

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

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ST WILFRID'S HOSPICE (EASTBOURNE)

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2021

REGISTERED NAME OF CHARITY	St Wilfrid's Hospice (Eastbourne)
CHARITY NUMBER	283686
COMPANY NUMBER	1594410
PRINCIPAL OFFICE/REGISTERED OFFICE	1 Broadwater Way Eastbourne East Sussex BN22 9PZ
TRUSTEES	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
CHIEF EXECUTIVE	Mr D Scott-Ralphs
LEADERSHIP TEAM	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 st March 2021) Ms Vinyo Aidam (Finance and IT Director, appointed 1 st April 2021)
PROFESSIONAL ADVISORS	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.

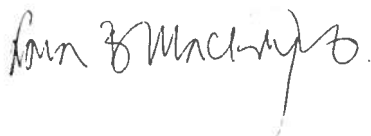
The Board of Trustees and I are hugely proud of, and grateful to, our workforce for their commitment and dedication throughout this period. This is not just the paid staff but also includes a team of volunteers who have continued to offer their services in the hospice, in our shops and in the community, 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 40th 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

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.

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.

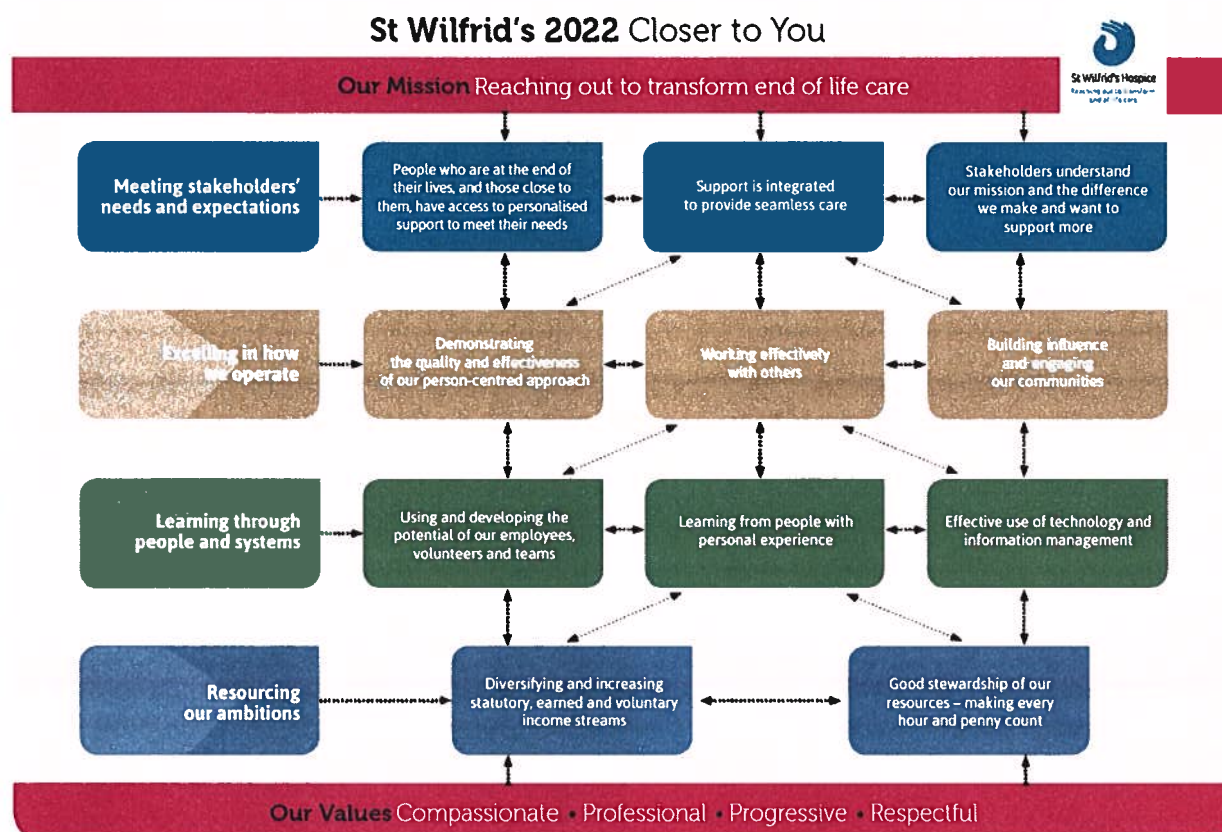
The range of our services comprises:-

- 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 40th 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 40th 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:

Risk identified	Action 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 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.
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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 40th 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 40th 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 40th 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:

	Meetings attended
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.

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.

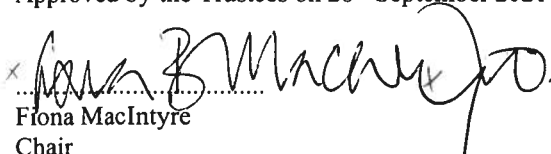
Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify 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 28th 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. 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 £
INCOME FROM:					
Donations and legacies	2	5,184,424	359,357	5,543,781	4,655,873
Donated goods income	2,3	3,352	-	3,352	158,188
Charitable activities					
Statutory funding and grants	2	4,197,697	-	4,197,697	2,152,213
Other trading activities					
Income from trading	2,3	475,161	-	475,161	969,257
Income from lottery		320,003	-	320,003	314,910
Investments	4	34,221	-	34,221	56,882
Other	5	138,108	-	138,108	24,981
Total income		<u>10,352,966</u>	<u>359,357</u>	<u>10,712,323</u>	<u>8,332,304</u>
EXPENDITURE ON:					
Raising funds					
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
Charitable activities					
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
Total expenditure		<u>7,661,829</u>	<u>399,145</u>	<u>8,060,974</u>	<u>7,886,398</u>
Net gains/(losses) on investments		-	-	-	-
Net income/(expenditure)		<u>2,691,137</u>	<u>(39,788)</u>	<u>2,651,349</u>	<u>445,906</u>
Gross transfers between funds	21	-	-	-	-
Net movement in funds		<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>
Fund balances at 31 March 2021	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

		Hospice		Group	
	Notes	2021 £	2020 £	2021 £	2020 £
FIXED ASSETS					
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>
CURRENT ASSETS					
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>
CREDITORS: amounts falling due within one year	17	<u>(1,561,965)</u>	<u>(1,567,977)</u>	<u>(1,576,707)</u>	<u>(1,583,532)</u>
NET CURRENT ASSETS		<u>8,125,857</u>	<u>5,363,887</u>	<u>8,121,002</u>	<u>5,373,064</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>18,912,712</u>	<u>16,246,781</u>	<u>18,908,313</u>	<u>16,256,964</u>
NET ASSETS		<u>18,912,712</u>	<u>16,246,781</u>	<u>18,908,313</u>	<u>16,256,964</u>
FUNDS:					
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 28th September 2021 and signed on its behalf by:



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 £
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	23	1,689,073	1,184,372
Cash flows from investing activities:			
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)
Net cash (used in) investing activities		(291,107)	(182,912)
Change in cash and cash equivalents in the reporting period		1,397,966	1,001,460
Cash and cash equivalents at the beginning of the reporting period		4,518,111	3,516,651
Cash and cash equivalents at the end of the reporting period		5,916,077	4,518,111

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.

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

	Unrestricted Funds £	Restricted Funds £	2021 £
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

	Unrestricted Funds £	Restricted Funds £	2020 £
Prior Year – 2020			
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>

3. ACTIVITIES FOR GENERATING FUNDS	2021	2020
	£	£
Trading income and costs		
Trading income		
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>478,513</u>	<u>1,127,445</u>
Trading expenses		
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>877,395</u>	<u>978,041</u>
Less interest received	(5)	(494)
	<u>877,390</u>	<u>977,547</u>
Total (deficit)/surplus	<u>(398,882)</u>	<u>149,898</u>
Number of shops	<u>8</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.

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

4. INVESTMENT INCOME - UNRESTRICTED				2021	2020
				£	£
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>
5. OTHER INCOME – UNRESTRICTED				2021	2020
				£	£
Education courses and recharges				12,002	17,538
Other income				126,106	7,443
				<u>138,108</u>	<u>24,981</u>
6. TOTAL EXPENDITURE					
	Staff Costs £	Other Direct Costs £	Support Costs Allocation £	Total 2021 £	
Charitable expenditure					
Primary costs					
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>	
Costs of generating funds					
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>	
SUPPORT COSTS				2021	
				Total £	
Support staff				1,090,322	
Office				126,211	
Premises and utilities				544,718	
Governance				17,478	
				<u>1,778,729</u>	
GOVERNANCE COSTS					
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

	Staff Costs £	Other Direct Costs £	Support Costs Allocation £	Total 2020 £
Charitable expenditure				
Primary costs				
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>
Costs of generating funds				
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

	2020 Total £
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>

7. NET INCOME/(EXPENDITURE)	2021 £	2020 £
Net income is stated after:		
Auditors' remuneration		
- Audit services	14,650	13,500
- Non-audit services	1,950	-
Depreciation	375,839	319,142

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.

9. EMPLOYEES	Hospice and Group 2021 Number	2020 Number
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
	206	220
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
	158	162
Employment costs	£	£
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	-
	5,491,782	5,765,317

9. EMPLOYEES (continued)

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

	2021	2020
	Number	Number
£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.

	2021	2020
	£	£
Turnover	25,429	234,179
Expenditure	(69,684)	(191,840)
Operating (loss)/ profit	(44,255)	42,339
Interest receivable	5	494
(Loss)/profit for the year	(44,250)	42,833
	2021	2020
	£	£
Tangible fixed assets	458	1,008
Current assets	14,199	73,604
Current liabilities	(18,953)	(64,512)
Net (liabilities)/assets	(4,296)	10,100
Capital and reserves	(4,296)	10,100

12. TANGIBLE FIXED ASSETS

Hospice	Land and Buildings £	Computer Equipment £	Plant and equipment £	Fixtures And Fittings £	Motor Vehicles £	Total £
Cost						
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
Depreciation						
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
Net Book Value						
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
Group						
Cost						
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
Depreciation						
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
Net Book Value						
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

13. FIXED ASSET INVESTMENTS - GROUP AND HOSPICE		Investment Properties £
Market value at 1 April 2020		753,278
Disposals at cost		-
Revaluation		-
Market value at 31 March 2021		753,278
Historical cost:		
At 31 March 2021		516,851
At 31 March 2020		516,851

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.

14. DEBTORS	Hospice		Group	
	2021 £	2020 £	2021 £	2020 £
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>

15. ASSETS HELD FOR RESALE – GROUP AND HOSPICE	2021 £	2020 £
Assets held for resale – property	-	250,000
Total	<u>-</u>	<u>250,000</u>

ST WILFRID'S HOSPICE (EASTBOURNE)

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 MARCH 2021

16. CURRENT ASSET INVESTMENTS	2021 £	2020 £
Quoted investments	56,340	56,340
Additions	47,791	-
Total – Group	104,131	56,340
Investment in subsidiaries		
Share capital		
- St Wilfrid's Hospice (Eastbourne) Projects Limited	1	1
- St Wilfrid's Hospice Eastbourne Trading Company Limited	100	100
Total – Hospice	104,232	56,441

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.

17. CREDITORS: amounts falling due within one year	2021 £	Hospice 2020 £	2021 £	Group 2020 £
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
	1,561,965	1,567,977	1,576,707	1,583,532

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 1 April 2020 £	Movement in funds		Balance at 31 March 2021 £
		Income £	Expenditure £	
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)**

Prior Year Restricted funds	Balance at 1 April 2019 £	Movement in funds		Balance at 31 March 2020 £
		Income £	Expenditure £	
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>

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 1 April 2020 £	Movement in funds			Balance at 31 March 2021 £
		Income £	Expenditure £	Transfers £	
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
Designated funds	12,365,929	-	-	1,803,411	14,169,340
General funds	3,500,000	10,352,966	(7,661,829)	(1,803,411)	4,387,726
Total Unrestricted Funds	15,865,929	10,352,966	(7,661,829)	-	18,557,066

	Balance at 1 April 2019 £	Movement in funds			Balance at 31 March 2020 £
		Income £	Expenditure £	Transfers £	
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
Designated funds	12,383,452	-	-	(17,523)	12,365,929
General funds	3,000,000	7,907,932	(7,425,455)	17,523	3,500,000
Total Unrestricted Funds	15,383,452	7,907,932	(7,425,455)	-	15,865,929

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

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS	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	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>

ANALYSIS OF NET ASSETS BETWEEN FUNDS – Prior Year	General Funds £	Designated Funds £	Restricted Funds £	Total £
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>

23. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	2,651,349	445,906
Adjustments for:		
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	-
Net cash provided by operating activities	<u>1,689,073</u>	<u>1,184,372</u>

24. OPERATING LEASES COMMITMENTS

	2021	2020
	£	£
Group Leases which expire:		
Within one year	19,840	19,280
Within two to five years	5,169	19,840
	<u>25,509</u>	<u>39,120</u>
 Charity Leases which expire:		
Within one year	19,840	19,280
Within two to five years	5,169	19,840
	<u>25,509</u>	<u>39,120</u>

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 £
INCOME FROM:				
Donations and legacies	2	4,231,501	424,372	4,655,873
Donated goods income	2,3	158,188		158,188
Charitable activities				
Statutory funding and grants	2	2,152,213	-	2,152,213
Other trading activities				
Income from trading	2,3	969,257	-	969,257
Income from lottery		314,910	-	314,910
Investments	4	56,882	-	56,882
Other	5	24,981	-	24,981
Total income		<u>7,907,932</u>	<u>424,372</u>	<u>8,332,304</u>
EXPENDITURE ON:				
Raising funds				
Fundraising costs	6	877,272	5,558	882,830
Trading costs of goods sold and other costs	3	977,547	-	977,547
Charitable activities				
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
Total expenditure		<u>7,425,455</u>	<u>460,943</u>	<u>7,886,398</u>
Net gains/(losses) on investments		-	-	-
Net income/(expenditure)		<u>482,477</u>	<u>(36,571)</u>	<u>445,906</u>
Gross transfers between funds		-	-	-
Net movement in funds		<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>
Fund balances at 31 March 2020	20,21	<u><u>15,865,929</u></u>	<u><u>391,035</u></u>	<u><u>16,256,964</u></u>