

# St Wilfrid's Hospice (Eastbourne)

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

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Charity Registration Number: 283686

Company Registration Number: 01594410 (England and Wales)

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

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

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

### Chair's introduction

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

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



Shaun O'Leary

Chair



## HEADLINES FROM 2024-25

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

## OUR VISION

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

## OUR MISSION

Enabling people to live well at the end of life



## OUR VALUES

### Compassionate

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

### Professional

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

### Progressive

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

### Respectful

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



## OBJECTIVES AND ACTIVITIES

### About St Wilfrid's Hospice

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

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

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

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

The range of our services comprises:

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



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

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



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

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

### Public Benefit

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



## External overview

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

## ACHIEVEMENTS AND PERFORMANCE

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

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

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

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

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

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

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



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

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

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

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

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

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

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

e. We will build sustainable and resilient funding:

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

## Performance of material fundraising activities

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

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

## FINANCIAL REVIEW

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

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

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

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

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

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

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

### Going Concern

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



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

### Investment policy

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

### Funding sources

Our funding comes from:

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

### Reserves Policy

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

### Operating Reserve

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

### Legacy Equalisation Reserve

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

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

#### **Asset Management Reserve**

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

#### **Strategic Development Reserve**

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

#### **Restricted Reserve**

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

#### **Fixed Asset Reserve**

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

#### **Revaluation Reserve**

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

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

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



## RISK MANAGEMENT

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

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



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

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



	<ul style="list-style-type: none"> <li>• All staff have a PDR objective to provide a piece of evidence for the CQC portfolio to support one of the quality statements.</li> <li>• CQC are currently conducting one day rapid reviews which would not result in a change in the hospice overall rating.</li> </ul>
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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 sign up to the code. The charity regularly monitors changes in legislation. The charity is registered with the Fundraising Preference Service and received 6 requests from individuals via the Service to be removed from the mailing list last year.

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

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

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

### Monitoring of activities carried out by third parties

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

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

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



### **Management of complaints**

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

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

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

### **PLANS FOR FUTURE PERIODS**

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

In 2025/26 the key objectives will be:

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

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

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

**Organisational structure**

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

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

**Appointment of Trustees and committee structure**

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

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

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

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

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

**Members of Trustee Committees:**

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



### **Decision making**

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

### **Committee activities**

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

#### **Audit Committee**

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

#### **Clinical Governance Committee**

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



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

#### **People Committee**

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

#### **Income Generation Committee**

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

#### **Safeguarding Committee**

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

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

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

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

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

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

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





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

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

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

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

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

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

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

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

## AUDITORS

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

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

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



Shaun O'Leary  
Chair



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

**Opinion**

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

In our opinion, the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

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

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

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

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

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

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

**Responsibilities of trustees for the financial statements**

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

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

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

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



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

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

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

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

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

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

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

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

**Use of our report**

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



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

10 Queen Street Place  
London  
EC4R 1AG



## ST WILFRID'S HOSPICE (EASTBOURNE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account)  
FOR THE YEAR ENDED 31 MARCH 2025

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

All income and expenditure arise from continuing activities.

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

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

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

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

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

*D Holdsworth*

Mr D Holdsworth (Chair of Audit Committee)

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

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



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

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

## **1. ACCOUNTING POLICIES**

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

### **1.1 Statement of compliance**

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

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

### **1.2 General information**

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

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

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

### **1.4 Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary St Wilfrid's Hospice Eastbourne Trading Company Limited (registered number: 02198239). The results of the wholly owned subsidiary, St Wilfrid's Hospice (Eastbourne) Projects Limited, has not been consolidated into these financial statements as its results are immaterial to the charity and group. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The registered office for these subsidiaries is the same as the parent.

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



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

### **1.5 Income**

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

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

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

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

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

Rental income is recognised on a receivable basis.

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

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

### **1.7 Expenditure**

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

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

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

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

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

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

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

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

Freehold land is not depreciated.

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

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

### **1.9 Financial instruments**

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

### **1.10 Investments**

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

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

### **1.11 Stock**

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



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

### **1.12 Creditors and provisions**

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

### **1.13 Debtors**

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

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

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

### **1.15 Pensions**

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

### **1.16 Donated goods**

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

### **1.17 Fund accounting**

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

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

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

### **1.18 Estimates and judgements**

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

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

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



**3. ACTIVITIES FOR GENERATING FUNDS**

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

Company deficit shown in note 11.

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

**4. INVESTMENT INCOME - UNRESTRICTED**

	2025	2024
	£	£
Rental income from investment properties	30,196	30,923
Income from listed investments	80,566	83,482
Interest receivable	47,176	89,601
	<u>157,938</u>	<u>204,006</u>
	=====	=====

**5. OTHER INCOME – UNRESTRICTED**

	2025	2024
	£	£
Other Income	24,901	19,498
	<u>24,901</u>	<u>19,498</u>
	=====	=====





**6. TOTAL EXPENDITURE**

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

**SUPPORT COSTS**

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

**GOVERNANCE COSTS**

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

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

**6. TOTAL EXPENDITURE (continued)**

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

**SUPPORT COSTS**

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

**GOVERNANCE COSTS**

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



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

## 8. TRUSTEES AND RELATED PARTY TRANSACTIONS

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

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

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

**9. EMPLOYEES (continued)**

**Employment costs**

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

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

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

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

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

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



## 10. TAXATION

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

## 11. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY

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

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

## 12. TANGIBLE FIXED ASSETS

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



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

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

**14. DEBTORS**

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

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

16. PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

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

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

17. COMPANY LIMITED BY GUARANTEE

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



# 18. RESTRICTED FUNDS – GROUP AND CHARITY

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

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

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

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

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



## 19. MOVEMENT IN FUNDS – GROUP AND HOSPICE

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

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



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

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

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

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

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

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

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

<b>21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>2025 £</b>	<b>2024 £</b>
Net expenditure for the reporting period (as per the statement of financial activities)	(2,850,364)	(1,932,423)
Adjustments for:		
Depreciation charges	363,726	391,791
Losses/(Gains) on investments	41,044	(165,309)
Dividends, interest and rent from investments	(157,938)	(204,006)
(Profit)/loss on the sale of fixed assets	(125)	(192)
Decrease/(increase) in stocks	6,987	1,219
Decrease/(increase) in debtors	1,067,846	788,889
Increase/(decrease) in creditors	468,637	(931,885)
	-----	-----
Net cash provided by operating activities	(1,060,187)	(2,051,916)
	=====	=====
 <b>22. OPERATING LEASES COMMITMENTS</b>	 <b>2025 £</b>	 <b>2024 £</b>
Group Leases:		
Within one year	15,059	3,034
Within two to five years	39,758	38,765
	-----	-----
	54,817	41,799
Charity Leases:		
Within one year	15,059	3,034
Within two to five years	39,758	38,765
	-----	-----
	54,817	41,799

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

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

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



