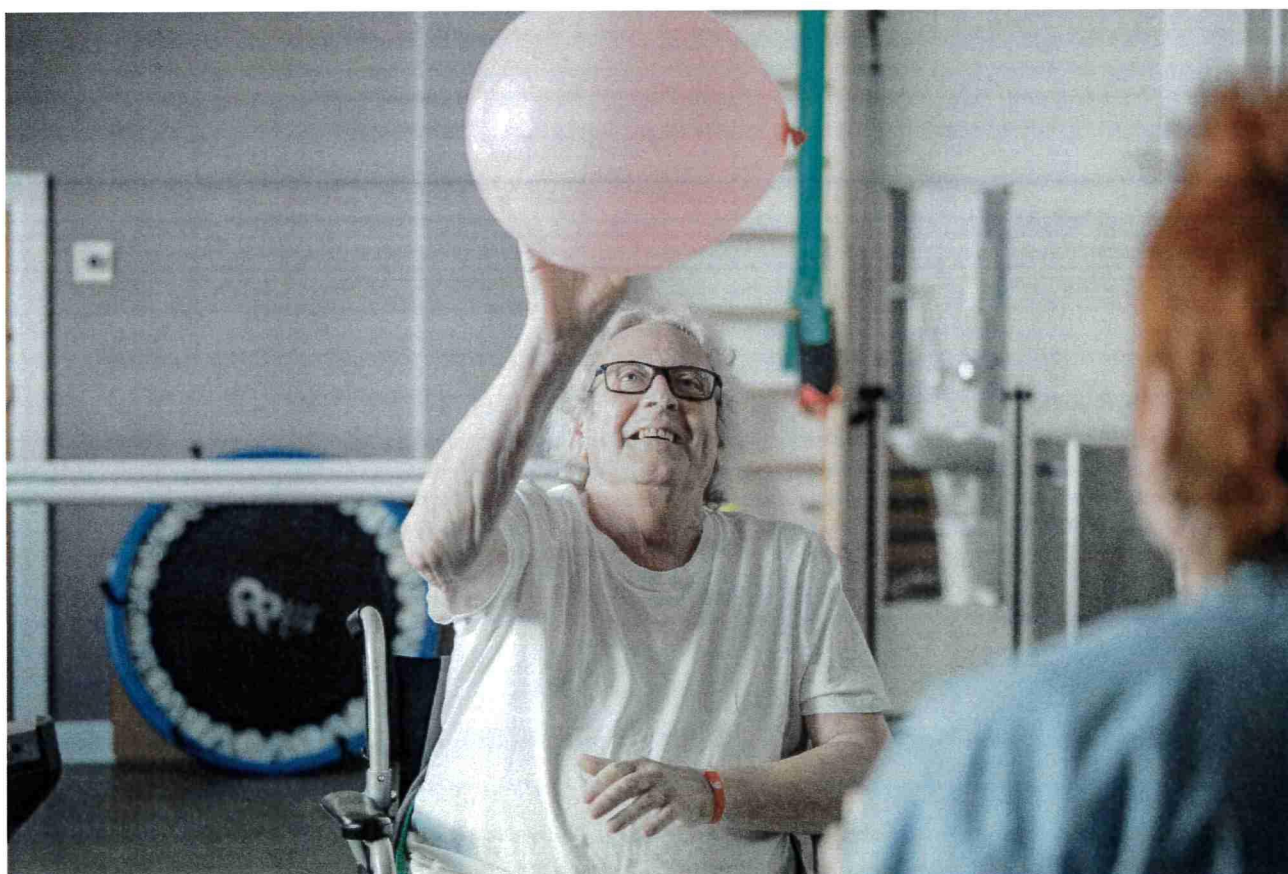
## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2022

---

At 31 March 2022 the charity had total reserves of £19.78m (20/21 £18.91m), represented as follows:

Operating Reserve	£5.47m	(20/21 £4.39m)
Legacy Equalisation Reserve	£2.56m	(20/21 £2.56m)
Asset Management Reserve	£0.70m	(20/21 £0.60m)
Restricted Reserve	£0.095m	(20/21 £0.35m)
Fixed Asset Reserve	£9.818m	(20/21 £10.03m)
Strategic Development Reserve	£0.954m	(20/21 £0.98m)
Revaluation Reserve	£0.185m	(20/21 £nil)



## RISK MANAGEMENT

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the hospice Leadership Team on a monthly basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2022 were:

Risk identified	Actions taken to mitigate the risk
Uncertainty of income and impact on cashflow.	Income generation strategy focuses on diversification of funding streams. Establishment of legacy equalisation reserve and increase to 9 months of free reserves target. Rolling 3 year financial and scenario planning. Quarterly I&E reforecasts and 12 month forward rolling cash flow updated monthly. Active exploration of opportunities for cost sharing with other hospices. Continue to engage with ICB around commissioning and funding of end of life care.
Staffing capacity and resilience.	Active workforce planning to anticipate future need and develop career pathways. Additional medical resource budgeted in 2022/23. Major focus on employee and volunteer wellbeing support. Continuing to recruit new volunteers. Improvements to IT system to allow more efficient working. Diversity audit leading to actions to broaden recruitment reach.
Safeguarding.	Safeguarding Steering Group meets quarterly to oversee work. Corporate safeguarding risk register in place and featured in every departmental register. Mandatory training in children and adult safeguarding for clinical and non-clinical staff and volunteers – over 90% completion. Freedom to Speak Up Advocates in place.
Major incident/business continuity.	Major incident and recovery plan updated annually, with test exercises undertaken. IT system upgraded to facilitate mobile working. Daily backups of key databases. Flu and Covid jabs offered to all staff. Focus on infection control. Regular fire drills and fire risk assessment.

## TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Cost of repairing or replacing fixed assets.	Fixed asset register in place. 15 year asset management plan created (next review 2023) and asset management reserve being built. Dilapidations provision made for shops. Fundraising for capital works.
Fraud, theft and cyber crime.	Cyber Essentials Plus accreditation achieved. New IT hardware protected by Trend business security and data encrypted in the event of loss. Servers patched regularly to provide updated protection against ransomware. Electronic payments double signed by the leadership team. Annual cyber awareness mandatory training.
Information governance.	CEO is Senior Information Risk Officer (SIRO). Data Protection Steering Group comprising Information Asset Owners meets monthly. Cyber Essentials Plus accreditation. Privacy Impact Assessments for each new contract/initiative. Annual refresher training. Sentinel AINM system facilitates reporting and monitoring of data breaches.

**FUNDRAISING APPROACH AND PERFORMANCE****Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising**

The charity is registered with Fundraising Regulator and the Institute of Fundraising and undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice. We encourage our fundraising service providers to also be signed up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received no requests from individuals via the Service to be removed from the mailing list last year.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling Commission.

The charity's fundraising activities include hospice-arranged events and UK and overseas challenge events which are managed by commercial event providers. All events are risk assessed in accordance with hospice policies. Direct mailing campaigns are organised to generate single and regular gifts, legacies and in memory gifts and managed in line with our information governance and ethical fundraising policies.

The charity also fundraises through corporate campaigns; community talks, school activities, clubs, societies, and church involvement and engaging with grant-making bodies including charitable foundations and trusts.

**Monitoring of activities carried out by third parties**

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder. The hospice plays an active oversight role in the training and development of

lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003) and with the Hospice Information Governance Policy.

Hospice fundraising complies with the charity's ethical fundraising policy and the Fundraising Code of Practice. The charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed, how personal information is stored and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences and a link to our full fundraising promise on the hospice website.

#### **Management of complaints**

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received six complaints related to fundraising in the 2021/22 financial year. We responded to all complaints within 10 days. Complaints are dealt with in line with our fundraising complaints policy. All complaints are escalated to our Leadership Team and Trustees so they can consider lessons learnt. We report to the Fundraising Regulator on the totality of our complaints.

#### **Protection of vulnerable people and other members of the public**

Our ethical fundraising policy outlines our policy and procedure to protect vulnerable people and our fundraisers (both staff and third party) are familiarised with the policy to ensure that it is applied properly.



### PLANS FOR FUTURE PERIODS

The coming year is the final year of operation under Closer to You strategic framework, with a new five year framework being devised from 2023 onwards.

#### Meeting stakeholders' needs and expectations

- Extend the Community Nursing visiting hours to 7am-10pm.
- Test out integrated working with other East Sussex hospices with a view to developing a Single Point of Contact out of hours and at weekends.
- Develop a 'virtual ward' approach to supporting patients in the community to avoid hospital/hospice admission.
- Take forward digital health project to upskill Community team and test out patient access to digital apps for symptom management.
- Develop new Living Well programmes in collaboration with other community groups.
- Develop new knowledge networks in Sussex care homes to be supported by Project ECHO.

#### Excelling in how we operate

- Make progress with four Quality Improvement Priorities
  - Improve equity of access and referral triaging, to increase patients accepted onto the caseload and improve demographic monitoring
  - Develop Advance Care Planning capability and reach
  - Develop digital health competence and activity
  - Increase the level of patient and family engagement to aid planning and delivery

#### Learning through people and systems

- Develop a programme focused on equality, diversity and inclusion, to make the organisation more fully representative of its local community.
- Introduce a job evaluation framework.
- Review learning and development linked to the creation of collaborative partnerships for both internal and external education.
- Explore with neighbouring hospices and the acute trust opportunities to streamline and integrate medical resourcing for palliative and end of life care.
- Make the transition from Crosscare to SystemOne.
- Procure a new finance and payroll system.
- Take forward actions identified in a Governance Review.

#### Resourcing our ambitions

- Develop a new five year strategic framework to take effect from 2023.
- Achieve an income target of £9.1m.
- Target a break even position before depreciation.
- Make further progress with the Sussex Hospices Collaborative, with a joint venture education offering and an enhanced role for hospices within the Sussex ICS.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were last amended in 2017. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

### Organisational structure

St Wilfrid's Hospice (Eastbourne) had two subsidiary companies at 31 March 2022:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Activity through this company includes any 'bought-in goods' trading and the operations of the hospice café (donated goods retail activity now flows through the Charity itself).
- St Wilfrid's Hospice (Eastbourne) Projects Limited. Registered Company No: 07054375. Set up to deal with the management, design and construction of the new hospice. This company will remain in existence for a period of up to 10 years following completion of the building but is currently dormant.

The results of St Wilfrid's Hospice (Eastbourne) Projects Limited have not been consolidated into these financial statements as its results are immaterial to the Charity and the Group.

### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the Leadership Team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction and a governance development budget is set aside for training focused on strengthening governance performance.

Trustees may serve a maximum of three terms of three years. The Board meets six times a year and two of these meetings are concerned specifically with a review of strategy. There are Trustee sub-committees for Audit, Clinical Governance, People and Income Generation (which also considers the business of the retail operation). A Trustee sits on the Health & Safety committee, which is an operational committee chaired by the Chief Executive and with staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual reviews with the Chair each year and the Chair is also reviewed. Every Trustee signs a Code of Conduct upon joining the Board and at the time of starting a new term. Trustees also complete a Register of Interests annually.

The Articles of Association permit the appointment of up to three Co-optees to each of the sub-committees, with re-appointment annually for up to four years. Such Co-optees bring relevant skills and expertise to the committees and are able to participate and vote equally on matters. During the year there was one Co-optee on the Audit Committee, one on the Income Generation Committee and two on the Clinical Governance Committee.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT

### FOR THE YEAR ENDED 31 MARCH 2022

---

The Trustees who served during the year and their attendance at Board meetings were:

	Meetings attended
Mr S O'Leary Chair of Trustees (appointed 28 September 2021, as Chair 1 January 2022)	4
Ms F MacIntyre ♣ ^ Chair of the People Committee	5
Mr D Adams #	6
Dr M Barnes ♣	6
Mr A Breeze ♦ (retired 28 September 2021)	3
Mrs J Butler ♣ Chair of the Clinical Governance Committee and Trustee Safeguarding Lead	6
Ms L Chambers ♦	6
Ms J McGowan ♣ (retired 22 March 2022)	5
Mr G Meyer #	5
Mrs V Morrey ^ (retired 28 September 2021)	0
Mrs K Planterose ^ ♦ (retired 28 September 2021)	2
Ms M Richardson ♦ Chair of the Audit Committee	5
Mr D Turner ♦ # Chair of the Income Generation Committee	6

#### Members of Trustee Committees:

♦ Audit Committee

♣ Clinical Governance Committee

# Income Generation Committee

^ People Committee

#### Decision making

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees at the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Audit Committee reviews a Schedule of Delegated Authority within which the executive team operates. The Board of Trustees approves the Schedule of Delegated Authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and Leadership Team.

#### Committee activities

The main activities of the Board sub-committees during the year were as follows:

##### Audit Committee

- Continued to oversee and make decisions on the Charity's investment portfolio and adopted an ethical policy for investment.
- Approved a £30k inter-company loan for working capital between the Charity and Trading Company.
- Reviewed the Data Security and Information Governance Toolkit.
- Reviewed the statutory accounts and Audit Findings Report.
- Reviewed the corporate risk register and risk management policy.
- Scrutinised the report of the Company Secretary.
- Reviewed the list of contracts held by the Charity with third parties.
- Scrutinised the 2022/23 budget for recommendation to the Board.
- Reviewed the Schedule of Delegated Authority.

##### Clinical Governance Committee

- Reviewed quarterly the Quality and Safety report with key patient data.
- Reviewed the annual report on clinical activity and agreed change in approach to reporting format and frequency.
- Scrutinised the Quality Accounts for approval by the Board.

- Reviewed the annual VOICES report.
- Reviewed the annual safeguarding report.
- Undertook regular trustee visits to clinical operations and reported back.

#### People Committee

- Received a demonstration on the new CiPHR software system.
- Reviewed the new PDR form and process.
- Reviewed progress against the HR and Volunteer strategies and workplans.
- Scrutinised the proposal for a Governance Review for approval by the Board.
- Reviewed HR risk register.

#### Income Generation Committee

- Approved the Hailsham shop lease renewal.
- Reviewed the options for renewal of the Donation Centre and Furniture Store lease.
- Reviewed the income generation risk register.
- Reviewed income generation plans for 2022/23 to be incorporated into budgets.
- Agreed the proposal to take new premises in Herstmonceux.

#### Arrangements for setting the pay and remuneration of key management personnel

Leadership Team salaries are reviewed by the People Committee and ratified by the Audit Committee. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. Salaries are reviewed with reference to hospice sector and other relevant benchmarking surveys.

#### Any relationships with a wider network (e.g. umbrella group)

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom. The hospice is also a member and partner in the Hospice Quality Partnership, established to provide better procurement for hospices across the country. A Memorandum of Understanding has been agreed by the seven Sussex hospices to guide their collaborative activity.



**STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS**

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

**AUDITORS**

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on 13 September 2022 and signed on their behalf by:



Shaun O'Leary  
Chair

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

#### Opinion

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

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

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law, GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

#### Use of our report

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



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor  
Date: 13 September 2022

10 Queen Street Place  
London  
EC4R 1AG



ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(Including Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>INCOME FROM:</b>					
Donations and legacies	2	4,220,215	453,563	4,673,778	5,543,781
Donated goods income	2,3	-	-	-	3,352
<b>Charitable activities</b>					
Statutory funding and grants	2	2,212,651	453,998	2,666,649	4,197,697
<b>Other trading activities</b>					
Income from trading	2,3	1,135,044	-	1,135,044	475,161
Income from lottery		362,300	-	362,300	320,003
Investments	4	60,763	-	60,763	34,221
Other	5	21,767	-	21,767	138,108
<b>Total income</b>		<b>8,012,740</b>	<b>907,561</b>	<b>8,920,301</b>	<b>10,712,323</b>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Fundraising costs	6	956,854	22,254	979,108	959,275
Trading costs of goods sold and other costs	3	968,999	-	968,999	877,390
<b>Charitable activities</b>					
In patient	6	2,944,318	759,025	3,703,343	3,931,650
Wellbeing	6	345,713	95,656	441,369	575,564
Community Nursing	6	1,924,610	287,143	2,211,753	1,717,095
<b>Total expenditure</b>		<b>7,140,494</b>	<b>1,164,078</b>	<b>8,304,572</b>	<b>8,060,974</b>
<b>Net income/(expenditure) before net gains on investments</b>		<b>872,246</b>	<b>(256,517)</b>	<b>615,729</b>	<b>2,651,349</b>
Net gains on investments	13	253,288	-	253,288	-
<b>Net income/(expenditure)</b>		<b>1,125,534</b>	<b>(256,517)</b>	<b>869,017</b>	<b>2,651,349</b>
Gross transfers between funds	19	-	-	-	-
<b>Net movement in funds</b>		<b>1,125,534</b>	<b>(256,517)</b>	<b>869,017</b>	<b>2,651,349</b>
Fund balances at 1 April 2021		18,557,066	351,247	18,908,313	16,256,964
<b>Fund balances at 31 March 2022</b>	20,21	<b>19,682,600</b>	<b>94,730</b>	<b>19,777,330</b>	<b>18,908,313</b>

All income and expenditure arises from continuing activities.

Full details of income and expenditure by fund for the prior year are given in note 23.

The notes on pages 27 to 44 form part of the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)  
 CHARITY AND GROUP BALANCE SHEETS  
 AS AT 31 MARCH 2022

	Notes	Hospice		Group	
		2022 £	2021 £	2022 £	2021 £
<b>FIXED ASSETS</b>					
Tangible assets	12	9,817,946	10,033,577	9,817,946	10,034,035
Investments	13	4,334,859	857,509	4,334,758	857,408
		<u>14,152,805</u>	<u>10,891,086</u>	<u>14,152,704</u>	<u>10,891,443</u>
<b>CURRENT ASSETS</b>					
Stocks		8,805	9,528	12,882	15,663
Debtors	14	3,265,614	3,662,258	3,191,652	3,661,839
Cash at bank and in hand		3,912,202	5,911,805	4,005,285	5,916,077
		<u>7,186,621</u>	<u>9,583,591</u>	<u>7,209,819</u>	<u>9,593,579</u>
<b>CREDITORS:</b> amounts falling due within one year	15	(1,563,332)	(1,561,965)	(1,585,193)	(1,576,707)
<b>NET CURRENT ASSETS</b>		<u>5,563,289</u>	<u>8,021,626</u>	<u>5,564,626</u>	<u>8,016,872</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>19,776,094</u>	<u>18,912,712</u>	<u>19,777,330</u>	<u>18,908,313</u>
<b>NET ASSETS</b>		<u>19,776,094</u>	<u>18,912,712</u>	<u>19,777,330</u>	<u>18,908,313</u>
<b>FUNDS:</b>					
Restricted funds	18	94,730	351,247	94,730	351,247
Unrestricted funds:					
Designated funds	19	14,217,535	14,169,340	14,217,535	14,169,340
Operating reserve	19	5,463,829	4,392,125	5,465,065	4,387,726
		<u>19,776,094</u>	<u>18,912,712</u>	<u>19,777,330</u>	<u>18,908,313</u>

The accounts were approved by the Trustees and authorised for issue on 13 September 2022 and signed on its behalf by:

*M Richardson*

Ms M Richardson (Chair of Audit Committee)

The surplus for the charity only for the year is £863,385 (Surplus 2021: £2,665,931).

The notes on pages 27 to 44 form part of the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2022

	Note	2022 £	2021 £
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by operating activities</i>	21	1,458,545	1,689,073
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		60,763	34,221
Proceeds from the sale of plant and equipment		170	3,574
Purchase of property, plant and equipment		(205,975)	(281,111)
Transfer of investments		(724,295)	(47,791)
Purchase of investments		(2,500,000)	-
<b>Net cash (used in) investing activities</b>		<u>(3,369,338)</u>	<u>(291,107)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(1,910,792)	1,397,966
Cash and cash equivalents at the beginning of the reporting period		5,916,077	4,518,111
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>4,005,285</u>	<u>5,916,077</u>

**1. ACCOUNTING POLICIES**

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

**1.1 Statement of compliance**

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

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

**1.2 General information**

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater way, Eastbourne, East Sussex, BN22 9PZ.

**1.3 Preparation of accounts on a going concern basis**

At the time of approving the financial statements, Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In addition, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of the Charity's financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

**1.4 Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. 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. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2021. The company has taken advantage of the exemption from presenting its own income and expenditure account. The surplus of the company for the financial year amounted to £863,385 (2021: Surplus £2,665,931). All intercompany transactions are eliminated on consolidation.

**1. ACCOUNTING POLICIES (continued)**

**1.5 Income**

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy.

For legacies, entitlement is taken on a case by case basis. Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Statutory funding comprise amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

**1.6 Retail, Hospitality and Leisure Grant Fund Income**

Income from the above fund has been recognised at the date that the funding details and entitlement criteria were published by the government. There are no performance conditions attached to the funding that would prevent recognition at this date.

**1.7 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness
- Other expenditure represents the costs associated with investment properties

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

**1.8 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows: Freehold land is not depreciated

Freehold buildings	2% p.a. on cost
Computer equipment	20% - 33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

**1. ACCOUNTING POLICIES (continued)**

**1.9 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.10 Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

**1.11 Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

**1.12 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

**1.13 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.

**1.14 Cash at bank and in hand**

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

**1.15 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

**1.16 Donated goods**

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

**1.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 1. ACCOUNTING POLICIES (continued)

## 1.18 Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

## 2. DONATIONS, LEGACIES AND STATUTORY FUNDING

	Unrestricted Funds	Restricted Funds	2022
	£	£	£
Donations and gifts	1,326,496	453,563	1,780,059
Donated Goods Income	-	-	-
Legacies receivable	2,893,719	-	2,893,719
Grants receivable for core activities	2,212,651	453,998	2,666,649
	<u>6,432,866</u>	<u>907,561</u>	<u>7,340,427</u>

## DONATIONS, LEGACIES AND STATUTORY FUNDING

	Unrestricted Funds	Restricted Funds	2021
	£	£	£
	(Restated)	(Restated)	(Restated)
<b>Prior Year – 2021</b>			
Donations and gifts	1,239,549	359,357	1,598,906
Donated Goods Income	3,352	-	3,352
Legacies receivable	3,944,875	-	3,944,875
Grants receivable for core activities	2,570,616	1,627,081	4,197,697
	<u>7,758,392</u>	<u>1,986,438</u>	<u>9,744,830</u>

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

3. ACTIVITIES FOR GENERATING FUNDS	2022		2021	
	£	£	£	£
<b>Trading income and costs</b>				
<b>Trading income</b>				
Donated goods income	955,404		451,707	
Bought in goods income	37,951		7,950	
Street café income	73,273		15,504	
Other operating income	68,416		-	
		1,135,044		475,161
<b>Trading expenses</b>				
Cost of sales	29,734		10,749	
Street café costs	96,774		75,399	
Staff expenses	414,547		403,120	
Property expenses	331,284		299,672	
Administration expenses	73,295		64,580	
Dilapidations/Depreciation	23,365		23,875	
		968,999		877,395
Less interest received	(4)		(5)	
		968,995		877,390
<b>Total (deficit)/surplus</b>		166,049		(402,229)
<b>Number of shops</b>		8		8

Note: £6,500 management fee have been eliminated on consolidation, which reduced the trading deficit compared to the Trading Company deficit shown in note 11.

All income included donated gift aided goods and gift aid has been included along with all costs associated with the Trading Company operations. Prior year income and costs have been amended to reflect this change.

## ST WILFRID'S HOSPICE (EASTBOURNE)

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

4. INVESTMENT INCOME - UNRESTRICTED	2022	2021		
	£	£		
Rental income from investment properties	26,746	23,210		
Income from listed investments	21,454	-		
Interest receivable	12,563	11,011		
	<u>60,763</u>	<u>34,221</u>		
5. OTHER INCOME – UNRESTRICTED	2022	2021		
	£	£		
Education courses and recharges	-	12,002		
Other income	21,767	126,106		
	<u>21,767</u>	<u>138,108</u>		
6. TOTAL EXPENDITURE	Other	Support		
	Direct	Costs	Total	
	Costs	Allocation	2022	
	£	£	£	
<b>Charitable expenditure</b>				
<b>Primary costs</b>				
Inpatient	2,047,604	905,207	750,532	3,703,343
Wellbeing	165,371	96,293	179,705	441,369
Community Nursing	1,280,845	307,226	623,682	2,211,753
	<u>3,493,820</u>	<u>1,308,726</u>	<u>1,553,919</u>	<u>6,356,465</u>
<b>Costs of generating funds</b>				
Non-charitable trading	414,547	554,452	-	968,999
Fundraising	504,306	337,381	137,421	979,108
	<u>4,412,673</u>	<u>2,200,559</u>	<u>1,691,340</u>	<u>8,304,572</u>
<b>SUPPORT COSTS</b>			<b>2022</b>	
			<b>Total</b>	
			<b>£</b>	
Support staff			1,030,212	
Office			244,744	
Premises and utilities			391,772	
Governance			24,612	
			<u>1,691,340</u>	
<b>GOVERNANCE COSTS</b>				
Legal and professional			878	
Auditors' remuneration			16,600	
			<u>17,478</u>	



ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

7. NET INCOME/(EXPENDITURE)	2022	2021
	£	£
Net income is stated after:		
Auditors' remuneration		
- Audit services	15,125	14,400
- Non-audit services	2,050	1,950
Depreciation	421,891	375,839
	<u>          </u>	<u>          </u>

8. TRUSTEES AND RELATED PARTY TRANSACTIONS

No trustees were reimbursed expenses during the year (2021: No trustees).

None of the other trustees (or any persons connected with them) received any remuneration or reimbursement of expenses during the current or preceding year.

There were no other related party transactions during the current or preceding year.

9. EMPLOYEES	Hospice and Group	
	2022	2021
	Number	Number
The average monthly number of employees during the year was:		
Inpatient	71	69
Wellbeing	17	15
Hospice at Home	59	44
Support staff	54	46
Fundraising	13	12
Retail	24	20
	<u>          </u>	<u>          </u>
	238	206
	<u>          </u>	<u>          </u>
The full time equivalent number of employees at March was:		
Inpatient	43	52
Wellbeing	12	12
Hospice at Home	30	31
Support staff	40	34
Fundraising	11	11
Retail	19	18
	<u>          </u>	<u>          </u>
	155	158
	<u>          </u>	<u>          </u>
<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and salaries	4,575,402	4,640,058
National insurance	433,248	425,546
Pension costs	436,738	418,995
Redundancy costs	-	7,183
	<u>          </u>	<u>          </u>
	5,445,388	5,491,782
	<u>          </u>	<u>          </u>

## NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

**9. EMPLOYEES ( continued )**

The number of employees whose annual remuneration was £60,000 or more were:

	2022 Number	2021 Number
£60,000 - £70,000	-	3
£70,000 - £80,000	1	-
£80,000 - £90,000	2	1

Contributions totalling £19,632 (2021: £24,870) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Charity/Group were £317,204 (2021: £418,058).

The redundancy costs of £nil (2021: £7,183) were fully settled before the year-end.

**10. TAXATION**

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

**11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY**

The charity has wholly owned group companies which are incorporated in the UK and their registered office address is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ. St Wilfrid's Hospice (Eastbourne) Projects Limited was dormant during the current and preceding year, but St Wilfrid's Hospice Trading Company Limited sells Brought In Goods from 8 different branches and the Street Café operations as shown in note 3 to the accounts. However, note 3 shows the full Retail operation income and costs, Donated Goods income is now recognised within the Charity Accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	2022 £	2021 £
Turnover	111,224	25,429
Other operating income	68,416	
Expenditure	(122,358)	(69,684)
Operating (loss)/ profit	57,282	(44,255)
Interest receivable	4	5
<b>(Loss)/profit for the year</b>	<b>57,286</b>	<b>(44,250)</b>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Tangible fixed assets	-	458
Current assets	104,851	14,199
Current liabilities	(103,513)	(18,953)
<b>Net (liabilities)/assets</b>	<b>1,338</b>	<b>(4,296)</b>
<b>Capital and reserves</b>	<b>1,338</b>	<b>(4,296)</b>

## 12. TANGIBLE FIXED ASSETS

Hospice	Land and Buildings £	Computer Equipment £	Plant and equipment £	Fixtures And Fittings £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2021	11,061,022	541,936	124,108	810,688	86,904	12,624,658
Additions	-	92,535	34,511	78,930	-	205,975
Disposals	-	(119,951)	(5,491)	(160,600)	-	(286,042)
At 31 March 2022	11,061,022	514,520	153,128	729,018	86,904	12,544,592
<b>Depreciation</b>						
At 1 April 2021	1,518,617	335,080	67,985	632,469	36,390	2,591,081
Charge for the year	202,120	107,385	33,399	64,306	14,223	421,433
On disposals	-	(117,764)	(5,507)	(162,597)	-	(285,868)
At 31 March 2022	1,720,737	324,701	95,877	534,178	50,613	2,726,646
<b>Net Book Value</b>						
At 31 March 2022	9,340,285	189,819	57,251	194,840	36,291	9,817,946
At 31 March 2021	9,542,405	206,856	56,123	178,219	49,974	10,033,577
<b>Group</b>						
<b>Cost</b>						
At 1 April 2021	11,061,022	543,586	124,108	810,688	86,904	12,626,308
Additions	-	92,535	34,511	78,930	-	205,976
Disposals	-	(119,951)	(5,491)	(160,600)	-	(286,042)
At 31 March 2022	11,061,022	516,170	153,128	729,018	86,904	12,546,242
<b>Depreciation</b>						
At 1 April 2021	1,518,617	336,272	67,985	632,469	36,930	2,592,273
Charge for the year	202,120	107,843	33,399	64,306	14,223	421,891
On disposals	-	(117,764)	(5,507)	(162,597)	-	(285,868)
At 31 March 2022	1,720,737	326,351	95,877	534,178	51,153	2,728,296
<b>Net Book Value</b>						
At 31 March 2022	9,340,285	189,819	57,251	194,840	35,751	9,817,946
At 31 March 2021	9,542,405	207,314	56,123	178,219	49,974	10,034,033

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

13 FIXED ASSET INVESTMENTS - GROUP AND HOSPICE

	Investment	Listed	Total
	Properties	Investments	Investments
	£	£	£
Market value at 1 April 2021	753,278	104,130	857,408
Additions at market value	-	4,812,305	4,812,305
Disposals at cost	(3,278)	(1,787,487)	(1,790,765)
Revaluation	185,000	68,288	253,288
Movement in investment cash	-	202,522	202,522
<b>Group Market value at 31 March 2022</b>	<b>935,000</b>	<b>3,399,758</b>	<b>4,334,758</b>
<b>Investment in subsidiaries</b>			
Share capital			
. St Wilfrid's Hospice (Eastbourne) Projects Limited			1
. St Wilfrid's Hospice Eastbourne Trading Company Limited			100
<b>Hospice Market value at 31 March 2022</b>			<b>4,334,859</b>
<b>Historical cost:</b>			
At 31 March 2022	516,851	3,517,956	4,034,807
At 31 March 2021	516,851	-	516,851

14. DEBTORS

	Hospice		Group	
	2022	2021	2022	2021
	£	£	£	£
Legacies	1,514,772	2,114,653	1,514,772	2,114,653
Trade debtors	1,027,240	874,818	1,029,038	870,607
Amounts owed by group undertakings	81,652	-	-	-
Prepayments & accrued income	640,491	621,956	646,384	622,285
Other debtors	1,459	50,831	1,459	54,294
	<u>3,265,614</u>	<u>3,662,258</u>	<u>3,191,652</u>	<u>3,661,839</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

---

15. CREDITORS: amounts falling due within one year	Hospice		Group	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	318,752	222,795	325,497	234,522
Taxes and social security costs	27,054	103,614	28,025	103,614
Other creditors	174,923	115,616	174,923	115,616
Accruals	61,395	197,971	75,540	200,986
Deferred income	981,208	921,969	981,208	921,969
	<u>1,563,332</u>	<u>1,561,965</u>	<u>1,585,193</u>	<u>1,576,707</u>

**16. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £197,725 (2021: £211,607).

The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £436,738 (2021: £418,994).

**17. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

## 18. RESTRICTED FUNDS – GROUP AND CHARITY

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

RESTRICTED INCOME 21/22	Balance at	Movement in funds		Balance at
	1 April 2021 £	Income £	Expenditure £	31 March 2022 £
IPU Capital and Improving Patient Care Appeal	158,614	51,462	(183,487)	26,589
Hospice in the Community	34,358	153,876	(186,144)	2,090
Wellbeing Appeal	36,090	15,730	(20,259)	31,561
Minibus Appeal	41,178	-	(29,526)	11,652
Spiritual Support Fund	4,478	-	(2,785)	1,693
Garden Project	13,084	900	(13,984)	-
Big Lottery Volunteers Project	34,060	77,000	(111,060)	-
Other Restricted Funds	16,327	113,777	(115,348)	14,756
BBC Children in Need Seahorse Project	9,429	34,327	(37,367)	6,389
Community Bereavement Project	3,629	6,491	(10,120)	-
COVID-19 Emergency Response Funding	-	453,998	(453,998)	-
	<u>351,247</u>	<u>907,561</u>	<u>(1,164,078)</u>	<u>94,730</u>

- The IPU Capital and Improving Patient Care Appeal is fundraising for IPU capital items and continuing patient care including nursing.
- The Hospice in the Community Fund is supporting the 'Closer to You' fund for growth in the community.
- The Wellbeing Appeal is a fund to support the Wellbeing clinics and facilities for our day care patients.
- The Minibus Appeal was set up for the purchase and running costs of a minibus for patient transport.
- The Spiritual Support Fund is set up to meet the expenditure of the Hospice's spiritual support work.
- The Garden Project is to pay for a gazebo and new pavements around the Hospice and has been spent in full.
- The Big Lottery Volunteers Project is to fund a new community volunteers project over three years. The funding for this project ended on 31 March 2022.
- Other Restricted Funds represents donations and fundraising given for specific projects. For example, Digital Health Improvements.
- The BBC Children in Need Seahorse Project is to support children's bereavement services.
- The Community Bereavement Project is funding to extend bereavement services across the catchment area.
- COVID-19 Emergency Response Funding: The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

18. RESTRICTED FUNDS (continued)

Prior Year Restricted funds	Balance at	Movement in funds		Balance at
	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
IPU Capital and Improving Patient Care appeal	164,248	39,912	(45,548)	158,614
Hospice in the Community	24,323	40,593	(30,556)	34,358
Wellbeing Appeal	38,879	964	(8,878)	30,960
Minibus Appeal	46,200	-	(5,021)	41,179
Spiritual Support Fund	42,152	-	(37,674)	4,478
Garden Project	20,559	1,000	(8,476)	13,083
Big Lottery Volunteers Project	35,031	153,990	(154,960)	34,061
Bereavement Help Point	160	57,920	(47,794)	21,451
BBC Children In Need Seahorse Project	8,158	38,049	(36,778)	9,429
Other Restricted Funds	11,325	7,929	(8,089)	-
Bereavement	-	6,000	(6,000)	-
Community Bereavement Project	-	13,000	(9,371)	3,629
COVID-19 Emergency Response Funding	-	1,627,081	(1,627,081)	-
	<u>391,035</u>	<u>1,986,438</u>	<u>(2,026,226)</u>	<u>351,247</u>

\*Following a clarification of the treatment of Hospice UK grant money received in the current year, it was determined that the money received in the prior year should also have been shown as restricted income and expenditure in the prior year accounts. Therefore, the comparative figures have been restated and the impact is shown above and in note 2 and note 23. There was no impact on the total net movement in funds for the year or the reserves at the end of the period.

**19. UNRESTRICTED FUNDS – GROUP AND HOSPICE**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at	Movement in funds				Balance at
	1 April 2021 £	Income £	Expenditure £	Gains/(losses) £	Transfers £	31 March 2022 £
Asset Management Reserve	600,000	-	-	-	100,000	700,000
Legacy Equalisation Reserve	2,560,177	-	-	-	-	2,560,177
Strategic Development Reserve	975,130	-	-	-	(20,718)	954,412
Fixed Asset Reserve	10,034,033	-	-	-	(216,087)	9,817,946
Revaluation Reserve	-	-	-	185,000	-	185,000
<b>Designated funds</b>	<b>14,169,340</b>	<b>-</b>	<b>-</b>	<b>185,000</b>	<b>(136,805)</b>	<b>14,217,535</b>
<b>General funds</b>	<b>4,387,726</b>	<b>8,012,740</b>	<b>(7,140,494)</b>	<b>68,288</b>	<b>136,805</b>	<b>5,465,065</b>
<b>Total Unrestricted Funds</b>	<b>18,557,066</b>	<b>8,012,740</b>	<b>(7,140,494)</b>	<b>253,288</b>	<b>-</b>	<b>19,682,600</b>

	Balance at	Movement in funds			Balance at
	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
Asset Management Reserve	300,000	-	-	300,000	600,000
Legacy Equalisation Reserve	960,177	-	-	1,600,000	2,560,177
Strategic Development Reserve	975,130	-	-	-	975,130
Fixed Asset Reserve	10,130,622	-	-	(96,589)	10,034,033
<b>Designated funds</b>	<b>12,365,929</b>	<b>-</b>	<b>-</b>	<b>1,803,411</b>	<b>14,169,340</b>
<b>General funds</b>	<b>3,500,000</b>	<b>10,352,966</b>	<b>(7,661,829)</b>	<b>(1,803,411)</b>	<b>4,387,726</b>
<b>Total Unrestricted Funds</b>	<b>15,865,929</b>	<b>10,352,966</b>	<b>(7,661,829)</b>	<b>-</b>	<b>18,557,066</b>

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed that in future a minimum of 10% of any surplus generated would be allocated to the Asset Management Reserve.

The Legacy Equalisation Reserve has been set up to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day to day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. The only movement this year is in respect of fees for Sussex Hospices Collaboration workstreams, which the Board agreed would come from the Strategic Development Reserve.

The Fixed Asset Reserve represents the charity's investments in fixed assets. The transfers out this year represent the net position of additions, disposals and depreciation.

The Revaluation Reserve reflects an increase in the value of investment properties in the period.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS	General Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	-	9,817,946	-	9,817,946
Fixed Asset Investments	4,334,758	-	-	4,334,758
Current assets	2,715,500	4,399,589	94,730	7,209,819
Creditors: amounts falling due within one year	(1,585,193)	-	-	(1,585,193)
	5,465,065	14,217,535	94,730	19,777,330

ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year	General Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	-	10,034,033	-	10,034,033
Fixed Asset Investments	857,408	-	-	857,408
Current assets	5,107,025	4,135,307	351,247	9,593,579
Creditors: amounts falling due within one year	(1,576,707)	-	-	(1,576,707)
	4,387,726	14,169,340	351,247	18,908,313

21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	2022 £	2021 £
Net income for the reporting period (as per the statement of financial activities)	869,017	2,651,349
<b>Adjustments for:</b>		
Depreciation charges	421,891	375,839
Gains on investments	(253,288)	-
Dividends, interest and rent from investments	(60,763)	(34,221)
(Profit)/loss on the sale of fixed assets	(170)	(1,712)
Decrease/(increase) in stocks	2,781	(1,892)
Decrease/(increase) in debtors	530,592	(1,543,465)
Increase/(decrease) in creditors	8,486	(6,825)

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2022

Changes in assets held for resale	-	250,000
<b>Net cash provided by operating activities</b>	1,458,545	1,689,073
<b>22. OPERATING LEASES COMMITMENTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Group Leases which expire:</b>		
Within one year	5,169	19,840
Within two to five years	-	5,169
	5,169	25,509
<b>Charity Leases which expire:</b>		
Within one year	5,169	19,840
Within two to five years	-	5,169
	5,169	25,509

At the year end, the charity was committed to make the above payments in total in respect of operating leases.



## 23. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2020)

	Unrestricted Funds (Restated) £	Restricted Funds (Restated) £	Total 2021 (Restated) £	Total 2020 £
<b>INCOME FROM:</b>				
<b>Donations and legacies</b>	5,184,424	359,357	5,543,781	4,655,873
<b>Donated goods income</b>	3,352	-	3,352	158,188
<b>Charitable activities</b>				
Statutory funding and grants	2,570,616	1,627,081	4,197,697	2,152,213
<b>Other trading activities</b>				
Income from trading	475,161	-	475,161	969,257
Income from lottery	320,003	-	320,003	314,910
<b>Investments</b>	34,221	-	34,221	56,882
<b>Other</b>	138,108	-	138,108	24,981
<b>Total income</b>	<u>8,725,885</u>	<u>1,986,438</u>	<u>10,712,323</u>	<u>8,332,304</u>
<b>EXPENDITURE ON:</b>				
<b>Raising funds</b>				
Fundraising costs	954,974	4,301	959,275	882,830
Trading costs of goods sold and other costs	877,390	-	877,390	977,547
<b>Charitable activities</b>				
In patient	2,232,734	1,698,916	3,931,650	3,717,979
Wellbeing	296,493	279,071	575,564	551,037
Community Nursing	1,673,157	43,938	1,717,095	1,757,005
<b>Total expenditure</b>	<u>6,034,748</u>	<u>2,026,226</u>	<u>8,060,974</u>	<u>7,886,398</u>
Net gains/(losses) on investments	-	-	-	-
<b>Net income/(expenditure)</b>	<u>2,691,137</u>	<u>(39,788)</u>	<u>2,651,349</u>	<u>445,906</u>
Gross transfers between funds	-	-	-	-
<b>Net movement in funds</b>	<u>2,691,137</u>	<u>(39,788)</u>	<u>2,651,349</u>	<u>445,906</u>
Fund balances at 1 April 2020	<u>15,865,929</u>	<u>391,035</u>	<u>16,256,964</u>	<u>15,811,058</u>
<b>Fund balances at 31 March 2021</b>	<u><u>18,557,066</u></u>	<u><u>351,247</u></u>	<u><u>18,908,313</u></u>	<u><u>16,256,964</u></u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2022**

---



**ST WILFRID'S HOSPICE (EASTBOURNE)**

England & Wales - Charity number 283686

---

# Accounts

---

**ST WILFRID'S HOSPICE (EASTBOURNE)  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**



**Charity Registration Number: 283686  
Company Registration Number: 01594410 (England and Wales)**

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2021**

---

<b>CONTENTS</b>	<b>Page</b>
Legal and administrative information	2
Trustees' report	3 - 19
Independent Auditor's report	20 – 22
Consolidated statement of financial activities	23
Charity and Group balance sheets	24
Consolidated statement of cash flows	25
Notes to the financial statements	26 - 43



**ST WILFRID'S HOSPICE (EASTBOURNE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2021**

---

<b>REGISTERED NAME OF CHARITY</b>	St Wilfrid's Hospice (Eastbourne)
<b>CHARITY NUMBER</b>	283686
<b>COMPANY NUMBER</b>	1594410
<b>PRINCIPAL OFFICE/REGISTERED OFFICE</b>	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
<b>TRUSTEES</b>	Ms F MacIntyre (Chair) Mr D Adams Dr M Barnes Mr A Breeze Mrs J Butler Ms L Chambers Dr J McGowan Mr G Meyer (appointed 22 September 2020) Mrs V Morrey Mrs K Planterose Mrs M Richardson (appointed 22 September 2020) Mr D Turner
<b>CHIEF EXECUTIVE</b>	Mr D Scott-Ralphs
<b>LEADERSHIP TEAM</b>	Mr D Barclay (Medical Director) Mr C Twomey (Clinical Services Director) Ms A Dechamps (Patient & Family Support Director) Mrs P Russell (Development Director) Mrs J Stockley (Finance and IT Director, retired 31 <sup>st</sup> March 2021) Ms Vinyo Aidam (Finance and IT Director, appointed 1 <sup>st</sup> April 2021)
<b>PROFESSIONAL ADVISORS</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

#### Chair's introduction

After this unprecedented and momentous year, I am pleased to say that St Wilfrid's Hospice has shown remarkable adaptability and resilience.

Our overall reach increased yet again, by 2.5%, as we provided support to over 2,300 patients and carers. There were some differences in the profile of this reach, with a decrease in inpatient admissions (and patients generally being with us longer), but a rise in community activity. There was also sizeable growth in carer support and we were pleased to be able to extend bereavement support for any death in our catchment area, something that will continue.

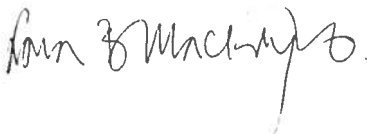
The Board of Trustees and I are hugely proud of, and grateful to, our workforce for their commitment and dedication throughout this period. This is not just the paid staff but also includes a team of volunteers who have continued to offer their services in the hospice, in our shops and in the community, in person and by telephone or video.

Covid forced everyone to deal with quite extreme situations, in their personal as well as their work life. For some, it was coming to terms with working from home and the challenges of being separated from their team. For others, it was the pressures of delivering care in a pandemic, adapting to the complexities of PPE, which restricted the intimacy of care that is such an important part of palliative care. And all this in addition to the need to sustain whole families as well as patients. Our core values – compassionate, professional, progressive and respectful – were brought to the fore during the past year like never before.

We began the year with a huge amount of uncertainty about our income streams and had to cancel most of our public fundraising activity, as well as closing our shops. However, we ended the year in a better position than we could have imagined, as other income streams held up remarkably well. We benefited from the Covid-19 emergency funding made available to all hospices nationally so that they could play their part to the full in supporting the NHS. This was one-off funding and it increased the proportion of the NHS contribution for last year. We also had a record year for legacy notifications. Most of the surplus we are reporting in these accounts relates to legacy accruals, that is legacies of which we have been notified but where the income has not yet been paid over. We would expect therefore to receive these legacy funds over the coming year.

This year is St Wilfrid's 40<sup>th</sup> anniversary and we want to mark this milestone by celebrating all that has been achieved, while continuing to build our services to reach even more people in the years ahead, in particular in our diverse communities. We are enormously grateful to everyone who has shown support, in the past year and over the course of our 40-year history.

This is my final annual report as Chair of Trustees, having come to the end of my six-year term. I will, however, remain as a Trustee and will look forward to supporting my successor, Shaun O'Leary, as he takes up the reins at the end of the year.



**Fiona MacIntyre**  
Chair

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

#### HEADLINES FROM 2020/21

- Overall reach in our services grew by 2.5%, with **2,322 patients and family members supported**. There was a small decrease in patients but a 53% increase in carers supported.
- **32%** of patients supported had a non-cancer diagnosis.
- Our Community Nursing team made **4,879 face to face visits** and supported **1,483 patients**. Overall they had **19,949 contacts**, an increase of 39%.
- We had **267 admissions** to our 20-bed Inpatient Unit. This was a reduction of 75 (22%) on the previous year, due to the IPU being closed to new admissions for a month and a longer average stay. Excluding the period of closure, total occupancy across the year was **83%**, with the average length of stay **20 days**. The median length of stay is 11 days.
- Calls to our 24/7 NurseLine were up by 19% to **19,256 calls**. These related to **1,546 individuals**.
- The Care@Home service provided **10,020** hours of personal care to **139 patients**.
- There were only limited physical Wellbeing attendances in 2020/21 as we closed the Wellbeing Centre due to the Covid pandemic. Our Therapies team provided **5,811 contacts** by telephone, video and face to face in the home.
- Counselling support was provided to **566** patients and family members, through **2,306 sessions**. This includes **425 sessions** for **81** children and young people under the Seahorse Project.
- **137** people (118 patients and 19 carers) were supported by our Community Support Volunteers, providing befriending and practical support in the home and by telephone/video. This is almost three times the number supported last year.
- **69%** of patients died in their preferred place of care where they listed a preference.
- **88%** of urgent referrals were responded to the same day.
- Overall income rose by 29% to £10.71m. This was due to substantial legacy notifications, for which £1.9m has been accrued in our accounts and will come in during 2021/22. Additional one-off NHS income of £1.8m was also received to enable the hospice to continue providing capacity during the pandemic.

#### OUR VISION

A community where people talk openly about dying, live well until the end of their life and where no one dies alone, afraid or in pain.

#### OUR MISSION

Reaching out to transform end of life care.

#### OUR VALUES

Compassionate  
Professional  
Progressive  
Respectful

#### PUBLIC BENEFIT

St Wilfrid's serves a population of 235,000 living in Eastbourne, Seaford, Pevensey, Hailsham, Uckfield, Heathfield and all areas in between, an area of c.300 square miles. Any adult with a terminal illness can be referred by their GP or other healthcare professional and our support is provided without charge. We also provide a community bereavement service free of charge to any child or adult in our catchment area. Around 70% of the hospice's expenditure is funded by voluntary income in a typical year. The Trustees have considered and confirm that the charity's activities, as described under the section 'Objectives and Activities', meet the Charity Commission's guidance on public benefit.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

#### OBJECTIVES AND ACTIVITIES

##### About St Wilfrid's Hospice

St Wilfrid's provides specialist care and support for people living with a terminal illness and for their carers and families. People are generally referred to the hospice by their hospital team, GP or other healthcare professional, although we also accept self-referrals. Our support is geared to deal with a range of issues including uncontrolled pain, nausea, breathlessness, fatigue, anxiety and low mood, as well as practical or family concerns.

We provide our support through a multidisciplinary team of palliative care doctors, clinical nurse specialists (CNS), registered nurses (RN), healthcare assistants (HCA), physiotherapists, occupational therapists, counsellors, social workers and spiritual support workers. This paid workforce is supported by a team of volunteers doing a range of roles: welcoming, catering, driving, providing respite sitting, befriending, gardening, serving in one of the hospice's community shops, to name but a few.

Our aim is to enable patients to live well for whatever period remains of their lives through our holistic support and ideally to become involved in the early stages of a terminal diagnosis.

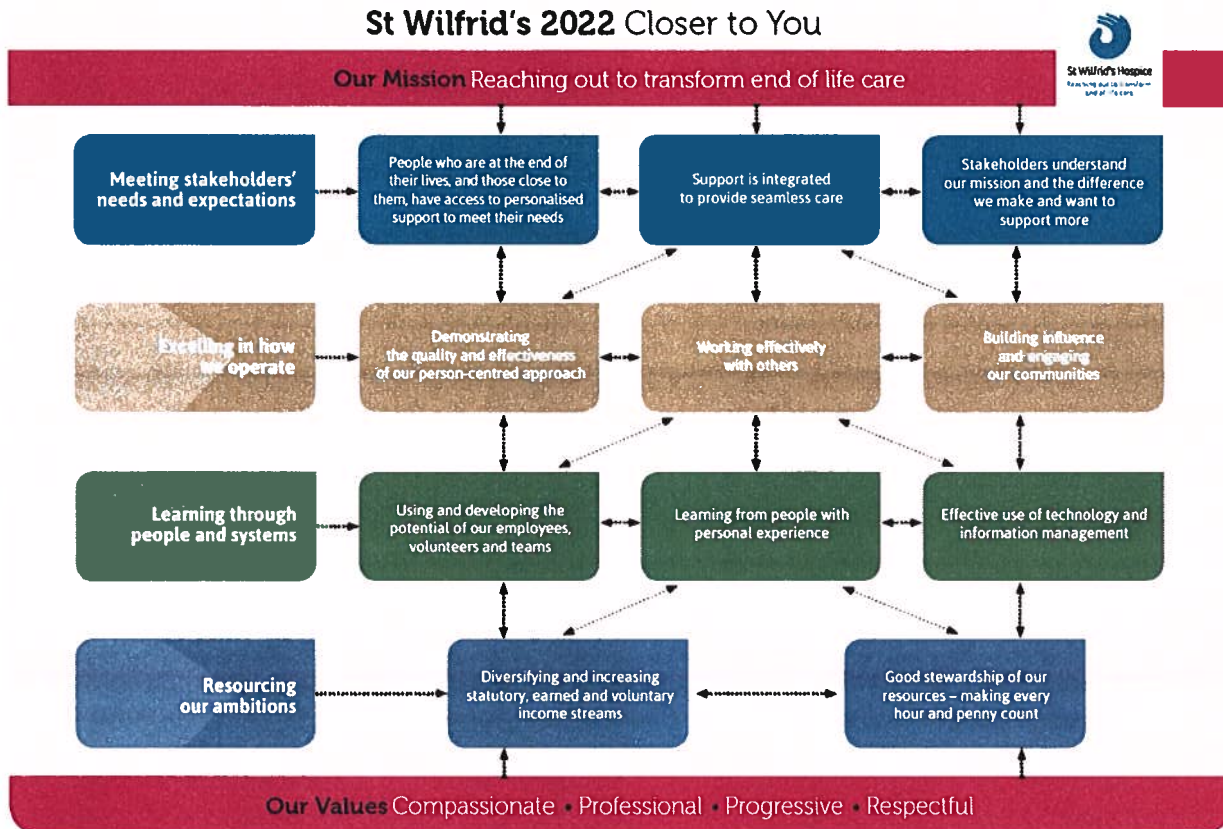
The range of our services comprises:-

- An inpatient facility with 20 ground floor, en-suite bedrooms overlooking beautiful gardens, as well as facilities for families to stay over.
- A Community Nursing service providing support to patients and families in outpatient clinics and in their homes, 7 days a week.
- A 24/7 NurseLine offering advice and support at the time of need.
- A Care@Home service providing personal care to help people remain at home.
- A Wellbeing centre with activity rooms, therapy suites and a gym for rehabilitative palliative care.
- Physiotherapy and occupational therapy (OT) support in the hospice and at home.
- Pre- and post-bereavement counselling, for children and adults.
- Social work support to deal with some of the practical and emotional challenges of a terminal diagnosis.
- Spiritual support to help people find meaning at the end of their lives.
- A befriending and connecting service in the community through Community Support Volunteers and Community Links with other organisations.
- Education about palliative care for other health and care professionals with whom we work in partnership.



**Our strategy – Closer to You**

In 2017 we launched our 5-year Closer to You strategy, which is encapsulated in a high level framework:



**External overview**

The whole external environment in the past year has of course been dominated by the Covid-19 pandemic. It has affected every area of our lives, social, economic, technological and political. It has provided both great challenge to everyone working in health and social care but also great opportunities to work in a different way. While we might want to think about 'life after Covid', the reality is that this virus and its ramifications will continue to be with us throughout the next year and beyond and will permanently change the way we do some things.

For both St Wilfrid's and others it has accelerated the use of technology in providing services and in running our operation, although we have also continued to provide a very high level of face to face support in the hospice and in the community. There has been a strong focus on workforce wellbeing, for those continuing to work in patient-facing roles but also for those who have had to adapt to home working as we reduced numbers in the hospice building. The aftermath of the pandemic will continue to challenge the country economically – whilst there is confidence about a return of economic activity, there continue to be questions about the long-term impact as there has been a massive financial cost to supporting the Covid effort, which will overhang activity for many years to come. However, the fact that we have been so severely limited socially in the past year means that there is huge appetite to get back to social activity and we hope this will be positive for hospice events in 2021. The population as a whole has also been spending less and saving more and this again offers opportunity to our fundraising and trading activity. The future economic picture will also have a potential impact on legacies, which continues to be such an important part of our income. We certainly expect some volatility in this area, which is why we have established a Legacy Equalisation Reserve.

The hospice sector could not have functioned in the way it did, or in many cases even survived in the past year, without the additional Covid funding provided by NHS England. It enabled hospices to fully play their role in supporting the wider

healthcare system and this role has been appreciated and noticed by NHS England and others in government. There is the potential for this to reset the relationship between hospices and the statutory sector and work is going on to look at sustainable funding. At the same time, there are further big changes taking place in NHS structures, with Integrated Care Systems (ICS) being put on a statutory basis and the disappearance of Clinical Commissioning Groups (CCGs) as we know them, although their functions will be absorbed within the ICS. So there is great change and uncertainty, but opportunity for hospices to play a greater role in health and care planning at 'place' and 'system' level. Within Sussex, we are starting to see the fruits of the work we have been doing in recent years around collaboration, in giving us a collective seat at policy and planning tables.

2021 is St Wilfrid's 40<sup>th</sup> anniversary year and thus a year of real opportunity to reconnect with our supporter base, to celebrate our achievements of the last 40 years while looking to the future. The early indications are that our message is resonating well with our community, they have appreciated all that we have been doing during the Covid period and they are very keen to re-engage with us.

## **ACHIEVEMENTS AND PERFORMANCE**

### **Meeting stakeholder's needs and expectations**

The major achievement for the hospice in the past year has been to continue to reach out to more patients and families than ever across our catchment area. We have shown great resilience and adaptability to reshape our support when it has not been possible to deliver all of the same range of services as pre-Covid.

Overall, we supported 2,322 patients and families in the 12 months to March 2021, an increase of 2.5% on the previous year. Individual patient numbers were marginally down at 1,671 (from 1,697), meaning that the growth was in our support of carers, in particular our expansion of community bereavement support. Patient reach was inevitably affected mainly by the need to close the inpatient unit to admissions over a one-month period in January and also by our inability to run any sessions in the Wellbeing Centre, although most patients who would have come to Wellbeing were supported in other ways. 32% of patients had a non-cancer diagnosis, in line with the previous year.

If you exclude the time when we were closed to new admissions due to a Covid outbreak in the hospice, over the rest of the year our inpatient occupancy ran at 83%, which is below last year's 85% but which reflects the time it has taken to build back up to greater numbers following the closure. We began the first part of the year, during the first lockdown, with very high occupancy, over 90% and we even made provision to go above our 20 beds with the adaptation of the six clinic rooms in the Wellbeing Centre, although these were not needed. Total patient admissions were 267, a lower number than the previous year due to closing to admissions for a month and also patients generally being with us for longer, an average of 20 days. The hospice medical and nursing team did a wonderful job in continuing to provide compassionate care, despite the constraints of wearing full PPE and the pressures of dealing with families who were desperate to visit their loved ones but where we had to restrict visitor numbers.

In the community, we showed great adaptability to provide compassionate and professional support to patients and families. Our Community Nursing team supported 1,483 patients overall, 11% higher than the previous year. At various stages we looked to provide support virtually where it was feasible, hence there was a 7% reduction in face-to-face visits on the previous year, but the team still made almost 5,000 home visits and, under the circumstances and when other health teams were restricting or avoiding completely home visits, this is a remarkable achievement. They also made almost 15,000 phone calls. There was continued development of the way the Community team operates in hubs linked to Primary Care Networks (PCNs) and this is helping to foster even closer working with GP practices. During the year we also introduced a daily call with the NHS Crisis Response team, to better coordinate support. There was an ambition to extend the Community working day and week. This was partly achieved with the deployment of Clinical Nurse Specialists (CNS) seven days a week and funds have been earmarked this year to extend the team's response availability from 7am to 10pm across the week.

The Care@Home team provided 10,020 hours of domiciliary support to 139 patients – again a great effort. The number of patients supported weekly by Care@Home has grown from an average of 8 to 15 over the last two years.

Not surprisingly, the NurseLine was busier than ever last year, with a total of 19,256 calls handled, an increase of 19% on the previous year. We had a stable team of nurses, paramedics and HCAs throughout the year who did brilliantly in handling a wide range of enquiries from patients, family members and professionals. We were able to develop further the Single Point of Contact system, whereby all enquiries and referrals came into one place, where they were triaged by a duty nursing team operating alongside NurseLine. We responded to 88% of urgent referrals within 24 hours and 94% of those requiring a response within 72 hours.

Our Wellbeing Centre was closed for almost the whole year, apart from a small number of individual outpatient appointments and a handful of small exercise groups we were able to offer between lockdown periods. Our Therapies team continued however to provide support, with 1,659 face to face sessions, in the main in people's homes and almost 3,000 telephone/video calls, to 773 individuals. They also developed a number of self-help training films which were accessed via the website. All Wellbeing patients at the time of the first lockdown were transferred to the Community team and thus were also supported by this team according to individual needs.

We also took the opportunity to increase the number of Community Support Volunteers, which for most of the year provided support via telephone or video, with face to face visiting when it was allowed. Over the past year we have matched 118 patients and 19 carers with a volunteer, which has additionally helped a further 111 family members. The matching process was streamlined so that in most instances we were able to do this within two days. 94% of those matched said that the service had improved their wellbeing.

Counselling activity was strong across the year. Our counselling team provided 2,306 individual pre and post-bereavement sessions, mainly by telephone or video, which has been a major adaptation and challenge for a team which is used to being in the same room as their client. We extended the bereavement support service to the whole community, not just those people supported through the hospice. We saw a steady flow of referrals from bereaved families due to Covid and other reasons and we supported 83 people in this way with 272 bereavement counselling sessions. Although referrals to the Seahorse children and young people's counselling service were affected by the school closures, we nevertheless supported 81 children and young people, only marginally fewer than the previous year. The social work team provided 399 face to face support sessions to 108 individuals across the year and each new referral can typically involve many hours of detailed work to support families practically and financially. We developed a new carer assessment process during the year and secured funding from the local authority to roll this out in the coming year.

#### **Excelling in how we operate**

Each year we set a number of clinical Quality Improvement Priorities. Last year these priorities were:-

- Integrate a new care planning system directly linked to outcomes measures
- Improve our response to community need
- Develop a systematic approach to learning from deaths
- Strengthen our approach to working with carers

During the year we delivered training to all clinical staff on newly developed personalised care plans and how they linked to the Integrated Palliative Care Outcomes Scale (IPOS). These plans were then launched in September 2020. Data collection is analysed and discussed in Outcome Measures and Care Planning meetings, which has cross-representation from all patient-facing teams. The collection of outcomes measures was nevertheless affected by dealing with the Covid pandemic and overall there were 6% fewer measures collected across the year.

Mention has already been made of the extension of CNS working and the plans to expand the Community team working day to 7am to 10pm. The Community team operates in five hubs linked to PCNs and the Wellbeing caseload was amalgamated into the Community caseload, to ensure these patients continued to receive support at home while the Wellbeing Centre has been closed. The onset of the pandemic accelerated a move towards doing assessments by telephone and video, in addition to home visits. An audit of patients and carers showed a positive response to how they felt about hospice contact during the pandemic, although there was not surprisingly a clear theme of isolation and loss.

During the year we set up a Learning from Deaths group, with the aim to ensure that the hospice operates within the recommendations made in the Gosport Report and the NHS England Learning from Deaths guidance. The group identifies deaths which need more reflection and looks at those deaths in greater detail in order to learn from what we are doing well and where things could be improved. This has included any death where Covid-19 has been a main contributory factor. Feedback sessions are now part of the Quality and Audit Assurance Forums. We updated the Care After Death Procedure in line with new Hospice UK guidance. The hospice has also taken part in national research into palliative care services' response to the pandemic (including care of those dying from Covid-19).

We created a task and finish group to review carers' documentation and the process of completion. The carers' assessment has been updated and is in use and already we are seeing an increase in assessments.

During the year we put further focus into gathering feedback from patients and families, compiling a quarterly report on all of the different measures of people's personal experiences. The main qualitative feedback we gather is via the VOICES surveys sent out to families after someone has died. We saw a healthy increase in the number of these being returned (up from 28% to 39%) as we deployed both postal and telephone surveys. The data shows that there were high levels of satisfaction with the support offered to both patients and family members. Any feedback which is critical is reviewed immediately and discussed within the Leadership Team. It may also lead to further contact with the family to understand more fully any concerns. The Views on Care surveys which are completed in real time by patients are showing around 80% of patients reporting improved quality of life in our care.

One of our ambitions during the year was to become a more research-active hospice. This was hampered somewhat by the response to the pandemic, but we nevertheless took part in some national surveys specifically related to Covid-19 and we have agreed to participate in the ENeRgise Trial, a multi-site randomised control study of an exercise and nutrition-based rehabilitation programme for palliative cancer patients, conducted by Edinburgh University. This study will take place in 2022.

#### **Learning through people and systems**

Although our primary focus was on continuing to provide our core services throughout the Covid-19 pandemic, the onset of the pandemic led to an acceleration in our plans to digitise more of our systems. We introduced e-payslips early in the year. We also invested early on in new video technology to enable us to offer video consultations and assessments. In the final quarter we switched to Office 365, having replaced fixed desktops with laptops to enable remote working. We have also acquired the CiPHR HR system, Sentinel software for incident reporting and risk management, and Deputy, a new e-rostering system. It is early days for each of these systems but it will enable better reporting and more self-service to improve productivity.

Our main staff and volunteer focus has been very much on maintaining wellbeing. We put in place a range of mechanisms to support our workforce during this very challenging period – a wellbeing hub with tips on staying healthy, direct support via our HR team and mental health first aiders, and increased promotion of the Employee Assistance Programme. Simple things such as offering free meals during lockdown periods and having thank you days, as well as very regular communication from the CEO, helped to maintain morale. We also put in place excellent infection prevention and control measures and an extensive risk assessment programme. Nonetheless, during January we had a Covid-19 outbreak in the hospice, which saw a large number of staff as well as some patients fall ill with coronavirus. We worked very closely with the local public health and CCG experts to manage this and to learn from it.

At the onset of the first lockdown we stood down a substantial number of our more than 600 volunteers, many of whom were shielding. However, we still retained a core group of around 50 people who provided invaluable support in the hospice, serving meals in the inpatient unit and helping with the laundry and cleaning. Volunteers also provided mainly telephone support to patients isolating at home and we continued to provide counselling support with the help of a team of volunteers. Our retail volunteers returned to the fray as soon as they were able and gradually we have begun to rebuild the volunteer numbers, though they remain some way below pre-Covid-19 levels. We are hugely grateful to all those volunteers who have provided support over the past 18 months and to those who stood down after many years of service.

Towards the end of the financial year we made an agreement with Marshall's consultancy to undertake a Diversity Audit. This was undertaken in the Spring 2021 and the findings will form the basis of a work programme to seek continual improvement in our approach to equality, diversity and inclusion as an employer and service provider.

#### **Resourcing our ambitions**

We began the year with a huge amount of uncertainty over income, due to having to cancel most of our events programme. We ended the year in a much better position than we could have anticipated. This was due to a number of factors. First of all, our core fundraising income was remarkably resilient, especially in areas such as individual donations, In Memoriam, lottery and Trusts. An emergency appeal that we put out in spring 2020 was very well supported.

Secondly, as with all hospices across the country, we received substantial extra one-off funding from NHS England, part of a £200m package to ensure that hospices could continue to provide capacity to help the overall health and care system during the Covid-19 crisis. That we managed to maintain core services throughout and extend our reach is testimony to the benefit of this support.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

---

Thirdly, we had a record year for legacy notifications, 90 in total. Under the SORP accounting guidelines, we have to accrue for many of these in our accounts at year end, even though it may still be many months before we receive the proceeds from these legacies. We actually accrued £1.92m, which is almost 50% of the legacy figure for the year and this comprises a substantial element of our final year-end surplus.

Trading activity was severely hampered by our shops being closed for much of the year and we showed a loss for the year. Some of this has been offset by business grants and a business interruption claim. The circumstances did present an opportunity to focus efforts on e-commerce and we developed our e-commerce platforms, achieving sales of over £100k.

Given the uncertainties over income, we were careful with expenditure, although we recognised the benefit of continuing to invest in new technology. We ended the year 2% up on expenditure on prior year.

The seven Sussex hospices have been pursuing collaboration since 2018. Although the Covid-19 pandemic brought a pause in the collaborative workstreams that had been agreed at the end of 2019, the hospices continued to support one another through mutual aid and knowledge sharing. The workstream programme has now recommenced and is seeing growing momentum:-

- A Sussex-wide Project ECHO telementoring hub has been set up to deliver education in care homes
- Some of the hospices are sharing an online platform for mandatory training
- A shared management education programme is being developed
- There are joint posts between individual hospices
- Work is going on to create a common data set for stakeholder reporting
- The hospices are benchmarking their costs and activity for core services
- A joint Programme Manager has been appointed to coordinate activity
- There is collective representation at key planning forums in the Sussex healthcare system.

Work will continue to progress these initiatives and more opportunities will be developed in the year ahead. While each hospice holds fast to its local autonomy and identity, we recognise the benefit of working together to make the most of our knowledge and resources in benefitting patients and families and enhancing our sustainability.

2021 is St Wilfrid's 40<sup>th</sup> anniversary and an opportunity to re-engage with our donors and supporters as we come out of lockdown, hopefully for good.

#### Performance of material fundraising activities

	2020/21	2019/20	Increase/decrease	Variance
	£k	£k	£k	%
Legacies	3,945	2,815	1,130	40
Donations and Gifts	1,599	1,841	(242)	(13)
Lottery	320	315	5	2
Trading	479	1,127	(648)	(57)

#### FINANCIAL REVIEW

##### Review of the financial position at the end of the year

The Hospice is reporting a consolidated net surplus of £2.651m compared to a surplus in 2019-20 of £446k. Total income for the current financial year is £10.712m, an increase of £2.380m (29%) on 2019-20. As referred to in the *Resourcing our ambitions* section above, the significant increase in income and surplus can be attributed to the one-off government Covid-related grants as well as actual and accrued legacy income.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

The consolidated expenditure is £8.061m, an increase of £175k (2%) on 2019-20. The expenditure profile is:

	2020-21 £k	2019-20 £k
▪ Patient care	6,224 (77%)	6,026 (76%)
▪ Fundraising	959 (12%)	883 (11%)
▪ Trading	877 (11%)	978 (13%)

Operating profit has led to an increase in cash to £5.916m (2019-20 £4.518m).

Legacies have increased by £1.13m (40%), and notifications have also increased substantially. Accrued legacy income amounts to £1.92m (2019-20 £710k).

Statutory funding and grants increased by £2.045m (95%), inclusive of the Covid-19 related funding awarded by NHSE to allow the hospice to make available bed capacity and community support for people with complex needs, from April 2020 to July 2020 and again from November 2020 to March 2021.

The grant received from NHS East Sussex CCG includes an uplift of 2% (2019-20 £100k).

#### Going concern

The Trustees have considered the state of the finances of the Charity and are of the view that it continues to be a going concern. A surplus of £2.65m has been posted for 2020/21 and, in the 3-year rolling financial view, there are surpluses before depreciation forecast in both 2021/22 and 2022/23. The cash flow is strong, as are free reserves at 12.7 months of total expenditure. The vast majority of income is unrestricted and there are strong legacy flows predicted for the coming year from those notified and accrued. A Legacy Equalisation Reserve has been built up to smooth any volatility in legacy receipts. The main risk area is for a sudden drop in legacy notifications and receipts and, in this eventuality, we would be able to draw on this reserve and adapt our planning for the following year. While many of the hospice's costs are fixed, in the event of a substantial drop in income there would be a moratorium on recruitment, which could potentially have some bearing on the services we are able to provide. The organisation does quarterly reforecasting and a monthly rolling cash flow, so would be able to respond quickly to any change in circumstances to flex costs.

#### Investment policy

St Wilfrid's Hospice has adapted its investment policy in recent months following receipt of a substantial legacy, which consisted in part of a shares portfolio. Given the strong cash position and the low interest rates on offer for cash deposits, we have taken the decision to use this bequest to start a longer-term investment portfolio. Following a tender process we have appointed Rathbones Investment Management to manage this portfolio on a discretionary basis. The investment policy is now to maintain around £3m in liquid cash and to invest other surplus funds in a range of short-term and long-term liquid investments, adopting a medium risk approach and targeting an aggregate return of CPI+3% over a business cycle. We also continue to hold a couple of investment properties that are let to tenants and provide a rental yield.

#### Funding sources

Our funding comes from:

	2020/21	2019/20
Legacies	37%	34%
Gifts and Donations	15%	22%
Statutory Funding	39%	26%
Trading	4%	13%
Lottery	3%	4%
Investments/other	2%	1%

#### Reserves policy

The Charity has adjusted its reserves policy in recent months in light of the continuing uncertainty about the economy following the Covid-19 pandemic. The Trustees have agreed to target an overall free reserves figure of 9 months of total expenditure. The free reserves figure is comprised of the aggregate of the Operating, Legacy Equalisation, Asset Management and Strategic Development Reserves.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

#### Operating Reserve

The key risk the Charity faces is the challenge to financial sustainability as a result of a temporary or longer-term fall in its given, granted or earned income. Around 70% of the charity's income derives from public giving, with a heavy dependence upon general donations and legacy income, which can be unpredictable within a defined time period. The Trustees consider it prudent and desirable to ensure that the risks and challenges to income in the short and medium term can be met without significant disruption to services. The Trustees consider that an operating reserve of four to six months of full running costs is appropriate to mitigate this risk, with an aim to keep the reserve at the top end of this range.

#### Legacy Equalisation Reserve

This reserve was set up in 2018 to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income, but can be volatile. The charity therefore needs to include legacy income in its cost budgeting, so this reserve is an added contingency to avoid any disruption to day-to-day activity in the event of low legacy receipts in a given year. Funds would be taken from the reserve to make good any shortfall in legacies against the annual budget, unless compensated for by other income streams.

#### Asset Management Reserve

A 15-year asset management survey has been completed, which identifies potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed therefore to set aside a minimum of 10% of surplus funds in any given year for future work and at the present time this fund is being built, although it is likely this reserve will be drawn on in 2021/22.

#### Strategic Development Reserve

The Trustees recognise their responsibility to ensure that monies given to the charity are used to further the charity's objects and meet the needs of its beneficiaries. Any funds surplus to those required for the other designated reserve funds are held in a strategic development reserve. The strategic development reserve is earmarked to contribute to the funding of the charity's strategic aims, whether for revenue or capital expenditure. Some of this reserve is earmarked to support collaboration work with the other Sussex hospices. Part of the strategic development reserve is held in investment properties yielding an income.

#### Restricted Reserve

Some funds are given to the charity to use for specific purposes and where this is the case they are held on trust in a restricted reserve and drawn on as the funds are required for the purposes for which they were given. Where a capital asset is bought with the funds, the reserve is drawn down in line with the depreciation of the asset rather than in totality at the time of purchase.

#### Fixed Asset Reserve

This represents the amount of the total reserves that are tied up in tangible fixed assets that cannot be realised easily, mainly the hospice building, plant and equipment.

At 31 March 2021 the charity had total reserves of £18.91m (19/20 £16.26m), represented as follows:

Operating Reserve	£ 4.39m	(19/20 £ 3.50m)
Legacy Equalisation Reserve	£ 2.56m	(19/20 £ 0.96m)
Asset Management Reserve	£ 0.60m	(19/20 £ 0.30m)
Restricted Reserve	£ 0.35m	(19/20 £ 0.39m)
Fixed Asset Reserve	£10.03m	(19/20 £10.13m)
Strategic Development Reserve	£ 0.98m	(19/20 £ 0.98m)

**RISK MANAGEMENT**

A strategic risk register detailing and ranking the key risks the charity faces is reviewed by the hospice Leadership Team on a regular basis and by the Board of Trustees twice a year. There are then individual risk registers for each area of operation. All risks faced by the charity are given a risk rating. A risk score is obtained by considering the likelihood of the risk occurring and the impact that occurrence would have on the charity. The top risks identified on the strategic register as at 31 March 2021 were:

<b>Risk identified</b>	<b>Action taken to mitigate the risk</b>
Uncertainty of income and impact on cashflow.	Income generation strategy focuses on diversification of funding streams. Establishment of legacy equalisation reserve and clarification of free reserves target. Rolling 3-year financial and scenario planning. Quarterly I&E reforecasts and 12-month rolling cash flow updated monthly. Active exploration of opportunities for cost sharing with other hospices. Continue to engage with CCG around commissioning and funding of end-of-life care.
Staffing capacity and resilience.	Increase to clinical staffing establishment. Workforce planning to anticipate future need and develop career pathways. Major focus on employee and volunteer wellbeing support. Continuing to recruit new volunteers. Improvements to IT system to allow more remote working.
Safeguarding.	Safeguarding Steering Group comprised of Trustee Safeguarding Lead, CEO and Patient & Family Support Director. Overarching safeguarding risk register being developed and safeguarding a feature in every departmental register. Mandatory training in children and adult safeguarding for clinical and non-clinical staff and volunteers – over 90% completion. Freedom to Speak Up Guardians in place.
Major incident/business continuity.	Major incident and recovery plan updated, with test exercises undertaken. IT system upgraded to facilitate mobile working. Daily backups of key databases. Flu and Covid-19 jabs offered to all staff. Focus on infection control. Regular fire drills and fire risk assessment.
Cost of repairing or replacing fixed assets.	Fixed asset register in place. 15-year asset management plan created (next review 2023) and asset management reserve being built. Dilapidations provision made for shops. Fundraising for capital works.
Fraud, theft and cyber-crime.	New IT hardware protected by Trend business security and data encrypted in the event of loss. Servers patched regularly to provide updated protection against ransomware. Electronic payments double signed by the leadership team. Annual cyber awareness mandatory training.

Information governance.	CEO is Senior Information Risk Officer (SIRO). Data Protection Steering Group comprising Information Asset Owners meets monthly. Completion of Data Security and Protection Toolkit to include Cyber Essentials. Annual refresher training. New Sentinel AINM system improves reporting and monitoring of data breaches.
-------------------------	--

## FUNDRAISING APPROACH AND PERFORMANCE

### Approach to monitoring of activities and membership of voluntary schemes for regulating fundraising

The charity is registered with Fundraising Regulator and the Institute of Fundraising and undertakes fundraising activity with its supporters in line with the Fundraising Code of Practice. We encourage our fundraising service providers to also be signed up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received no requests from individuals via the Service to be removed from the mailing list last year.

St Wilfrid's lottery is run by Local Hospice Lottery Ltd, which is a member of the Hospice Lotteries Association and the Lotteries Council and licensed by the Gambling Commission.

The charity's fundraising activities include hospice-arranged events and UK and overseas challenge events which are managed by commercial event providers. All events are risk assessed in accordance with hospice policies. Direct mailing campaigns are organised to generate single and regular gifts, legacies and in memory gifts and managed in line with our information governance and ethical fundraising policies.

The charity also fundraises through corporate campaigns; community talks, school activities, clubs, societies, and church involvement; and engaging with grant-making bodies including charitable foundations and trusts.

### Monitoring of activities carried out by third parties

The charity has in place a lottery contract, which specifies that Local Hospice Lottery undertakes to conform to statutory and local authority requirements to ensure gambling is conducted in a fair, responsible and open way and to prevent being associated with crime or disorder. The hospice plays an active oversight role in the training and development of lottery canvassers and ensures that any complaints are dealt with promptly and responsibly, in line with the Fundraising Code of Practice.

Contracts with mailing fulfilment houses ensure that all data handling conforms to the requirements of the Data Protection Act (2018) and Privacy and Electronic Communications Regulations (PECR) (2003), and with the Hospice Information Governance Policy.

Hospice fundraising complies with the Charity's ethical fundraising policy and the Fundraising Code of Practice. The Charity's fundraising promise specifies what information about supporters is collected and how that information is used. Our policy sets out the circumstances in which information about a supporter may be disclosed; how personal information is stored; and the rights of data subjects. All written and email communication contains a statement about how information will be used, an option to state or change data preferences, and a link to our full fundraising promise on the hospice website.

### Management of complaints

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We received six (five in 2019/20) complaints related to fundraising in the 2020/21 financial year. We responded to all complaints within 10 days. Complaints are dealt with in line with our fundraising complaints policy. All complaints are escalated to our Leadership Team and Trustees so they can consider lessons learnt. We report to the Fundraising Regulator on the totality of our complaints.

### Protection of vulnerable people and other members of the public

Our ethical fundraising policy outlines our policy and procedure to protect vulnerable people and our fundraisers (both staff and third party) are familiarised with the policy to ensure that it is applied properly.

**PLANS FOR FUTURE PERIODS**

The main plans for the coming year continue with the strategic aims in our Closer to You framework, while at the same time building on recovery from the Covid-19 situation. The plans for the coming year also take into account that 2021 is St Wilfrid's 40<sup>th</sup> anniversary.

**Meeting stakeholders' needs and expectations**

- Extend community nursing presence out of hours to operate from 7am to 10pm and monitor impact and effectiveness.
- Extend medical team support.
- Work with system partners to ensure improved pharmacy access/provision for end of life drugs out of hours.
- Refocus and re-introduce Wellbeing activity with two strands – rehabilitative palliative care and community engagement.
- Achieve 300 carer assessments within 20 working days using the new carer assessment framework.
- Continue with extended community bereavement service.
- Evaluate Seahorse children's bereavement service and plans for next phase.
- Develop plans for next phase of community volunteering.
- Deliver on aims of learning disability project and evaluate for further development.

**Excelling in how we operate**

- Continue to improve our capacity for urgent response. Maintain daily contact with NHS Crisis Response Team to coordinate support.
- Extend digital healthcare, including virtual consultations and extension of care home telementoring project (Project ECHO).
- Develop our approach in rehabilitative palliative care and how we track progress.
- Improve suicide awareness through training and understanding of when and how to intervene with patients/families at risk.
- Continue to develop use and understanding of VOICES feedback to improve practice.
- Undertake 'mystery shopper' exercise in Fundraising and Trading.

**Learning through people and systems**

- Provide training for and embed usage of new IT software – Office 365, CiPHR HR, Sentinel incident/risk management, Deputy e-rostering.
- Continue development of staff and volunteer wellbeing framework and extend mental health support.
- Participate in Sussex hospices collaboration to develop middle managers and provide mandatory e-learning.
- Develop staff and volunteer awards programme to coincide with 40<sup>th</sup> anniversary.
- Implement the recommendations from the Diversity Audit in a work programme.
- Engage with Our Care Connected IT programme within the Sussex ICS, to join up access to patient information.
- Review finance and patient software systems and future options.

**Resourcing our ambitions**

- Meet budgeted voluntary and statutory income projections of £8.67m.
- Deliver a surplus before depreciation.
- Optimise the 40<sup>th</sup> anniversary to recruit new individual and regular donors.
- Launch new website and increase online donations and conversions.
- Make progress on Sussex hospices collaborative activity, including working as one to develop with the ICS and NHSE a sustainable funding framework.

# ST WILFRID'S HOSPICE (EASTBOURNE)

## TRUSTEES REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2021

---

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

St Wilfrid's Hospice (Eastbourne) is a company limited by guarantee. The Articles of Association were last amended in 2017. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute up to £5 in the event of a winding up. The Trustees are also the directors for the purpose of company law.

#### Organisational structure

St Wilfrid's Hospice (Eastbourne) had two subsidiary companies at 31 March 2021:

- St Wilfrid's Hospice Eastbourne Trading Company Limited. Registered Company No: 2198239. Activity through this company includes any 'bought-in goods' trading and the operations of the hospice café (donated goods retail activity now flows through the Charity itself).
- St Wilfrid's Hospice (Eastbourne) Projects Limited. Registered Company No: 07054375. Set up to deal with the management, design and construction of the new hospice. This company will remain in existence for a period of up to 10 years following completion of the building, but is currently dormant.

The results of St Wilfrid's Hospice (Eastbourne) Projects Limited have not been consolidated into these financial statements as its results are immaterial to the Charity and the Group.

#### Appointment of Trustees and committee structure

Trustees are recruited against a set of competencies and to bring a diverse set of skills and experience to the charity. The Board of Trustees and the Leadership Team work in partnership when developing policy and strategy. In their fiduciary role the Trustees account for the organisation's compliance with regulation and they monitor the performance of the organisation against the strategy and business plan. They receive a full induction and a governance development budget is set aside for training focused on strengthening governance performance.

Trustees may serve a maximum of three terms of three years. The Board meets six times a year and two of these meetings are concerned specifically with a review of strategy. There are Trustee sub-committees for Audit, Clinical Governance, People and Income Generation (which also considers the business of the retail operation). A Trustee sits on the Health & Safety committee, which is an operational committee chaired by the Chief Executive and with staff representation. Terms of reference and Trustee membership for all committees are approved by the Board of Trustees annually. Trustees have individual reviews with the Chair each year and the Chair is also reviewed. Every Trustee signs a Code of Conduct upon joining the Board and at the time of starting a new term. Trustees also complete a Register of Interests annually.

The Articles of Association permit the appointment of up to three Co-optees to each of the sub-committees, with re-appointment annually for up to four years. Such Co-optees bring relevant skills and expertise to the committees and are able to participate and vote equally on matters. During the year there was one Co-optee on the Audit Committee, one on the Income Generation Committee and two on the Clinical Governance Committee.

The Trustees who served during the year and their attendance at Board meetings were:

	<b>Meetings attended</b>
Ms F MacIntyre ♣ ^ Chair of Trustees and of People Committee	5
Mr D Adams #	5
Dr M Barnes ♣	5
Mr A Breeze ♦	5
Mrs J Butler ♣ Chair of the Clinical Governance Committee and Trustee Safeguarding Lead	5
Ms L Chambers ♦	5
Ms J McGowan ♣	5
Mr G Meyer # (appointed 22 September 2020)	3
Mrs V Morrey ^	4
Mrs K Planterose ^ ♦ Chair of the Audit Committee	4
Ms M Richardson ♦ (appointed 22 September 2020)	3
Mr D Turner ♦ # Chair of the Income Generation Committee	5

**Members of Trustee Committees:**

- ♦ Audit Committee
- ♣ Clinical Governance Committee
- # Income Generation Committee
- ^ People Committee

**Decision making**

An annual business plan setting out the objectives for the year ahead is approved by the Board of Trustees before the start of a new financial year. This is accompanied by the setting of an annual budget and cashflow and the agreement of a set of corporate key performance indicators. The Audit Committee reviews a Schedule of Delegated Authority within which the executive team operates. The Board of Trustees approves the Schedule of Delegated Authority before the start of a new financial year. The day to day running of the charity is delegated to the Chief Executive and Leadership Team.

**Committee activities**

The main activities of the Board sub-committees during the year were as follows:-

**Audit Committee**

- Approved a business case for CIPHR, a new HR management system.
- Approved a proposal to retain a 50% share of the bequest of a shares portfolio valued at c.£750k.
- Conducted an investment management tender and recommended the appointment of Rathbones for Board approval.
- Monitored IT digital transformation progress.

**Clinical Governance Committee**

- Conducted virtual quality assurance visits and met with clinical teams.
- Reviewed policies and procedures and temporary changes to processes brought about by Covid-19.
- Agreed a position on care of patients requiring aerosol generating procedures during the pandemic.
- Approved an Annual Board Report and Statement of Compliance for medical revalidation.
- Reviewed the VOICES annual report.
- Monitored the Clinical Services review workstream.

**People Committee**

- Monitored the People Strategy and Workforce Planning in relation to four key areas:
  - Recruitment and retention
  - Employee support
  - Core values and culture
  - HR services.
- Scrutinised the annual staffing and volunteer reports.
- Reviewed and approved the key People Policies and Procedures, including the Coronavirus Temporary Changes to the Workplace; Pensions; Performance Development.
- Recommended Leadership Team remuneration adjustments to the Audit Committee for ratification.
- Monitored the People Safeguarding Risk Register.
- Oversaw the recruitment process and appointment of two new trustees - Melanie Richardson and Giles Meyer.

**Income Generation Committee**

- Reviewed a 3-year income generation strategy that included creation of an eBay sales platform.
- Reviewed and approved a new strategy for Bought in Goods (BiGs).
- Approved a proposal to lease increased space at the Hub to create a superstore.
- Recommended the Trading Company budget 2020/21 for Audit Committee approval.
- Scrutinised plans and risk register for the reopening of shops following lifting of Covid-19 restrictions.
- Reviewed the Ethical Fundraising Policy.
- Consideration and monitoring of plans for the Hospice's 40th anniversary.

## ST WILFRID'S HOSPICE (EASTBOURNE)

### TRUSTEES REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

---

##### **Arrangements for setting the pay and remuneration of key management personnel**

Leadership Team salaries are reviewed by the People Committee and ratified by the Audit Committee. The Board of Trustees reviews the salary of the Chief Executive following recommendations by the People Committee. Salaries are reviewed with reference to hospice sector and other relevant benchmarking surveys.

##### **Any relationships with a wider network (e.g. umbrella group)**

The charity is a member of Hospice UK, a national membership organisation that advocates for the interests of hospices in the United Kingdom. The hospice is also a member and partner in the Hospice Quality Partnership, established to provide better procurement for hospices across the country. A Memorandum of Understanding has been agreed by the seven Sussex hospices to guide their collaborative activity.



**ST WILFRID'S HOSPICE (EASTBOURNE)**

**TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2021**

---

**STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS**

The Trustees, who are also directors of St Wilfrid's Hospice (Eastbourne) for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website.

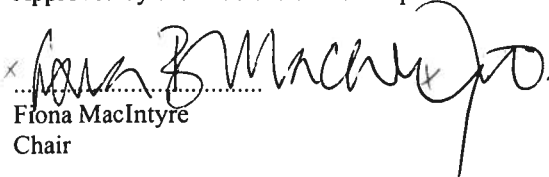
Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

**AUDITORS**

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that the charitable company will go to tender for its auditors for the forthcoming year has been agreed.

In signing this report, the Trustees are also approving the Strategic Report, in their capacity as company Directors.

Approved by the Trustees on 28<sup>th</sup> September 2021 and signed on their behalf by:

  
.....  
Fiona MacIntyre  
Chair

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

#### **Opinion**

We have audited the financial statements of St Wilfrid's Hospice (Eastbourne) Limited for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

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

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law, GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF ST WILFRID'S HOSPICE (EASTBOURNE)

---

#### 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.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor  
Date 01 October 2021

10 Queen Street Place  
London  
EC4R 1AG

ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(Including Income and Expenditure Account)

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>INCOME FROM:</b>					
<b>Donations and legacies</b>	2	5,184,424	359,357	5,543,781	4,655,873
<b>Donated goods income</b>	2,3	3,352	-	3,352	158,188
<b>Charitable activities</b>					
Statutory funding and grants	2	4,197,697	-	4,197,697	2,152,213
<b>Other trading activities</b>					
Income from trading	2,3	475,161	-	475,161	969,257
Income from lottery		320,003	-	320,003	314,910
<b>Investments</b>	4	34,221	-	34,221	56,882
<b>Other</b>	5	138,108	-	138,108	24,981
<b>Total income</b>		<u>10,352,966</u>	<u>359,357</u>	<u>10,712,323</u>	<u>8,332,304</u>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Fundraising costs	6	954,974	4,301	959,275	882,830
Trading costs of goods sold and other costs	3	877,390	-	877,390	977,547
<b>Charitable activities</b>					
In patient	6	3,859,815	71,835	3,931,650	3,717,979
Wellbeing	6	296,493	279,071	575,564	551,037
Community Nursing	6	1,673,157	43,938	1,717,095	1,757,005
<b>Total expenditure</b>		<u>7,661,829</u>	<u>399,145</u>	<u>8,060,974</u>	<u>7,886,398</u>
Net gains/(losses) on investments		-	-	-	-
<b>Net income/(expenditure)</b>		<u>2,691,137</u>	<u>(39,788)</u>	<u>2,651,349</u>	<u>445,906</u>
Gross transfers between funds	21	-	-	-	-
<b>Net movement in funds</b>		<u>2,691,137</u>	<u>(39,788)</u>	<u>2,651,349</u>	<u>445,906</u>
Fund balances at 1 April 2020		<u>15,865,929</u>	<u>391,035</u>	<u>16,256,964</u>	<u>15,811,058</u>
<b>Fund balances at 31 March 2021</b>	20,21	<u><u>18,557,066</u></u>	<u><u>351,247</u></u>	<u><u>18,908,313</u></u>	<u><u>16,256,964</u></u>

All income and expenditure arises from continuing activities.

Full details of income and expenditure by fund for the prior year are given in note 25.

The notes on pages 26 to 43 form part of the financial statements.

ST WILFRID'S HOSPICE (EASTBOURNE)

CHARITY AND GROUP BALANCE SHEETS

AS AT 31 MARCH 2021

	Notes	Hospice		Group	
		2021 £	2020 £	2021 £	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	12	10,033,577	10,129,616	10,034,033	10,130,622
Investment properties	13	753,278	753,278	753,278	753,278
		<u>10,786,855</u>	<u>10,882,894</u>	<u>10,787,311</u>	<u>10,883,900</u>
<b>CURRENT ASSETS</b>					
Stocks		9,528	6,685	15,663	13,771
Assets held for resale	15	-	250,000	-	250,000
Debtors	14	3,662,258	2,137,956	3,661,839	2,118,374
Investments	16	104,231	56,440	104,130	56,340
Cash at bank and in hand		5,911,805	4,480,783	5,916,077	4,518,111
		<u>9,687,822</u>	<u>6,931,864</u>	<u>9,697,709</u>	<u>6,956,596</u>
<b>CREDITORS: amounts falling due within one year</b>	17	<u>(1,561,965)</u>	<u>(1,567,977)</u>	<u>(1,576,707)</u>	<u>(1,583,532)</u>
<b>NET CURRENT ASSETS</b>		<u>8,125,857</u>	<u>5,363,887</u>	<u>8,121,002</u>	<u>5,373,064</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>18,912,712</u>	<u>16,246,781</u>	<u>18,908,313</u>	<u>16,256,964</u>
<b>NET ASSETS</b>		<u>18,912,712</u>	<u>16,246,781</u>	<u>18,908,313</u>	<u>16,256,964</u>
<b>FUNDS:</b>					
Restricted funds	20	351,247	391,035	351,247	391,035
Unrestricted funds:					
Designated funds	21	14,169,340	12,365,929	14,169,340	12,365,929
Operating reserve		4,392,125	3,489,817	4,387,726	3,500,000
		<u>18,912,712</u>	<u>16,246,781</u>	<u>18,908,313</u>	<u>16,256,964</u>

The accounts were approved by the Trustees and authorised for issue on 28<sup>th</sup> September 2021 and signed on its behalf by:



X

Mrs K Planterose (Chair of Audit Committee)

The surplus for the charity only for the year is £2,665,931 (Surplus 2020: £445,906).

The notes on pages 26 to 43 form part of the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)****CONSOLIDATED STATEMENT OF CASH FLOWS**

AS AT 31 MARCH 2021

---

	Note	2021 £	2020 £
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by operating activities</i>	23	<u>1,689,073</u>	<u>1,184,372</u>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		34,221	56,882
Proceeds from the sale of plant and equipment		3,574	441
Purchase of property, plant and equipment		(281,111)	(186,074)
Transfer of investments		(47,791)	(54,161)
<b>Net cash (used in) investing activities</b>		<u>(291,107)</u>	<u>(182,912)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		1,397,966	1,001,460
Cash and cash equivalents at the beginning of the reporting period		<u>4,518,111</u>	<u>3,516,651</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>5,916,077</u></u>	<u><u>4,518,111</u></u>

**1. ACCOUNTING POLICIES**

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

**1.1 Statement of compliance**

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

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

**1.2 General information**

The Charity is a private company limited by guarantee, incorporated in England and Wales (company number: 01594410) and a charity in England and Wales (charity number: 283686). The charity's registered office is 1 Broadwater way, Eastbourne, East Sussex, BN22 9PZ.

**1.3 Preparation of accounts on a going concern basis**

At the time of approving the financial statements, Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. In addition, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of the Charity's financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

**1.4 Group financial statements**

The financial statements consolidate the results of the Charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. 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. The registered office for these subsidiaries is the same as the parent.

The consolidated statement of financial activities, income and expenditure account and balance sheet include the financial statements of the company and its subsidiary undertaking made up to 31 March 2021. The company has taken advantage of the exemption from presenting its own income and expenditure account. The surplus of the company for the financial year amounted to £2,665,931 (2020: Surplus £445,906). All intercompany transactions are eliminated on consolidation.

**1. ACCOUNTING POLICIES (continued)**

**1.5 Income**

All income is included in the Statement Of Financial Activities when the Charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. For legacies, entitlement is when the charity is notified of an impending distribution with certainty of value, or when the legacy is received. We use information provided and judgement to conclude whether the legacy meets the revenue recognition criteria and is therefore accrued in the accounts.

Statutory funding comprises amounts receivable in the year from the NHS.

Lottery income represents ticket sales received in respect of lotteries held during the year. Income from tickets sold in advance of a draw being held is carried forward to the period in which the draw takes place.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Rental income is recognised on a receivable basis.

**1.6 Retail, Hospitality and Leisure Grant Fund Income**

Income from the above fund has been recognised at the date that the funding details and entitlement criteria were published by the government. There are no performance conditions attached to the funding that would prevent recognition at this date.

**1.7 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness
- Other expenditure represents the costs associated with investment properties

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Supports costs are those incurred directly in support of expenditure on the objects of the charity. These are allocated to charitable activities in proportion to other expenditure.

Governance costs relate to compliance with charity and company regulations and the strategic direction of the organisation.

**1.8 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land is not depreciated

Freehold buildings	2% p.a. on cost
Computer equipment	20% - 33.3% p.a. on cost
Plant and equipment	10% - 33.3% p.a. on cost
Fixtures and fittings	20% p.a. on cost
Motor vehicles	10% - 25% p.a. on cost

Investment properties are included in the balance sheet at their open market value. Depreciation is provided only on those investment properties which are leasehold and where the unexpired lease term is less than 20 years.

**1. ACCOUNTING POLICIES (continued)**

**1.9 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.10 Investments**

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

**1.11 Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

**1.12 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.

**1.13 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.

**1.14 Cash at bank and in hand**

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

**1.15 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

**1.16 Donated goods**

The Trustees consider the valuation of donated goods for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

**1.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds comprise funds received for a specific expenditure as specified by the donor. The aim and use of each restricted fund is set out in the notes to the financial statements.

**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2021****1. ACCOUNTING POLICIES (continued)****1.18 Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the evaluation of useful economic life of fixed assets to be the area of judgement with a significant effect on the financial statements. Further details on this judgement are provided in the relevant section above.

**1.19 Assets held for resale**

Assets held for resale are shown in the financial statements at market value. Profit and losses on the realisation of assets held for resale are shown as realised gains and losses in the Statement of Financial Activities. Realised gains or losses are calculated between sales proceeds and their opening carrying values.

**2. DONATIONS, LEGACIES AND STATUTORY FUNDING**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2021 £</b>
Donations and gifts	1,239,549	359,357	1,598,906
Donated Goods Income	3,352	-	3,352
Legacies receivable	3,944,875	-	3,944,875
Grants receivable for core activities	4,197,697	-	4,197,697
	<u>9,385,473</u>	<u>359,357</u>	<u>9,744,830</u>

**DONATIONS, LEGACIES AND STATUTORY FUNDING**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2020 £</b>
<b>Prior Year – 2020</b>			
Donations and gifts	1,416,707	424,372	1,841,079
Donated Goods Income	158,188	-	158,188
Legacies receivable	2,814,794	-	2,814,794
Grants receivable for core activities	2,152,213	-	2,152,213
	<u>6,541,902</u>	<u>424,372</u>	<u>6,966,274</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2021

3. ACTIVITIES FOR GENERATING FUNDS	2021		2020	
	£	£	£	£
<b>Trading income and costs</b>				
<b>Trading income</b>				
Donated goods income	451,707		748,293	
Donated Goods Income – Gift Aided	3,352		158,188	
Bought in goods income	7,950		22,063	
Street café income	15,504		198,901	
	<u>          </u>	478,513	<u>          </u>	1,127,445
<b>Trading expenses</b>				
Cost of sales	10,749		13,384	
Street café costs	75,399		172,494	
Staff expenses	403,120		428,829	
Property expenses	299,672		264,913	
Administration expenses	64,580		75,888	
Dilapidations/Depreciation	23,875		22,533	
	<u>          </u>	877,395	<u>          </u>	
Less interest received	(5)		(494)	
	<u>          </u>	877,390	<u>          </u>	977,547
<b>Total (deficit)/surplus</b>		<u><u>(398,882)</u></u>		<u><u>149,898</u></u>
<b>Number of shops</b>		<u><u>8</u></u>		<u><u>8</u></u>

Note: £6,500 management fee has been eliminated on consolidation, which reduced the trading deficit compared to the Trading Company deficit shown in note 11.

All income included donated gift aided goods and gift aid has been included along with all costs associated with the Trading Company operations. Prior year income and costs have been amended to reflect this change.

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2021

<b>4. INVESTMENT INCOME - UNRESTRICTED</b>				<b>2021</b>	<b>2020</b>
				<b>£</b>	<b>£</b>
Rental income from investment properties				23,210	35,492
Income from listed investments				-	3,070
Interest receivable				11,011	18,320
				<u>34,221</u>	<u>56,882</u>
<b>5. OTHER INCOME – UNRESTRICTED</b>				<b>2021</b>	<b>2020</b>
				<b>£</b>	<b>£</b>
Education courses and recharges				12,002	17,538
Other income				126,106	7,443
				<u>138,108</u>	<u>24,981</u>
<b>6. TOTAL EXPENDITURE</b>					
	<b>Staff Costs</b>	<b>Other Direct Costs</b>	<b>Support Costs Allocation</b>	<b>Total 2021</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Charitable expenditure</b>					
<b>Primary costs</b>					
Inpatient	2,163,234	806,137	962,279	3,931,650	
Wellbeing	324,848	106,162	144,554	575,564	
Community Nursing	1,133,395	79,670	504,030	1,717,095	
	<u>3,621,477</u>	<u>991,969</u>	<u>1,610,863</u>	<u>6,224,309</u>	
<b>Costs of generating funds</b>					
Non-charitable trading	403,120	474,270	-	877,390	
Fundraising	376,863	414,546	167,866	959,275	
	<u>4,401,460</u>	<u>1,880,785</u>	<u>1,778,729</u>	<u>8,060,974</u>	
<b>SUPPORT COSTS</b>				<b>2021</b>	
				<b>Total</b>	
				<b>£</b>	
Support staff				1,090,322	
Office				126,211	
Premises and utilities				544,718	
Governance				17,478	
				<u>1,778,729</u>	
<b>GOVERNANCE COSTS</b>					
Legal and professional				878	
Auditors' remuneration				16,600	
				<u>17,478</u>	

Restricted expenditure for 2021 £399,145 (2020 £460,943), unrestricted expenditure 2021 £7,661,829 (2020 £7,425,455).

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

**6. TOTAL EXPENDITURE (continued)**

**Prior Year - 2020**

	<b>Staff Costs £</b>	<b>Other Direct Costs £</b>	<b>Support Costs Allocation £</b>	<b>Total 2020 £</b>
<b>Charitable expenditure</b>				
<b>Primary costs</b>				
Inpatient	2,270,047	453,009	994,923	3,717,979
Wellbeing	340,877	60,702	149,458	551,037
Community Nursing	1,189,313	46,563	521,129	1,757,005
	<u>3,800,237</u>	<u>560,274</u>	<u>1,665,510</u>	<u>6,026,021</u>
<b>Costs of generating funds</b>				
Non-charitable trading	428,829	548,718	-	977,547
Fundraising	396,009	313,260	173,561	882,830
	<u>4,625,075</u>	<u>1,422,252</u>	<u>1,839,071</u>	<u>7,886,398</u>

**SUPPORT COSTS**

	<b>2020 Total £</b>
Support staff	1,145,715
Office	238,013
Premises and utilities	439,430
Governance	15,913
	<u>1,839,071</u>

**GOVERNANCE COSTS**

Legal and professional	2,413
Auditors' remuneration	13,500
	<u>15,913</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

<b>7. NET INCOME/(EXPENDITURE)</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net income is stated after:		
Auditors' remuneration		
- Audit services	14,650	13,500
- Non-audit services	1,950	-
Depreciation	375,839	319,142
	<u>375,839</u>	<u>319,142</u>

**8. TRUSTEES AND RELATED PARTY TRANSACTIONS**

No trustees were reimbursed expenses during the year (2020: Two trustees were reimbursed £350 for travel costs).

None of the other trustees (or any persons connected with them) received any remuneration or reimbursement of expenses during the current or preceding year.

There were no other related party transactions during the current or preceding year.

<b>9. EMPLOYEES</b>	<b>Hospice and Group</b>	
	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
The average monthly number of employees during the year was:		
Inpatient	69	72
Wellbeing	15	22
Hospice at Home	44	46
Support staff	46	45
Fundraising	12	14
Retail	20	21
	<u>206</u>	<u>220</u>
The full time equivalent number of employees at March was:		
Inpatient	52	52
Wellbeing	12	17
Hospice at Home	31	30
Support staff	34	32
Fundraising	11	13
Retail	18	18
	<u>158</u>	<u>162</u>
<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and salaries	4,640,058	4,946,539
National insurance	425,546	412,366
Pension costs	418,995	406,412
Redundancy costs	7,183	-
	<u>5,491,782</u>	<u>5,765,317</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

**9. EMPLOYEES ( continued )**

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	3	2
£70,000 - £80,000	-	1
£80,000 - £90,000	1	1

Contributions totalling £24,870 (2020: £24,018) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

The total employee benefits of the relevant key management personnel of the Charity/Group were £418,058 (2020: £457,176).

The redundancy costs of £7,183 (2020: £nil) were fully settled before the year-end.

**10. TAXATION**

The company is a registered charity and as such is exempt from taxation on its income so long as this is applied for charitable purposes.

**11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY**

The charity has wholly owned group companies which are incorporated in the UK and their registered office address is 1 Broadwater Way, Eastbourne, East Sussex, BN22 9PZ. St Wilfrid's Hospice (Eastbourne) Projects Limited was dormant during the current and preceding year, but St Wilfrid's Hospice Trading Company Limited sells Brought In Goods from 8 different branches and the Street Café operations as shown in note 3 to the accounts. However, note 3 shows the full Retail operation income and costs, Donated Goods Income is now recognised within the Charity Accounts. The company distributed its taxable profits to St Wilfrid's Hospice (Eastbourne) under a Gift Aid Declaration. A summary of its trading results is shown below.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Turnover	25,429	234,179
Expenditure	(69,684)	(191,840)
Operating (loss)/ profit	(44,255)	42,339
Interest receivable	5	494
<b>(Loss)/profit for the year</b>	<b>(44,250)</b>	<b>42,833</b>
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Tangible fixed assets	458	1,008
Current assets	14,199	73,604
Current liabilities	(18,953)	(64,512)
<b>Net (liabilities)/assets</b>	<b>(4,296)</b>	<b>10,100</b>
<b>Capital and reserves</b>	<b>(4,296)</b>	<b>10,100</b>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

**12. TANGIBLE FIXED ASSETS**

<b>Hospice</b>	<b>Land and Buildings £</b>	<b>Computer Equipment £</b>	<b>Plant and equipment £</b>	<b>Fixtures And Fittings £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>						
At 1 April 2020	11,061,022	625,464	102,290	830,470	74,571	12,693,817
Additions	-	178,780	23,325	66,173	12,833	281,111
Disposals	-	(262,308)	(1,507)	(85,955)	(500)	(350,270)
At 31 March 2021	11,061,022	541,936	124,108	810,688	86,904	12,624,658
<b>Depreciation</b>						
At 1 April 2020	1,316,497	525,561	41,026	656,983	24,134	2,564,201
Charge for the year	202,120	70,708	27,776	61,441	13,244	375,289
On disposals	-	(261,189)	(817)	(85,955)	(448)	(348,409)
At 31 March 2021	1,518,617	335,080	67,985	632,469	36,930	2,591,081
<b>Net Book Value</b>						
At 31 March 2021	9,542,405	206,856	56,123	178,219	49,974	10,033,577
At 31 March 2020	9,744,525	99,903	61,264	173,487	50,437	10,129,616
<b>Group</b>						
<b>Cost</b>						
At 1 April 2020	11,061,022	627,112	102,290	830,470	74,571	12,695,465
Additions	-	178,780	23,325	66,173	12,833	281,111
Disposals	-	(262,308)	(1,507)	(85,955)	(500)	(350,270)
At 31 March 2021	11,061,022	543,584	124,108	810,688	86,904	12,626,306
<b>Depreciation</b>						
At 1 April 2020	1,316,497	526,203	41,026	656,983	24,134	2,564,843
Charge for the year	202,120	71,258	27,776	61,441	13,244	375,839
On disposals	-	(261,189)	(817)	(85,955)	(448)	(348,409)
At 31 March 2021	1,518,617	336,272	67,985	632,469	36,930	2,592,273
<b>Net Book Value</b>						
At 31 March 2021	9,542,405	207,312	56,123	178,219	49,974	10,034,033
At 31 March 2020	9,744,525	100,909	61,264	173,487	50,437	10,130,622

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

<b>13. FIXED ASSET INVESTMENTS - GROUP AND HOSPICE</b>		<b>Investment Properties £</b>
	Market value at 1 April 2020	753,278
	Disposals at cost	-
	Revaluation	-
	<b>Market value at 31 March 2021</b>	<u>753,278</u>
	<b>Historical cost:</b>	
	At 31 March 2021	<u>516,851</u>
	At 31 March 2020	<u>516,851</u>

The Trustees are of the opinion that the market value of the properties held is not materially different from the carrying value in the financial statements. The last valuation was carried out in March 2019.

<b>14. DEBTORS</b>	<b>Hospice</b>		<b>Group</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Legacies	2,114,653	709,625	2,114,653	709,625
Trade debtors	874,818	956,748	870,607	975,229
Amounts owed by group undertakings	-	48,959	-	-
Prepayments & accrued income	621,956	363,072	622,285	373,968
Other debtors	50,831	59,552	54,294	59,552
	<u>3,662,258</u>	<u>2,137,956</u>	<u>3,661,839</u>	<u>2,118,374</u>

<b>15. ASSETS HELD FOR RESALE – GROUP AND HOSPICE</b>		<b>2021 £</b>	<b>2020 £</b>
	Assets held for resale – property	-	250,000
	<b>Total</b>	<u>-</u>	<u>250,000</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

<b>16. CURRENT ASSET INVESTMENTS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Quoted investments	56,340	56,340
Additions	47,791	-
<b>Total – Group</b>	<u>104,131</u>	<u>56,340</u>
Investment in subsidiaries		
Share capital		
- St Wilfrid's Hospice (Eastbourne) Projects Limited	1	1
- St Wilfrid's Hospice Eastbourne Trading Company Limited	100	100
<b>Total – Hospice</b>	<u>104,232</u>	<u>56,441</u>

In the opinion of the trustees, the aggregate value of the company's investment in subsidiary undertakings is not less than the amount included in the balance sheet.

The trustees are also of the opinion that the other investments held have not had any material fluctuation in their value since the preceding year.

<b>17. CREDITORS: amounts falling due within one year</b>	<b>Hospice</b>		<b>Group</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	222,795	190,022	234,522	190,022
Taxes and social security costs	103,614	94,388	103,614	96,969
Other creditors	115,616	109,192	115,616	109,192
Accruals	197,971	181,462	200,986	194,436
Deferred Income	921,969	992,913	921,969	992,913
	<u>1,561,965</u>	<u>1,567,977</u>	<u>1,576,707</u>	<u>1,583,532</u>

**18. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £211,607 (2020: £205,106). The company also contributes to the NHS Pension Scheme on behalf of employees. Total pension costs in the year amounted to £418,995 (2020: £406,412).

**19. COMPANY LIMITED BY GUARANTEE**

The Trust has no share capital and is limited by guarantee. In the event of the Trust being wound up, the liability of each member is limited to £5.

## 20. RESTRICTED FUNDS – GROUP AND CHARITY

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at	Movement in funds		Balance at
	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
IPU Capital and Improving Patient Care appeal	164,248	39,912	(45,548)	158,612
Hospice in the Community	24,323	40,593	(30,556)	34,360
Wellbeing Appeal	38,879	964	(8,878)	30,965
Minibus Appeal	46,200	-	(5,021)	41,179
Spiritual Support Fund	42,152	-	(37,674)	4,478
Garden Project	20,559	1,000	(8,476)	13,083
Big Lottery Volunteers Project	35,031	153,990	(154,960)	34,061
Bereavement Help Point	160	57,920	(47,794)	21,451
BBC Children In Need Seahorse Project	8,158	38,049	(36,778)	9,429
Other Restricted Funds	11,325	7,929	(8,089)	-
Bereavement	-	6,000	(6,000)	-
Community Bereavement Project	-	13,000	(9,371)	3,629
	<u>391,035</u>	<u>359,357</u>	<u>(399,145)</u>	<u>351,247</u>

- The IPU Capital and Improving Patient Care Appeal is fundraising for IPU capital items and continuing patient care including nursing.
- The Hospice in the Community fund is supporting the 'Closer to you' fund for growth in the community.
- The Wellbeing Appeal is a fund to support the Wellbeing clinics and facilities for our day care patients.
- The Minibus Appeal was set up to purchase a new minibus and the on-going running costs. This fund will be used over the life of the minibus.
- The Spiritual Support Fund is set up to meet the expenditure for the running costs of the Hospice's spiritual support work.
- The Garden Project is to pay for a gazebo and new pavements around the Hospice and had been used during 2019-2020. The Balance on the fund is the remaining depreciation charge.
- The Big Lottery Volunteers Project is to fund a new community volunteers project over three years.
- The Bereavement Help Point fund is to support bereavement services.
- The BBC Children In Need Seahorse Project is to support children's bereavement services.
- Other Restricted Funds represents donations and fundraising given for specific projects.
- Bereavement: funding towards bereavement counsellors' salaries.
- Community Bereavement Project: funding to extend bereavement services across the catchment area.

**ST WILFRID'S HOSPICE (EASTBOURNE)****NOTES TO THE ACCOUNTS (continued)****YEAR ENDED 31 MARCH 2021****20. RESTRICTED FUNDS (continued)**

<b>Prior Year Restricted funds</b>	<b>Balance at 1 April 2019 £</b>	<b>Movement in funds</b>		<b>Balance at 31 March 2020 £</b>
		<b>Income £</b>	<b>Expenditure £</b>	
IPU Capital and Improving Patient Care appeal	132,185	72,981	(40,918)	164,248
Hospice in the Community	138,909	29,226	(143,812)	24,323
Wellbeing Appeal	37,470	64,434	(63,025)	38,879
Minibus Appeal	52,878	-	(6,678)	46,200
Spiritual Support Fund	4,815	60,000	(22,663)	42,152
Garden Project	23,281	1,900	(4,622)	20,559
Big Lottery Volunteers Project	25,349	154,010	(144,328)	35,031
Bereavement Help Point	-	10,462	(10,302)	160
BBC Children In Need Seahorse Project	-	28,345	(20,187)	8,158
Other Restricted Funds	12,719	3,014	(4,408)	11,325
	<u>427,606</u>	<u>424,372</u>	<u>(460,943)</u>	<u>391,035</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2021

21. UNRESTRICTED FUNDS – GROUP AND HOSPICE

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at	Movement in funds			Balance at
	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
Asset Management Reserve	300,000	-	-	300,000	600,000
Legacy Equalisation Reserve	960,177	-	-	1,600,000	2,560,177
Strategic Development Reserve	975,130	-	-	-	975,130
Fixed Asset Reserve	10,130,622	-	-	(96,589)	10,034,033
<b>Designated funds</b>	<b>12,365,929</b>	<b>-</b>	<b>-</b>	<b>1,803,411</b>	<b>14,169,340</b>
<b>General funds</b>	<b>3,500,000</b>	<b>10,352,966</b>	<b>(7,661,829)</b>	<b>(1,803,411)</b>	<b>4,387,726</b>
<b>Total Unrestricted Funds</b>	<b>15,865,929</b>	<b>10,352,966</b>	<b>(7,661,829)</b>	<b>-</b>	<b>18,557,066</b>

	Balance at	Movement in funds			Balance at
	1 April 2019 £	Income £	Expenditure £	Transfers £	31 March 2020 £
Asset Management Reserve	200,000	-	-	100,000	300,000
Legacy Equalisation Reserve	905,621	-	-	54,556	960,177
Strategic Development Reserve	1,013,130	-	-	(38,000)	975,130
Fixed Asset Reserve	10,264,701	-	-	(134,079)	10,130,622
<b>Designated funds</b>	<b>12,383,452</b>	<b>-</b>	<b>-</b>	<b>(17,523)</b>	<b>12,365,929</b>
<b>General funds</b>	<b>3,000,000</b>	<b>7,907,932</b>	<b>(7,425,455)</b>	<b>17,523</b>	<b>3,500,000</b>
<b>Total Unrestricted Funds</b>	<b>15,383,452</b>	<b>7,907,932</b>	<b>(7,425,455)</b>	<b>-</b>	<b>15,865,929</b>

The Asset Management Reserve has been set up to cover any potential upgrading and repair work which will be required going forward to the building and plant. The Trustees have agreed to set funds aside for any future work and to transfer a further amount of £300k this year. The Trustees have agreed that in future a minimum of 10% of any surplus generated would be allocated to the Asset Management Reserve.

The Legacy Equalisation Reserve has been set up to smooth out any year on year fluctuations in legacy income. Legacies are an important income stream for the hospice, generally comprising around a third of total income. The charity therefore needs to include legacy income in its cost budgeting, so this reserve will help to avoid any disruption to day to day activity in the event of low legacy receipts in a given year. A further transfer to the fund has been agreed this year.

The Strategic Development Reserve fund represents all monies except those held in other reserves, which are earmarked to fund planned strategic developments to the service and buildings. The only movement this year is in respect of fees for Sussex Hospices Collaboration workstreams, which the Board agreed would come from the Strategic Development Reserve.

The Fixed Asset Reserve represents the charity's investments in fixed assets. The transfers out this year represent the net position of additions, disposals and depreciation.

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

<b>22. ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	-	10,034,033	-	10,034,033
Fixed Asset Investments	753,278	-	-	753,278
Current assets	5,211,155	4,135,307	351,247	9,697,709
Creditors: amounts falling due within one year	(1,576,707)	-	-	(1,576,707)
	<u>4,387,726</u>	<u>14,169,340</u>	<u>351,247</u>	<u>18,908,313</u>

<b>ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year</b>	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Fund balances at 31 March 2020 are represented by:				
Tangible fixed assets	-	10,130,622	-	10,130,622
Fixed Asset Investments	753,278	-	-	753,278
Current assets	4,330,254	2,235,307	391,035	6,956,596
Creditors: amounts falling due within one year	(1,583,532)	-	-	(1,583,532)
	<u>3,500,000</u>	<u>12,365,929</u>	<u>391,035</u>	<u>16,256,964</u>

<b>23. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	2,651,349	445,906
<b>Adjustments for:</b>		
Depreciation charges	375,839	319,142
Dividends, interest and rent from investments	(34,221)	(56,882)
(Profit)/loss on the sale of fixed assets	(1,712)	570
Increase in stocks	(1,892)	(6,693)
(Increase)/decrease in debtors	(1,543,465)	132,569
(Decrease)/increase in creditors	(6,825)	349,760
Changes in assets held for resale	250,000	-
<b>Net cash provided by operating activities</b>	<u>1,689,073</u>	<u>1,184,372</u>

**ST WILFRID'S HOSPICE (EASTBOURNE)**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2021**

<b>24. OPERATING LEASES COMMITMENTS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Group Leases which expire:</b>		
Within one year	19,840	19,280
Within two to five years	5,169	19,840
	<hr/>	<hr/>
	25,509	39,120
<b>Charity Leases which expire:</b>		
Within one year	19,840	19,280
Within two to five years	5,169	19,840
	<hr/>	<hr/>
	25,509	39,120

At the year end, the charity was committed to make the above payments in total in respect of operating leases.



## 25. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2020)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2020 £
<b>INCOME FROM:</b>				
<b>Donations and legacies</b>	2	4,231,501	424,372	4,655,873
<b>Donated goods income</b>	2,3	158,188		158,188
<b>Charitable activities</b>				
Statutory funding and grants	2	2,152,213	-	2,152,213
<b>Other trading activities</b>				
Income from trading	2,3	969,257	-	969,257
Income from lottery		314,910	-	314,910
<b>Investments</b>	4	56,882	-	56,882
<b>Other</b>	5	24,981	-	24,981
<b>Total income</b>		<u>7,907,932</u>	<u>424,372</u>	<u>8,332,304</u>
<b>EXPENDITURE ON:</b>				
<b>Raising funds</b>				
Fundraising costs	6	877,272	5,558	882,830
Trading costs of goods sold and other costs	3	977,547	-	977,547
<b>Charitable activities</b>				
In patient	6	3,672,242	45,737	3,717,979
Wellbeing	6	288,601	262,436	551,037
Community Nursing	6	1,609,793	147,212	1,757,005
<b>Total expenditure</b>		<u>7,425,455</u>	<u>460,943</u>	<u>7,886,398</u>
Net gains/(losses) on investments		-	-	-
<b>Net income/(expenditure)</b>		<u>482,477</u>	<u>(36,571)</u>	<u>445,906</u>
Gross transfers between funds		-	-	-
<b>Net movement in funds</b>		<u>482,477</u>	<u>(36,571)</u>	<u>445,906</u>
Fund balances at 1 April 2019		<u>15,383,452</u>	<u>427,606</u>	<u>15,811,058</u>
<b>Fund balances at 31 March 2020</b>	20,21	<u><u>15,865,929</u></u>	<u><u>391,035</u></u>	<u><u>16,256,964</u></u>