Rowans Hospice

England & Wales · Charity number 299731

Details

Other names	PORTSMOUTH AREA HOSPICE, THE ROWANS HOSPICE, THE ROWANS, THE ROWANS (PORTSMOUTH AREA HOSPICE), THE ROWANS - THE ROWANS HOSPICE
Status	Registered
Legal form	Charitable company
Company number	02275068
Registered	1988-07-20
Register	View on the Charity Commission register

Contact

Address	Rowans Hospice Purbrook Heath Road Purbrook Waterlooville PO7 5RU
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Website	www.rowanshospice.co.uk

Activities

Objects: The Object of the Charity as established is the relief of sickness, suffering and distress of persons with a terminal illness, progressive chronic illness or increasing and irreversible frailty, in particular by the provision of medical and nursing care and facilities for their care, treatment and benefit.

Activities: Specialist care and support across Portsmouth and SE Hants is provided to those aged 16 and above diagnosed with progressive life limiting illnesses and their families and carers. The service is free of charge irrespective of the nature of the illness, the patients' creed or financial means. Education programmes are run to enhance the skills base of other local health professionals.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** PORTSMOUTH AND AREA
- Hampshire
- Portsmouth City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,735,940	£9,807,239	£14,110,571	244
2024-03-31	£9,169,101	£10,276,185	£13,219,477	262
2023-03-31	£8,143,069	£9,700,148	£13,964,096	171
2022-03-31	£9,566,583	£8,299,210	£17,336,759	244
2021-03-31	£10,418,430	£9,001,653	£15,717,562	219

Trustees

Name	Role	Appointed
Deborah Paris	Chair	2022-09-07
Alexander Christian Wallis George		2026-05-13
Dr John Knighton		2026-05-13
Dr John Watkins		2019-04-25
Mark Power		2024-09-25
Peter Youngs		2024-09-25
Vicki Tracey		2023-09-06

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Rowans Hospice

England & Wales - Charity number 299731

Accounts

Company Number: 02275068
Charity Number: 299731

Rowans Hospice

Consolidated Annual Report and Financial Statements

For the year ending 31 March 2025

Quality Care Delivered with Compassion

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SECTION 1: Chairman and Chief Executive Statement

Rowans Hospice is an independent hospice, registered with both the Charity Commission and Companies House and regulated by the Care Quality Commission. In this document, we present our annual report for 2024/25.

The financial year 2024/25 was one of the most challenging in the history of Rowans Hospice and, in March 2024, because of rising staff costs and increasing overheads, a deficit budget of £1.1m was anticipated. During the year, a programme of service and process reviews was undertaken to streamline the charity's business model and bring costs under control; regrettably the outcome included several staff redundancies. This project was initiated and overseen by Deborah Paris, who, following the departure of the Chief Executive and at the request of the Trustees, took on the role the Executive Chairman (unremunerated) in March 2024. This annual report is presented with great credit attributed to Deborah in recognition of all her hard work and endeavours over the year as, with the Trustee Board and Senior Leadership Team, she led the Charity through a significant and successful period of change. She stepped back to her original role as a non-executive Chairman after Iain Cameron was appointed as Chief Executive in July 2024.

In July, Rowans Hospice entered a collaborative agreement with St. Michael's Hospice in Basingstoke to share a Chief Executive and thus enable both charities to combine this resource and increase efficiencies. The main brief was straight forward; to negotiate an equitable funding contract with the Hampshire and Isle of Wight Integrated Care Board (ICB) and review all organisational procedures to prepare for the challenges of a changing healthcare sector, whilst remaining true to our mission to provide end of life care to those living with life limiting illness.

Iain recognised that Rowans Hospice is an incredibly well-respected organisation within the local community and a cherished asset of those we serve. The care provided to patients and families is of a very high standard and functions such as the Palliative Care Hub are innovative and effective in deploying the correct resources in support of patients in the local area. However, due to increasing population need and the limitations of other healthcare partners, it had been realised that our hospice services had become overstretched and diluted. At the mid-way point of the financial year a process was initiated to refocus services, to provide care and support targeted at those in the last weeks of life, in the most cost-effective and impactful manner. Unfortunately, this included reducing the number on in-patient beds to 16 to ensure quality was maintained and staffing levels were within our financial means.

SECTION 1: Chairman and Chief Executive Statement (continued)

During the year, in conjunction with Trustees, senior leaders, staff and stakeholders, we refined and refocussed the existing strategic plan. In the final quarter, Trustees approved this plan which now centres around four founding strategic pillars.

- ***Develop Sustainable Partnerships***
- ***Financially Balanced and Self-sufficient***
- ***Enhance Training, Education and Invest in our People***
- ***Invest and Extend our Services***

This plan sets the framework for the next five years to 2030 and forms the basis of all our work going forward. A key enabler of the strategy was the establishment of a set of organisational values which were launched in February 2025. These values, making the acronym 'Thrive', represent the foundation of how the Hospice represents the community and how our people interact with services users, supporters and each other.

The Hospice appointed two key members of the Senior Leadership Team (SLT); Dr Katie Jerram, Medical Director, in the previous reporting period and Jo Fricker, Clinical Director, in April 2024. These appointments brought a solid basis to all our clinical work and during the year they have worked tirelessly to stabilise our care services whilst focusing on the future needs of the population. In addition, Vanessa Taylor was employed as Head of Human Resources May 2024, and latterly, under a further collaborative agreement with St. Michael's Hospice, Georgina Grace was appointed Finance Director, and Chris Griffiths as Operations Director in February 2025. This SLT brings together the correct level of expertise as we navigate the challenges of the future.

In December, the Secretary of State for Health and Social Care announced a one-off funding programme for hospices of £100m for capital projects divided between this and the next reporting period. Whereas this does not address the underlying issue of sustainable funding for Palliative and End of Life Care in the UK, it has eased some of the budgetary pressure and contributed to the positive outturn of the fiscal year to 31 March 2025. In the coming year, our allocation of the future funding will be used for the sole purpose of investing in capital projects that will enable a reduction in overheads and increasing efficiencies.

In early February, the Hospice underwent an unannounced inspection by the Care Quality Commission. This comprehensive, full-day review covered all five regulatory domains and included interviews with staff and patients across all levels of the organisation. Following the visit, a significant volume of data and supporting evidence was requested to inform the inspectors' findings. In April 2025, we were proud to receive confirmation that the Hospice has been rated 'Outstanding' which is a commendation that rightly reflects the unwavering commitment and excellence of our care teams.

SECTION 1: Chairman and Chief Executive Statement (continued)

One of the most significant developments this year has been the confirmation of a substantial uplift in the funding allocated to Rowans by the Integrated Care Board (ICB). Following many months of negotiations, aimed at redressing the inequity of funding allocations across Hampshire, the Hospice has secured a three-year contract to cover 22% of our running costs. In the context of widespread reductions to healthcare budgets, this increase serves as a powerful endorsement and recognition of the vital role the Hospice plays in the local health system. This enhanced funding creates an opportunity to invest further in services aimed at easing pressure on local hospitals; an objective that remains central to our mission.

Looking forward, Rowans Hospice is now on a stable financial footing with the security to plan for future years supported by the investment from the ICB. Whilst the increase in funding is deserved and welcome, the Hospice still has an obligation to run as efficiently as possible and remain focussed on the delivery of end of life care. It is paramount that any enhancement to services is sustainable, affordable and efficient and that all our sources of funding are used to support the delivery of our refreshed Strategic Plan.

Deborah Paris
Chairman

Iain Cameron
Chief Executive

SECTION 2: Objectives and Activities

The five-year strategy (2022-2027) continues our commitment to provide high quality and specialist palliative care to people with life-limiting illness across Portsmouth and South East Hampshire and support to their families and carers.

Rowans Hospice exists to provide specialist palliative care, as well as advice to support delivery of palliative care by others. All our services are delivered free of charge to patients and their families. Patients are referred by GPs, community nurses, hospital teams or other health and social care professionals and can self-refer via the Living Well Service. Admission to the Inpatient Unit and Hospice at Home service is based on clinical assessment and need.

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and business planning, and are satisfied that public benefit is at the heart of everything we do.

Inpatient Care Services

The Inpatient Unit (IPU) provides specialist assessments, treatments and interventions from a multi-professional team. People referred to the service are often experiencing complex difficulties, and this multidisciplinary involvement means patients benefit from a coordinated approach by a team of clinical and social care professionals to support them with their physical, emotional and spiritual needs.

This individual, holistic model aims to enhance quality of life and maximise the potential to live as fully as possible, for as long as possible. This includes helping patients remain in their preferred place of care and avoiding unnecessary hospital admissions. During 2024/25, we supported 380 admissions to the IPU (2024: 384 admissions) despite a reduction in bed capacity, of whom 38% were admitted from hospital. Of the 97 patients who were discharged, 71% returned to their own home. The average length of stay was 13.3 days (2024: 14.7 days).

Patients are admitted to the IPU for complex symptom management, care in dying, multiprofessional assessment and acute carer relief. The IPU provides a recognised specialist training environment for GPs and palliative medicine specialists of the future, and the team delivers both internal and external education in symptom management, future care planning and end of life care.

In August 2024 due to funding constraints, the difficult decision was taken to reduce the capacity of the IPU from 19 to 16 beds. To ensure that minimal impact was felt by those referred to the IPU, new ways of working and efficiencies were introduced enabling the number of admissions to be maintained at the same level as the previous year.

SECTION 2: Objectives and Activities (continued)

Hospice at Home Service

The Hospice at Home (H@H) service collaborates closely with other community healthcare professionals to strengthen and enhance end of life care provided in patients' homes. The service offers comprehensive support to patients, their families, and carers, addressing complex needs—whether physical, psychological, social, or spiritual.

Available 24/7, H@H can respond swiftly to urgent situations, including the administration of medication or other time-sensitive interventions. The team also assists patients in inpatient settings who wish to return home during their final days.

In 2024/25, the team supported 306 individuals at home (compared to 292 in 2024). A recent service review and team restructure has ensured a sharper focus on their core purpose and responsibilities. These changes have made the team more agile, with an average response time of just 2.6 hours for urgent referrals—often helping to prevent hospital admissions for those at the end of life, demonstrating the team's effectiveness and responsiveness.

Living Well Services

Throughout 2024/25, the Living Well Service (LWS) has continued to grow, further enhancing the range of support available to patients, carers, and those who are bereaved. A significant development this year has been the introduction of Satellite Clinics, designed to increase our reach in a sustainable and accessible way. These clinics are now successfully operating in Gosport, Hayling Island, and Central Portsmouth. LWS continues to provide a broad spectrum of support through face-to-face sessions, virtual platforms, and group-based activities. Our diverse offerings include: complimentary therapies, yoga sessions, creative memory making with fabric, chair-based exercise classes, expressive art-based therapy, future planning workshops, user forums and educational sessions for carers.

To further enrich the services offered at our Satellite Clinics, we have established new partnerships with various charitable organisations that have enabled us to respond more effectively to the evolving needs of our communities.

Maintaining strong engagement with community health and care services, local charities, and supportive businesses, remains a central priority. These partnerships not only raise awareness of the LWS but also offer valuable insights that help us identify and address gaps in care for those living with terminal illness.

A key area of strength continues to be our Veterans service, which offers weekly face-to-face support groups. This service remains popular and vital, and we are now expanding its reach to our Gosport Satellite Clinic. We are also exploring ways to better support female veterans, ensuring our services are inclusive and responsive to all who might need them.

SECTION 2: Objectives and Activities (continued)

Consistent feedback and service evaluations continue to highlight the positive impact of the LWS. By fostering resilience and offering compassionate, tailored support, the service plays an essential role in helping individuals and families navigate difficult and life-limiting circumstances.

In 2024/25, 248 new patients visited the LWC (2024: 287 patients), as well as 400 new carers (2024: 443 carers) and 89 new referrals for those who had been bereaved. There was a total of 7,909 visits/attendances by patients, carers and visitors, including the bereaved (2024: 8,692 visits).

Psychology, Bereavement and Meerkat Services

The Specialist Palliative Care (SPC) Psychology and Bereavement Service, located at Rowans Hospice, is an integrated specialist service delivered through a partnership agreement between Rowans Hospice and Hampshire and Isle of Wight Healthcare Foundation NHS Trust. This partnership enables the resources of both organisations to be employed dynamically and responsively to support our patients and their families.

Together, these services:

- Provide support to bereaved families when the deceased patient has been under the care of the Charity's services or one of the local palliative care teams.
- Provide a specialist psychological therapy service to Rowans Hospice, the local palliative care teams, and GPs across the locality. This aspect of the service is commissioned by Hampshire and Isle of Wight Integrated Care Board through a contract with Hampshire and Isle of Wight Healthcare Foundation NHS Trust.

The integrated Psychology and Bereavement service provides extensive support in a variety of ways, including through the provision of consultancy, clinical supervision, education, and face to face therapies. In the 2024/25 operating year: 266 referrals were received for specialist support (2023/24: 257 referrals), and 1,486 therapy sessions were delivered in 2024/5 (2023/24: 1,315 sessions). Meanwhile, a further 94 people were supported by our 15 trained volunteers (2023/24: 96 people supported).

The Psychology & Bereavement Service works alongside Rowans Meerkat Service. The Meerkat Service offers specialist emotional support to children and young people up to 18 years old who have a significant adult (such as a parent or grandparent) with a life-limiting illness or who have been bereaved of an adult close to them. Support depends on the child's assessed individual needs but can include guidance to parents/guardians, advice to schools and other agencies and, when appropriate, individual therapeutic work with these children. Groups are available throughout the year for children who have been bereaved, offering the opportunity for fun and peer support.

SECTION 2: Objectives and Activities (continued)

From 2024/5, the Meerkat Service accepted 106 more children for support, an increase of 43%.

There are limited services in our area offering pre and post bereavement support to children. This gap in provision was recognised in our successful application for a Children in Need grant, which will fund a dedicated Case Worker for the next three years. Meerkats are only able to accept referrals for families known to the Rowans organisation. However, the Meerkat Service has become well known within our community and an increasing number of families and professionals are contacting the Service for advice. In addition to the number of children referred into Meerkats, the clinicians within the team provided telephone guidance to these callers, therefore indirectly reaching far more children.

Rowans Hospice commissions both the Bereavement and Meerkat aspects of the service as a function of the work of the Charity.

Palliative Care Support Hub

The Palliative Care Support Hub (PCSH) was developed in 2020 and has become an increasingly vital part of the coordination of services for supporting patients in the terminal phase of their lives. As the Hub has become recognised as a source of clinical expertise, the method and quality of data collection has become more robust and informative and clearly demonstrates the value added by this service.

In addition to triaging and coordinating referrals to both the IPU and H@H, clinicians at the Hub (working with NHS partners), have dealt with an increasing number of calls from patients, carers and clinicians in the community and acute sector. They have provided immediate clinical advice or signposting as appropriate, advice regarding future care planning, plus the active avoidance of inappropriate acute admissions and the facilitation of patient discharges from the acute sector.

30% of clinician cover for the PCSH is provided by Rowans Hospice (Speciality Doctors, Nurse Managers). The breakdown of calls received over the last year was approximately:

- 50 calls from Nursing and Care homes
- 90 from SCAS paramedics
- 300 from GPs
- 400 from the acute hospital
- 900 from Community Care Teams (CCTs)
- 900 from patients and families

45% of calls were for people not known to the NHS Specialist teams.

SECTION 2: Objectives and Activities (continued)

People Services

In 2024/25, our people remained at the heart of our success. The Human Resources (HR) department and the Volunteer Services department continued to support our strategic objectives through a comprehensive focus on talent acquisition, employee development, diversity and inclusion and workplace culture.

Workforce Snapshot

We welcomed 21 new recruits in 2024/25 across all departments with a focus on Income Generation and a new Volunteer Services Manager post. Our voluntary turnover rate increased to 2.11%.

Total Employees:	237
Gender Diversity:	89% female, 11% male
Average Tenure:	8.95 years

Building a strong and supportive culture

In 2024/25 we deepened our commitment to cultivating a workplace rooted in trust, inclusion and shared purpose, recognising that culture is the foundation of organisational performance. We organised charity wide workshop sessions on how we translate daily behaviours into Core Values. These values now guide every HR initiative and leadership decision, shaping how we recruit, develop and engage our people.

Employee Engagement

At Rowans Hospice, we believe that a supportive and meaningful work environment is vital to the care we provide. Our annual Employee Engagement Survey, conducted in November, achieved a strong participation rate of 71.04%, reflecting our team's ongoing commitment to open communication and continuous improvement.

The results speak to the unique culture we foster:

- 90% of respondents said they are proud to work for Rowans Hospice.
- 94% reported a clear understanding of how their role contributes to the Charity's mission.

We remain focused on enhancing staff retention and attracting individuals with diverse skills and experiences. Our commitment to flexibility is evident, with 68% of our workforce employed on a part-time basis, helping us create a more inclusive and adaptable working environment.

SECTION 2: Objectives and Activities (continued)

Reward Policy
At Rowans Hospice, we are committed to **fair and equitable pay practices** that support the recruitment and retention of the skills necessary to deliver our charitable objectives effectively. We believe that paying our staff fairly is fundamental to maintaining a motivated and high-performing workforce.

All employee remuneration is reviewed by the Workforce Committee, with annual pay awards approved by the Board of Trustees. For new appointments, pay is benchmarked both internally and externally to ensure that salary levels are not only fair and competitive, but also financially sustainable.

Our approach to pay is informed by NHS pay bandings and insights from Hospice HR networks, enabling us to align our salary structure with sector standards and labour market trends. This helps ensure that our compensation remains competitive and reflects the value our staff bring to the organisation.

Inclusion and Diversity
At Rowans Hospice, we are committed to being a **diverse and inclusive organisation** that reflects the communities we serve. We believe that embracing diversity and promoting inclusion strengthens our culture and enhances the compassionate care we deliver.

Our **Health Equalities Forum**, comprising staff from across the organisation, meets regularly to consider all aspects of Equality, Diversity and Inclusion (EDI)—both for our workforce and the patients and families we support.

As a proud **Disability Confident Employer**, we actively promote the recruitment and support of disabled individuals, ensuring equal access to opportunities. **EDI training is mandatory for all staff**, with 100% completion, embedding inclusive practices into our everyday working culture.

We also acknowledge that we can do more to celebrate diversity meaningfully. To that end, our **revised Staff Forum**, chaired monthly by the CEO, provides a platform to share stories, recognise outstanding contributions, and strengthen peer connections. This open forum also promotes transparency by sharing updates on fundraising efforts and new initiatives.

One such initiative is the launch of the **THRIVE Awards**, a peer-nominated recognition programme that highlights exceptional work. These awards help ensure all employees feel **valued, seen, and included**.

At our core, we believe in **fairness, equality, and respect for all**. We celebrate both our differences and our shared humanity, recognising that **everyone brings unique perspectives and experiences**. This belief not only guides how we care for our patients but also shapes who we are as an employer.

SECTION 2: Objectives and Activities (continued)

Learning and Development
At Rowans Hospice, we are dedicated to fostering a culture of continuous learning that empowers staff to grow both personally and professionally. By investing in development opportunities, we ensure our workforce remains skilled, confident and capable of delivering the highest quality of care.

In 2024/25 we continued to provide a broad range of **training and development** opportunities tailored to support clinical excellence, leadership growth and individual career progression. All staff have access to a structured programme of **mandatory and role-specific training** which is regularly reviewed and aligned with sector standards.

We have continued to support the development of clinical competencies and specialist palliative care training to enhance patient care delivery; invested in e-learning platforms to support flexible, on-demand learning and supported professional development through apprenticeships and study leave to access external courses and qualifications relevant to staff roles.

Volunteer Services Department
In October 2024/25, a new Volunteer Services Manager was appointed enabling a greater focus on the management and engagement of our volunteers.

Over the past few years, we have listened to feedback from this valued group of people and have acted on the following:

Engagement

- Volunteers now receive regular updates from our CEO on financial issues, changes and improvements
- The recruitment process is far more rapid ensuring that new volunteers are communicated with in a valued way
- Regular social 'get togethers' to meet other volunteers
- Fundraising and volunteer opportunities are now communicated regularly to existing volunteers
- New volunteer roles are being developed to assist departments
- A new Volunteer Management System is to be launched in 2025 that will make it easier for volunteers to access their personnel files.

Support

- A full-time point of contact who can liaise with volunteers and staff
- A dedicated Volunteer Hub office with an 'open door' policy
- Training desks available for assisting volunteers with mandatory training
- A higher volume of volunteer recruitment within retail shops supporting managers to ensure that shifts are fully covered
- Interaction with line managers to ascertain volunteer gaps and suitable recruitment plans put in place.

SECTION 2: Objectives and Activities (continued)

Reward and Recognition

- Volunteers receive Long Service Awards (LSA) including a certificate and pin badge
- Flowers or a suitable gift given for 20 years plus service
- An annual birthday greeting email to each regular volunteer

A recent volunteer survey supplied us with valuable information and understanding of our volunteer teams. This information included:

- 76% of our volunteers give their time once a week
- 98% of our volunteers find their current volunteering role mostly to very fulfilling
- 88% of our volunteers feel they receive clear and timely communication
- 89% agree and strongly agree that the Charity has capable leaders
- 95% agree and strongly agree that they feel confident to raise concerns or issues
- 79% feel positive about the future of Rowans Hospice

Our volunteer numbers have dropped slightly over the last year for several reasons. The main reason has been because of a thorough cleanse of data from our original People Zone platform in readiness for the installation our new system, Better Impact, in May 2025. Volunteer numbers at the end of December 2024 were approximately 760, however, since the cleanse of data we are now averaging 695 active volunteers. We now have confidence in the accuracy of the amended figure. While a natural decline may occur, targeted recruitment efforts will help maintain these figures at a stable and reliable level that meet the needs of the Charity.

Income Generation

Over the past year, our Fundraising and Marketing teams have worked collaboratively to make a meaningful and lasting impact on the financial well-being of the Hospice. We are proud to report that the team exceeded their annual income target by 14.3%. This success reflects stronger donor relationships, well-planned events, thoughtful communications, and deeper connections with our community.

We are especially grateful for the significant support received through legacy income. These generous gifts left in wills demonstrate the deep trust people place in the Hospice and the enduring difference we strive to make. A dedicated team member is now in place to liaise with estates with sensitivity and professionalism. Further development of our *Make a Will Fortnight* campaign has helped increase known legacy pledges and foster partnerships with local solicitors and businesses.

Regular giving has also grown considerably. We now have 784 Regular Givers, an increase of 199 on the previous year. Of these, 52.2% are new supporters, while 47.7% converted from existing contacts, driven by greater awareness and a more accessible sign-up process.

SECTION 2: Objectives and Activities (continued)

We continue to participate in the Local Hospice Lottery, with over 8,000 members raising more than £29,000 per month which is a valuable source of regular income. Grants from Charitable Trusts and Foundations also made a significant contribution, with some supporting specific projects and others allocated to core costs.

Our Marketing team has worked hard behind the scenes, producing high-quality materials and campaigns to raise the profile of the Hospice. Through consistent branding and compelling storytelling, we now reach over 200,000 people across multiple platforms. This work has been essential in building trust and ensuring our continued visibility.

Together, the Fundraising and Marketing teams have revitalised existing events and launched new ones. This year saw the introduction of the Shining Stars Walk, combining the Moonlit Memories and Starlit children's walks. The event was a success, attracting 500 participants in its first year and raising over £76,000 (including gift aid). Our in-memory event, Lake of Lights, was also extremely popular, with over 3,500 people attending the lakeside service and helping to achieve its highest fundraising total to date. Our continued registration with both the Fundraising Regulator and the Gambling Commission reflects our commitment to upholding the highest legal and ethical standards in all aspects of our fundraising.

Our Retail team again delivered a strong year-end performance, finishing just 0.3% below target, in an incredibly challenging trading environment. Retail continues to make a vital contribution to our income and provides a visible presence for the Charity across many local high streets.

We are grateful for the ongoing donations of high-quality goods from our supporters. These items are professionally presented by our staff and volunteers, creating a welcoming shopping experience that encourages repeat visits and ongoing support. Whilst we have not expanded our shop portfolio this year, we have restructured some locations to include an additional emporium and craft store. Our focus remains on maximising the value of our current shops and leases while continually reviewing the changing nature of the high street.

Financial Review

Overview

Rowans Hospice has made an operating surplus for the year of £891k against a budgeted deficit of £1,179k, this significant turnaround is primarily due to the good year for legacy income which exceeded budget by £1,620k. Credit must also be given to the fundraising team who have enabled a significant growth in income against what was predicted in the budget for the financial year.

SECTION 2: Objectives and Activities (continued)

At the start of the year, faced with a high deficit budget, the decision was taken to restructure the H@H and IPU teams which resulted in several redundancies. The new operating model has proven to be working effectively and has saved £300k in the year ended 31 March 2025. We continue to look at delivery models across the organisation and strive to operate as effectively and efficiently as possible without compromising patient care.

One of our biggest challenges over recent years has been our reliance on legacy income, which can be very volatile, leading to large swings between making surpluses and deficits. For Rowans to be financially sustainable, we need to place less reliance on legacies and have fair and equitable funding from the ICB. The new NHS style contract which comes into effect from April 2025 is a milestone for the Hospice and will allow us to plan with greater certainty into the future.

Reserves

The Hospice aims to hold sufficient general reserves to protect against a sudden short-term decline in income so that a full range of essential services can continue to be provided to our patients and their families. If the level of income is not restored, then the Trustees have time to plan and implement change in a controlled way. The Trustees have reviewed the risks associated with income and expenditure and believe that cover for a minimum of six months' expenditure, net of guaranteed income, should be sufficient to allow this to happen.

At the end this financial year the charity held £5.0m in general reserves. Our target for general reserves is 6 months operating costs less guaranteed income (ICB). Due to the significant increase in ICB funding from April 2025 our target reserves have been lowered to £3.7m (previously £4.2m). We are currently holding reserves in excess of our target, however given the financial volatility of recent years coupled with our desire to continue to invest in our services and extend our reach, the Trustees are content with the current level of reserves.

<u>Designated reserves</u>

Designated reserves are funds set aside by the Trustees to meet essential future spending, including operational and capital projects. Annually, based on the priorities included within the budget for the coming year, and the risk profile, the Trustees agree funds which should be designated for the coming year and include the amounts and detailed explanations within the Trustees' Annual Report.

The Trustees have created a designated fund of £1m to support the essential repairs/ replacement of the roof during the next year, and an energy project to reduce our consumption, costs and carbon footprint.

SECTION 2: Objectives and Activities (continued)

Fixed Asset Fund

The Hospice recognises that money tied up in fixed assets is not readily available to support business operations and should not be recognised within general reserves, to this end, we hold a Fixed Asset Designated Fund which represents the value of unrestricted funds tied up in assets.

Restricted Reserves

Restricted reserves represent donations or grants received for a specific purpose and do not form part of General Reserves. There are three main types of restricted funds, full details of which are included in the Trustees' Annual Report.

Investments

Rowans Hospice made the decision to liquidate the majority of its investment portfolio with CCLA in July 2024 due to concerns over cashflow and large budgeted operating deficits. At the year end, we held just £0.2m in the CCLA Ethical Fund, however, due to the improved financial position, we have placed £2.5m back into the CCLA Ethical Fund during May/June 2025. Due to high interest rates and volatility in the markets, we have not been adversely affected by this decision. Trustees recognise the importance of being invested for the long term to maximise returns. The total returns for the year were:

	Return	**Benchmark**
COIF Ethical Investment Fund	-1.46%	4.05%
COIF Deposit Fund	4.90%	5.07%

We will be completing a review of our investment policy during this coming year.

Alongside our long-term CCLA investment portfolio and instant-access deposit account, we make use of the CAF Deposit Platform for term deposits holding £176k at the end of the financial year with two different FSC protected financial institutions.

Subsidiaries

Rowans Hospice owns 100% of the share capital of a trading subsidiary: The Rowans Hospice Trading Company.

Going Concern

The Trustees are satisfied that Rowans Hospice is a *Going Concern*; the Hospice is holding sufficient reserves at the year end and, having considered the impact of a 10% drop in income, they are satisfied that the Charity will be able to continue to operate for at least 18 months from the signing of these accounts.

SECTION 3: Structure, Governance and Management

Rowans Hospice is a charitable company, limited by Guarantee, registered in England and Wales, company number 022757068 and a Registered Charity number 299731. It was incorporated on 7 July 1988 and is governed by the Articles of Association.

The object of Rowans Hospice as established is the relief of sickness, suffering and distress of persons with a terminal illness, progressive, chronic illness or increasing and irreversible frailty, by the provision of medical and nursing care and facilities for their care, treatment and benefit.

The Charity is governed by the Board of Trustees, which is responsible for the strategy and governance of the Hospice. Members of the Board of Trustees are also Directors under Company Law.

The revised governance arrangements, supported by a change in our Articles of Association (reported in October 2024) were approved by the Trustee Board in September 2024 and implemented in January 2025. Going forward, not less than four or more than ten Trustees are appointed by the Board of Trustees and annually, approximately one third may retire; being those Trustees who have been longest in office.

Full meetings of the Board took place on eight occasions during the year, including an AGM and a meeting in November 2024. A strategy away day was also held in November 2024. The Board is supported in their decision making by the scrutiny and recommendations that are provided by several governance groups.

During the year and up to the date that the accounts are signed the following Trustees were in post:

- Mrs J Diggins (until 17 April 2024)
- Dr J Hughes (until 17 April 2024)
- Mrs W Greenish (until 27 November 2024)
- Mr G Kaminski-Cook (until 6 November 2024)
- Mr A Kille (until 12 August 2024)
- Mr E Norman (until 30 October 2024)
- Mrs D Paris*
- Mr J Taylor (Vice Chairman)
- Mrs V Tracey
- Dr J Watkins
- Mr P Youngs (from 25 September 2024)
- Mr M Power (from 25 September 2024)

*including the role of Executive Chairman to 15 July 2024

SECTION 3: Structure, Governance and Management (continued)

Leadership Team

The Trustees are responsible for the overall governance of the Charity. To achieve this, they appoint a leadership team who are paid employees of the Charity. During this accounting year, there have been significant changes to the senior leadership team following the resignation of Kirsteen Murray, Chief Executive, at the end of the previous reporting period in 2023/24. To allow time for the Board to consider the best replacement for this key role and bring stability to the organisation, it was agreed that Deborah Paris would take on the role of Executive Chairman. Following discussions with key stakeholders, including Hospice UK, Iain Cameron was appointed as Joint Chief Executive of Rowans Hospice and St. Michael's Hospice in Basingstoke in July 2024, when Deborah reverted to her role as Chairman. The Board unanimously supported this appointment and the future direction of the Charity.

In April 2024, Jo Fricker was confirmed in the substantive post of Clinical Director and Vanessa Taylor was appointed as Head of HR in May 2024. In October 2024, Samantha Jelliff, Director of Finance, IT & Facilities resigned from her role. Following the appointment of a new Chief Executive and a review of the leadership structure and in line with our continued collaboration with St. Michael's Hospice, Georgina Grace was appointed as Finance Director, and Chris Griffiths as Operations Director in February 2025. Both these appointments are held jointly with St. Michael's Hospice.

A detailed schedule of delegation is in place which makes clear which decisions are reserved for the Board of Trustees, and which can be delegated to committees and/or the Senior Leadership Team.

Setting Pay

The Workforce Committee also acts as the Remuneration Committee and considers pay and remuneration across the Charity and makes recommendations to the Board. This committee meets three times a year, particularly in advance of budget setting. Remunerated roles within the Hospice are regularly benchmarked against several different channels including NHS payment award schemes, hospices locally and nationally, and other business sectors. The Charity observes the National Living Wage for all employees and is committed to paying our staff fairly, so that we attract and retain the best people to deliver the best possible care and maintain our financial well-being and role in our community. We aim to be a diverse and inclusive organisation that reflects the population we serve.

Related Parties and Relationships with other Organisations

Rowans Hospice entered a collaborative agreement with St. Michael's Hospice, based in North Hampshire, in July 2024 that has developed to include several leadership posts and shared knowledge and experience to enhance the services we provide, improve efficiencies and hold a larger voice on the future direction of Palliative and End of Life Care across the county.

SECTION 3: Structure, Governance and Management (continued)

The Hospice also works in close collaboration with NHS Trusts, particularly the Hampshire and Isle of Wight Healthcare NHS Foundation Trust and Portsmouth Hospitals University NHS Trust. Rowans Hospice and NHS employees provide a seamless service to patients and their families. Where inpatient care is provided by NHS professionals e.g. palliative care senior doctors, or occupational therapists that work both within the Hospice and NHS services, the Charity contributes an agreed proportion of their salary, based on the amount of time spent on care provided within the Hospice.

Rowans Hospice is also a member of Hospice UK.

SECTION 4: Statement of Responsibilities of the Trustees

Trustees are also Directors of Rowans Hospice for the purposes of Company Law and are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Trustees are covered by Indemnity Insurance, which financially protects individuals in positions of authority if a claim is made against them for committing a wrongful act that is damaging to the organisation.

Company law mandates that Trustees prepare annual financial statements that accurately reflect the Charitable Company and Group's state as of the balance sheet date, and the net movement in funds, including income and expenditure, for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company and Group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities SORP.

They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the Company and the Group's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

SECTION 4: Statement of Responsibilities of the Trustees (continued)

The Trustees' Annual Report and Financial Statements were approved and authorised by the Board of Trustees on 30 July 2025 and are signed on their behalf by the Chairman, Mrs Deborah Paris.

Deborah Paris

Deborah Paris
Chairman of Trustees

Opinion

We have audited the financial statements of Rowans Hospice (the 'parent' Charity) and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities (incorporating income and expenditure account), the consolidated balance sheets, the consolidated statement of cash flows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 Charity's affairs as at 31 March 2025 and of its incoming resources and application of resources 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 charitable company 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 and the parent Charity's ability to continue as a going concern for a period of at least 12 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

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

- the information given in the Trustee and Strategic 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 Trustee and Strategic 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report and Strategic report included within the Trustee and Strategic report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the parent Charity 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 and parent Charity'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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities even though the audit has been properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the parent and group, and the sectors in which they operate. These include but are not limited to compliance with the Companies Act 2006, Gambling Act 2005, Care Quality Commission, Sale of Goods Act 1979, UK Generally Accepted Accounting Practice and the relevant tax compliance regulations.

- We obtained an understanding of how the company is complying with these frameworks through discussions with management.

- We enquired with management whether there were any instances of non-compliance with laws and regulations or whether they had knowledge of actual or suspected fraud. These enquiries are corroborated through follow-up audit procedures including but not limited to a review of legal and professional costs, correspondence, a review of board minutes and a review of licensing with the Gambling Commission to ensure compliance with terms of the licence.

- We assessed the susceptibility of the company's financial statements to material misstatement, including the risk of fraud and management override of controls. We designed our audit procedures to respond to this assessment, including the identification and testing of any related party transactions and the testing of journal transactions that arise from management estimates, that are determined to be of significant value or unusual in their nature.

- We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the industry in which the company operates in, and their practical

experience through training and participation with audit engagements of a similar nature.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the parent Charity'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 parent Charity'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 parent Charity and the parent Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michaela Johns

Michaela Johns (Senior Statutory Auditor)
For and on behalf of Hopper Williams & Bell Limited, Statutory Auditor
Highland House
Mayflower Close
Chandlers Ford
Eastleigh
SO53 4AR

04 Aug 2025

Rowans Hospice
Consolidated Statement of Financial Activities
(Including income and expenditure account)
For the year ended 31 March 2025

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income from:						
Donations and Legacies	**2.**	5,954,083	-	362,507	6,316,590	4,985,067
Charitable Activities	**3.**	1,435,434	-	-	1,435,434	1,340,250
Trading Activities of Subsidiaries	**4.**	137,922	-	-	137,922	138,717
Other Trading Activities	**5.**	2,721,907	-	-	2,721,907	2,525,531
Investment Income	**6.**	124,087	-	-	124,087	179,536
Total Income		10,373,433	-	362,507	10,735,940	9,169,101
Expenditure on:						
Raising funds						
Trading Activities of Subsidiaries	**4.**	14,049	-	-	14,049	16,748
Other Trading Activities	**7.**	2,823,897	-	-	2,823,897	2,800,488
Charitable Activities						
In-patient care	**8.**	3,802,560	-	233,483	4,036,043	4,249,281
Hospice at Home	**8.**	1,387,439	-	-	1,387,439	1,446,356
Living Well Centre	**8.**	644,539	-	-	644,539	800,702
Community Care	**8.**	387,776	-	-	387,776	315,425
Bereavement Support	**8.**	413,274	-	-	413,274	419,208
Clinical, Education and Training	**8.**	100,223	-	-	100,223	227,977
Total Expenditure		9,573,757	-	233,483	9,807,239	10,276,185
Corporation Tax Charge	**4**	(987)	-	-	(987)	
Investments	**13.**	(36,620)	-	-	(36,620)	362,463
Net Income/(Expenditure)		762,069	-	129,025	891,094	(744,621)
Transfers between funds		(2,346,453)	2,346,453	-	-	-
Net Movement in Funds		(1,584,384)	2,346,453	129,025	891,094	(744,621)
Reconciliation of Funds						
Total funds brought forward		4,200,000	8,922,859	96,618	13,219,477	13,964,098
Total funds carried forward		2,615,616	11,269,312	225,643	14,110,571	13,219,477

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.
Comparative figures by fund for the year to 31 March 2024 are detailed in notes 20 and 26.

Rowans Hospice
Consolidated and Charity Balance Sheet
For the year ended 31 March 2025

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Fixed assets					
Tangible assets	12.	7,949,504	8,210,660	7,949,504	8,210,660
Investments	13.	176,147	3,353,238	176,149	3,353,240
Total Fixed Assets		**8,125,651**	**11,563,898**	**8,125,653**	**11,563,900**
Current assets					
Debtors	14.	3,123,260	1,719,270	3,120,323	1,727,182
Current asset investments	15.	3,067,693	256,522	3,067,693	256,522
Cash at bank and in hand		320,102	560,375	238,188	416,559
Total Current Assets		**6,511,055**	**2,536,167**	**6,426,204**	**2,400,263**
Liabilities					
Creditors: Amounts falling due within one year	16	**(526,135)**	**(880,588)**	**(554,434)**	**(856,961)**
Net Current Assets		**5,984,920**	**1,655,579**	**5,871,770**	**1,543,302**
Total assets less current liabilities		**14,110,571**	**13,219,477**	**13,997,423**	**13,107,202**
Total Net Assets		**14,110,571**	**13,219,477**	**13,997,423**	**13,107,202**
Reserves					
Restricted funds	19.	225,643	96,618	225,643	96,618
Unrestricted funds					
General funds	20.	5,099,032	4,200,000	4,985,884	4,087,723
Designated funds	20.	8,785,896	8,922,859	8,785,896	8,922,861
		14,110,571	**13,219,477**	**13,997,423**	**13,107,202**

The directors acknowledge their responsibilities for:
a. ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
b. preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime

The financial statements were approved by the Board of Directors and authorised for issue on 30 July and were signed on its behalf by

Deborah Paris

Mrs D Paris
Honorary Chairman

Peter Youngs

Mr P Youngs
Honorary Treasurer

Company Registration Number: 2275068
Charity Registration Number: 299731

Rowans Hospice
Statement of Cash Flows
For the year ended 31 March 2025

	Notes	Group 2025 £	Group 2024 £
Cash Flows from Operating Activities			
Net cash used in operating activities	22.	(492,387)	(1,720,280)
Cash flows from Investing Activities			
Dividends and interest from investments		124,087	179,536
Purchase of property, plant and equipment and WIP		(189,206)	(1,196,642)
Net cash transferred from investments and current asset investments		317,233	2,231,343
Net cash used in investing activities		252,114	1,214,237
Change in cash and cash equivalents in the reporting period		(240,273)	(506,043)
Cash and cash equivalents at the beginning of the reporting period		560,375	1,066,418
Cash and cash equivalents at the end of the reporting period		**320,102**	**560,375**

Rowans Hospice
Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies

Company information

Rowans Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Purbrook Heath Road, Purbrook, Waterlooville, Hampshire, PO7 5RU.

Accounting convention

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 2015 (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.

Rowans Hospice meets the definition of a public benefit entity under FRS102.

The accounts are prepared in Sterling, which is the functional currency of the charity.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Legal Status - The charity is incorporated as a company limited by guarantee having no share capital and, in accordance with the Memorandum of Association, every member is liable to contribute a sum of £1 in the event of the company being wound up.

Group financial statements - The accounts consolidate the financial statements of Rowans Hospice and its wholly owned subsidiary on a line by line basis; The Rowans Hospice Trading Company Ltd (02300646). Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements.

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the charity alone.

The subsidiary undertaking, The Rowans Hospice Trading Company Limited (Company Number 02300646), is exempt from the requirements of Companies Act 2006 relating to the audit of accounts under section 479A. Under Section 479C, a parent guarantee has been provided over the outstanding liabilities of the subsidiary company as at 31 March 2025 until they are satisfied in full. The guarantee is enforceable against the charity by any person to whom the subsidiary is liable in respect of those liabilities.

Going concern - At the time of approving the accounts, the trustees believe the Charity and group has adequate financial resources and is well placed to manage its business risks. The Trustees believe there are no material uncertainties that call into doubt the charity's ability to continue. The accounts therefore have been prepared on the basis that the charity and group is a going concern.

Fund Accounting

The charity maintains various types of funds as follows:

Restricted Funds - Restricted income funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

General Unrestricted Funds - General unrestricted funds represent unrestricted income which is expendable at the discretion of the trustees in the furtherance of the objects of the charity.

Designated Funds - Designated funds represent amounts which have been set aside out of unrestricted funds at the discretion of the trustees to fund specific planned future expenditure or manage identified risks.

Income

All income is accounted for when the charity has entitlement, the receipt is probable, and the amount is measurable.

Donations - Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported separately in note 7 to the financial statements.

Legacies - Legacies are recognised when all the three criteria below are met:

a. Establish entitlement – being when probate is granted, and the will becomes a public document.

b. Where receipt is probable – being named in a will makes a receipt probable.

c. The amount is measurable – in practice this could come from estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed. Measurability will also be met where a reasonably accurate assessment can be made of the value.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Grants (Including Government Grants & Retail Grants) - Grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where the grant is received in advance of performance, its recognition is deferred and included in creditors.

Where entitlement occurs before the grant is received, it is accrued in debtors.

Capital grants are recognised as income on receipt with depreciation charged over the useful life of the asset as a restricted costs.

Donations of Gifts, Services and facilities - Donated professional services and donated facilities are recognised as income when a charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of the economic benefit from the use by the charity of the item is probable and that the economic benefit can be reliably measured. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustee' annual report for more information about their contribution.
On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain the services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Lottery Income - Incoming resources from the sale of lottery tickets is recognised at the point of sale.

Investments - Investment income is included when receivable.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, In-Patient Care, Hospice at Home, The Living Well Centre, Bereavement Support, Community Support and Education and Training. Where expenditure relates to more than one cost category, it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs, which include governance costs and are shown in note 8, support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings. The method of apportionment uses the most appropriate basis for each department. Support costs include people services, information technology, facilities, finance and governance costs

Tangible fixed assets - Tangible fixed assets are included at cost, assets at below £500 in value are not capitalised.

Depreciation is provided on a straight-line basis, in order to write off the assets over their useful

Land and Buildings	50 years or the expected life of the lease
Fixtures and Fittings	3-5 years
Computer Equipment	3-5 years
Motor Vehicles	6 years

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value.

Any impairment is recognised in the Consolidated Statement of Financial Activities in the year in which it occurs.

Investments - Investments are valued at the mid-market price. Realised and unrealised gains and losses for the year are shown in the statement of financial activities.

Stock - Stock is valued at the lower of cost and net realisable value.

Cash and cash equivalents - Cash and cash equivalents include cash in hand and deposits held in Rowans bank accounts.

Financial instruments - The charity operates basic financial instruments in terms of its assets and liabilities.
Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument and derecognised when the company's contractual obligations expire or are discharged or cancelled.

Basic financial assets - Basic financial assets, which include trade and other receivables and cash and bank balances, are measured at settlement amount.

Basic financial liabilities - Basic financial liabilities, including trade and other payables, are recognised at settlement amount.

Leasing - Operating lease rentals are recognised in the statement of financial activities as incurred. All the charity's leases and hire agreements are considered to be operating leases.

Pensions - The charity contributes to the NHS pension scheme or, employees not entitled to join the NHS scheme are auto-enrolled into the Group defined contribution pension schemes. The assets of the scheme are held independently from those of RHC in an independently administered fund. Contributions are charged to the profit and loss account as they become payable during the year.

Employee Benefits - Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Donated Goods - The Trustees consider that the valuation of goods donated 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.

Critical accounting judgements and estimates - In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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. The key areas that are deemed to be material for these financial statements are as follows:

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to income existed at the year end.

2. Donations and Legacies

	Unrestricted funds £	Restricted funds £	2025 £	Unrestricted funds £	Restricted funds £	2024 £
Retail gift aid donations	772,079	-	772,079	682,952	-	682,952
Legacies	3,623,430	-	3,623,430	3,063,402	-	3,063,402
Grant Making Trusts	241,557	188,812	430,369	128,863	48,357	177,220
Other donations	1,317,017	173,695	1,490,712	975,047	86,446	1,061,493
	5,954,083	362,507	6,316,590	4,850,264	134,803	4,985,067

3. Income from Charitable Activities

	Unrestricted funds £	Restricted funds £	2025 £	Unrestricted funds £	Restricted funds £	2024 £
NHS CCG Grants	1,087,967	-	1,087,967	799,464	-	799,464
NHS contracts	215,011	-	215,011	17,169	-	17,169
Local Authority contracts	20,602	-	20,602	163,462	-	163,462
CHC Contract	111,469	-	111,469	335,856	-	335,856
Education Income	385	-	385	24,299	-	24,299
	1,435,434	-	1,435,434	1,340,250	-	1,340,250

4. Income from Trading Activities of Subsidiaries

The Rowans Hospice Trading Company Limited (02300646) operates selling new goods from the Hospice retail outlets. The Trading company also runs two coffee shops for staff and visitors at the Rowans Hospice and Living Well Centre. The registered address of The Rowans Hospice Trading Company is Rowans Hospice, Purbrook Heath Road, Waterlooville, Hants, PO7 5RU.

The Rowans Hospice Trading Company Limited gifts its profit to the Charity. A summary of its trading results is shown below.

	2025 Trading Co Accounts £	2025 Consolidated Accounts £	2024 Trading Co Accounts £	2024 Consolidated Accounts £
Income				
Sale of new goods	26,029	26,029	28,596	28,596
Catering Income	79,128	79,128	80,251	80,251
Turnover	105,157	105,157	108,847	108,847
Add Intercompany Transactions				
Commission on retail gift aid	32,765	32,765	29,870	29,870
Income Including Intercompany Transactions	137,922	137,922	138,717	138,717
Expenditure				
Expenditure excluding charges for services	14,049	14,049	16,748	16,748
Add Intercompany Transactions				
Charges for services provided by Rowans Hospice	81,943	-	81,897	-
Expenditure Including Intercompany Transactions	95,992	14,049	98,645	16,748
Profit/(Loss)	41,930	123,873	40,072	121,969
Total Contribution to the Hospice				
Profit/(loss)	41,930	123,873	40,072	121,969
Corporate Tax Charge	(987)	(987)		
Charges for services provided by Rowans Hospice		(81,943)		(81,897)
Donations generated via the retail gift aid scheme		(40,072)		(26,924)
Total Contribution to Hospice		871		13,148

	2025 £	2024 £
Net Profit/(loss)	123,873	121,969
Corporation Tax Charge	(987)	-
Amount distributed to the Charity as gift aid	(40,072)	(26,924)
Net charge to the Hospice	(81,943)	(81,897)
Retained in subsidiary	871	13,148

	2025 £	2024 £
Total Assets	114,808	145,159
Total Liabilities	(1,661)	(32,884)
Funds (representing share capital and reserves)	113,147	112,275

5. Other Trading Activites

	Unrestricted funds	Restricted funds £	2025 £	Unrestricted funds	Restricted funds £	2024 £
Support Groups	61,070	-	61,070	52,442	-	52,442
Rowans Retail revenue	1,897,409	-	1,897,409	1,874,990	-	1,874,990
Hospice events	231,747	-	231,747	176,347	-	176,347
Rowans Hospice raffles and lottery	452,634	-	452,634	340,051	-	340,051
Other activities	79,047	-	79,047	81,701	-	81,701
	2,721,907	-	2,721,907	2,525,531	-	2,525,531

6. Investment Income

	Unrestricted funds	Restricted funds £	2025 £	2024 £
UK bank interest receivable	93,670	-	93,670	3,591
Income from UK listed investments	30,417	-	30,417	175,945
	124,087	-	124,087	179,536

7. Fundraising Expenditure

	2025 £	2024 £
Fundraising staff	362,789	276,016
Hospice events	40,094	24,020
Lottery and raffle operating costs	2,364	7,245
Investment management costs	12,069	27,220
Other fundraising costs	131,195	110,698
Rowans Retail operating costs	1,991,803	2,017,278
Premises and equipment	4,738	4,951
Support Costs (note 8)	278,845	333,060
	2,823,897	2,800,488

Support costs have been allocated to fundraising this year to reflect the usage of these resources, as explained in the accounting policies in note 1.

8. Analysis of Expenditure on Charitable Activities and Fundraising 2024-25

	In-Patient Care	Hospice at Home	Living Well Centre	Community Care	Bereavement Support	Clinical Education and	Fundraising	Total Costs
Direct Costs	2,262,734	1,086,419	391,108	273,077	277,124	23,359	2,540,314	6,854,135
Consultants and doctors	505,038	-	-	-	-	-	-	505,038
Physiotherapists	42,512	-	47,235	-	-	4,724	-	94,470
Social work team	-	-	-	-	-	-	-	-
Chaplaincy	-	-	-	-	-	-	-	-
Occupational therapist	-	-	-	-	-	-	-	-
Clinical support costs and consumables	102,145	49,044	17,656	12,327	12,510	1,054	-	194,737
Premises and equipment	344,892	56,850	58,745	39,795	49,270	18,950	4,738	573,240
Catering	333,315	-	-	-	-	-	-	333,315
Total	3,590,636	1,192,313	514,744	325,200	338,904	48,088	2,545,052	8,554,936
Support Costs								
People services	45,051	45,051	11,263	11,263	11,263	11,263	90,102	225,255
IT	51,457	28,301	33,447	2,573	7,719	7,719	36,020	167,234
Finance	87,438	71,550	39,721	17,874	17,874	17,874	145,404	397,736
Property and F&F depreciation	252,930	41,692	43,081	29,184	36,133	13,897	3,474	420,391
Governance	8,532	8,532	2,283	1,682	1,382	1,382	3,845	27,638
Total	**4,036,043**	**1,387,439**	**644,539**	**387,776**	**413,274**	**100,223**	**2,823,897**	**9,793,190**

£233,483 (2024 - £129,009) of the above expenditure on was attributable to restricted funds. All other expenditure for both years was unrestricted.

8. Analysis of Expenditure on Charitable Activities and Fundraising 2023-24

	In-Patient Care	Hospice at Home	Living Well Centre	Community Care	Bereavement Support	Clinical Education and	Fundraising	Total Costs
Direct Costs	2,275,992	1,162,987	451,705	173,679	248,515	34,683	2,462,477	6,810,036
Consultants and doctors	468,372	-	-	-	-	-	-	468,372
Physiotherapists	67,767	-	75,296	-	-	7,530	-	150,593
Social work team	146,726	-	3,913	43,040	-	1,956	-	195,635
Chaplaincy	45,316	795	10,335	5,565	17,490	-	-	79,501
Occupational therapist	42,960	-	17,874	-	-	1,881	-	62,715
Clinical support costs and consumables	69,670	35,600	13,827	5,316	7,607	1,062	-	133,082
Premises and equipment	360,425	59,411	61,391	41,588	51,489	19,804	4,951	599,059
Catering	324,188	-	-	-	-	-	-	324,188
Total	3,801,416	1,258,793	634,341	269,188	325,102	66,915	2,467,428	8,823,183
Support Costs								
People services	48,062	45,362	38,341	-	30,241	116,104	99,903	378,013
IT	68,515	35,757	42,136	2,035	10,324	5,475	26,808	191,050
Finance	87,342	57,877	39,102	14,538	16,643	19,578	180,859	415,939
Property and F&F depreciation	232,940	38,397	39,677	26,878	33,277	12,799	3,200	387,168
Governance	11,006	10,170	7,105	2,786	3,622	7,105	22,290	64,084
Total	**4,249,281**	**1,446,356**	**800,702**	**315,425**	**419,208**	**227,977**	**2,800,488**	**10,259,437**

9. Net Income

		2025 £	2024 £
Consolidated net income/(expenditure) is stated after charging:			
Operating lease rentals	- land and buildings	361,992	358,519
	- photocopier	22,709	20,342
Depreciation - owned assets		450,360	458,878
Auditors' remuneration	- audit - Charity	23,455	26,844
	- audit - Trading Company	-	2,780
	- accounts work	3,525	-
	- tax advice	500	500

10. Staff Costs

	2025 £	2024 £
Wages and salaries	5,760,203	6,299,693
Redundancy	165,043	-
Social security costs	514,571	557,511
Other pension costs	366,129	414,348
Termination payment	42,295	30,000
	6,848,242	7,301,552

The average head count was:

	2025 Number	2024 Number
Charitable activities	153	169
Cost of generating funds	74	74
Support and Governance	17	19
	244	262

Number of employees whose remuneration fell within the following ranges:

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

The total employee benefits including pension contributions and national insurance of the key management personnel were £411,097 (2024: £553,061). The CEO, Finance Director and Operations Director are remunerated via a recharge invoice from St Michael's Hospice (North Hampshire).

Volunteers - No amounts are included in the financial statements for services donated by volunteers – with volunteers contributing 76,393 hours (2024: 65,241 hours).

11. Trustees

No member of the Board of Trustees received any emoluments during the year (2024: £Nil). No expenses to were paid to trustees in the year (2024: £nil).
Trustees donated £518 unrestricted income (2024: £96).

12. Tangible fixed assets (Group and Charity)

	Land and Buildings £	Fixtures and Fittings £	Computer Equipment £	Motor Vehicles £	Total £
Cost					
At 1 April 2024	10,678,912	821,462	294,097	73,443	11,867,914
Additions	121,542	48,810	18,854	-	189,206
Disposals	-	-	-	-	-
Transfers	-	-	-	-	-
At 31 March 2025	10,800,454	870,272	312,951	73,443	12,057,120
Depreciation					
At 1 April 2024	2,738,672	579,249	268,218	71,117	3,657,256
Charge for the year	342,609	80,698	24,726	2,326	450,360
Disposals	-	-	-	-	-
At 31 March 2025	3,081,281	659,947	292,944	73,443	4,107,616
Net book value					
At 31 March 2025	7,719,173	210,324	20,007	-	7,949,504
At 31 March 2024	7,940,240	242,213	25,879	2,326	8,210,660

All assets are held at historic cost.
Historically costs of the Hospice refurbishment have been included within the Land and Buildings category. Going forward any assets under construction will be identified separately as above.

13. Fixed Asset Investments

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Fair value at 1 April	3,180,235	3,694,992	3,180,235	3,694,992
Disposals	(2,955,399)	(850,000)	(2,955,399)	(850,000)
Unrealised (losses)/gains on investments	(36,620)	362,463	(36,620)	362,463
Investment management fees (netted off)	(12,069)	(27,220)	(12,069)	(27,220)
Market Value at 31 March	176,147	3,180,235	176,147	3,180,235
Cash held in investment portfolio		3,003		3,003
Term deposits		170,000		170,000
Fair Value of listed investments and cash held at 31 March	176,147	3,353,238	176,147	3,353,238
Unlisted investment in subsidiaries	-	-	2	2
Total Investments	176,147	3,353,238	176,149	3,353,240
Represented by				
UK Common Investment Fund	176,147	3,180,235	176,147	3,180,235
Unlisted investment in subsidiary	-	-	2	2
Cash held as part of portfolio	-	3,003	-	3,003
Term deposits on CAF Deposit Platform	-	170,000	-	170,000
	176,147	3,353,238	176,149	3,353,240

14. Debtors

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Debtors falling due within one year				
Trade debtors	11,313	65,998	7,235	65,998
Legacy debtor	2,396,424	1,027,043	2,396,424	1,027,043
Prepayments and accrued income	590,584	413,026	590,584	413,026
Other debtors	124,939	213,203	126,080	214,635
Amount owed by group and associated undertaking	-	-	-	6,480
	3,123,260	1,719,270	3,120,323	1,727,182

15. Current asset investments

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Investment held for maturity less than 12 months	3,067,693	256,522	3,067,693	256,522
	3,067,693	256,522	3,067,693	256,522

16 Creditors: Amounts falling due within one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade creditors	158,804	291,026	154,542	291,026
Accuals for grants payable	17,971	90,642	17,971	90,642
Accruals and deferred income	189,200	302,068	189,187	278,441
Amount owed to group and associated undertaking	-	-	32,574	-
Taxation and social security	104,860	142,732	104,860	142,732
Other creditors	55,300	54,120	55,300	54,120
	526,135	880,588	554,434	856,961

During the year the charity received funds whilst acting as agent totalling £nil (2024: £100). Funds paid out whilst acting as agents totalled £nil (2024: £nil). The balance owed to third parties on these funds as at 31 March 2025 was £32,259 (2024: £32,259).

Deferred Income

Income is deferred to the extent that it relates to an event or activity that occurs in a subsequent accounting perio

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Brought Forward at 1 April	47,111	85,796	47,111	85,796
Deferred in the year	(635,957)	1,052,339	(635,957)	1,052,339
Released in the year	609,662	(1,091,024)	609,662	(1,091,024)
Carried forward at 31 March	20,817	47,111	20,817	47,111

Deferred income consists of lottery payments made in advance £20,817 (2024: £24,855).

17. Contingent Assets

In addition to the legacies above, we had contingent legacy assets at 31.03.25 of £170,000 relating to three estates where we were named beneficiaries, probate had been granted and property was in the process of being sold.

18. Operating lease commitments

The following operating leases are subject to future commitments and are the same for both the Group and the Charity

	2025 £	2024 £
Expiring:		
Within one year	326,369	328,572
Between two and five years	659,026	694,570
In more than five years	5,913	3,440
	991,308	1,026,582

19. Restricted Funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Group and Charity				
Cuddle Bed donations				
- The Grace Trust	-	15,000	(15,000)	-
- Hampshire & Isle of Wight Masonis Grand Charity	-	7,500	(7,500)	-
- The Hobson Charity	-	14,500	(14,500)	-
- The Mark Benevolent Fund	-	7,250	(7,000)	250
Department for Health & Social Care Capital Grant programme	-	171,794	(8,186)	163,608
Hampshire and IoW Integrated Care Board - Virtual Ward	17,193	-	(2,958)	14,235
Heart Failure Workshops	8,750	-	(3,936)	4,814
HospiceUK Masonic CF Grant Prog	2,005	-	(827)	1,178
Kenwood Community Fund	7,472	882	(8,353)	-
Living Well Service donations				
- Childwick	8,889	-	(8,889)	-
- Private donors	-	32,129	(583)	31,546
- Gerald Micklem Ch. Trust	16,000	8,000	(24,000)	-
- Royal Navy & Royal Marine Charity	12,000	-	(12,000)	-
Make a Pledge for Hospice Care	17,364	-	(17,364)	-
Meerkat service funding		-		
- Children in Need	-	11,221	(11,221)	-
- MJ Camp Foundation	-	30,000	(29,949)	51
- Go Fund Me	-	22,253	(22,253)	-
- Private donor	-	6,250	(6,250)	-
Syringe driver funding				
- Lions Club Meon Valley	-	2,875	(1,539)	1,336
- Morrisons	-	7,500	(7,500)	-
The Percy Bilton Charity	-	3,485	(3,485)	-
Violet Squire Love of Roses Bursary Fund	2,925	-	(2,312)	614
Other restricted funds < £2k	4,021	21,869	(17,879)	8,011
	96,618	362,507	(233,483)	225,643

19. Restricted Funds (continued)

- Cuddle Bed donations are made for the purchase of Cuddle beds.
- Department fot Health & Social Care funding via Hospice UK is to support capital expenditure in the year, the full grant has been spent, however the fund will remain until the asset is fully depreciated.
- Hampshire and IoW Integrated Care Board - this is to fund purchasing of equipment for the Hospice at Home virtual ward.
- Heart Failure Workshops are to be hosted in the Living Well Centre (LWC).
- HospiceUK Masonic CF Grant Prog - This grant is to provide IT support for the LWC's online activities.
- The Kenwood Community fund is a grant for the Bereaved programme and Cookery Club at Southdowns College.
- Living Well includes our outreach and community hub, these donation are restricted to support this service.
- Make a Pledge for Local Hospice Care was to help cover the cost of opening 3 extra patient rooms.
- Meerkats is our child bereavement services, these donations are restricted to support this service.
- Syringe driver funding is for the purchase and servicing of syringe drivers.
- The Percy Bilton Charity Funded a low low bed.
- The Violet Squires Love of Roses Bursary Fund is to support nurse training costs.
- Other restricted funds represent donations and fundraising given for specific projects.

20. Summary of funds 2025

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers, gains and losses £	Balance at 31 March 2025 £
Group					
Restricted Funds	96,618	362,507	(233,483)	-	225,643
General Funds	4,200,000	10,373,433	(9,611,364)	136,963	5,099,032
Designated funds:					
Fixed asset fund	8,210,659	-	-	(424,763)	7,785,896
Service Investment Fund	712,200	-	-	(712,200)	-
Capital Project Fund	-	-	-	1,000,000	1,000,000
	8,922,859	-	-	(136,963)	8,785,896
Total funds (Group)	13,219,477	10,735,940	(9,844,846)	-	14,110,571
Charity					
Restricted funds	96,618	362,507	(233,483)	-	225,643
General funds	4,087,723	10,275,583	(9,514,385)	136,963	4,985,884
Designated funds:					
Fixed Asset Fund	8,210,659	-	-	(424,763)	7,785,896
Service Investment Fund	712,200	-	-	(712,200)	-
Capital Projects Fund		-	-	1,000,000	1,000,000
	8,922,859	-	-	(136,963)	8,785,896
Total funds (Charity)	13,107,200	10,638,090	(9,747,867)	-	13,997,423

20. Summary of funds 2025 (continued)

The Fixed Asset Fund has been set up to show those funds that represent the net book value of tangible fixed assets and are therefore not freely available to spend on charitable activities.

The Capital Project Fund represents the estimated cost of replacing the roof and the Energy Project as approved by Trustees in April 2025. Trustees agreed to designate these funds as of the 31st March 2025 due to the exceptional £1m legacy notified and received in April 2025 but included in the year ended 31st March 2025.

20. Summary of Funds 2024

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers, gains and losses £	Balance at 31 March 2024 £
Group					
Restricted Funds	90,824	134,803	(129,009)	-	96,618
General Funds	3,600,000	9,034,298	(10,147,176)	1,712,875	4,200,000
Designated funds:					
Fixed asset fund	7,096,975	-	-	1,113,684	8,210,659
Service Investment Fund	1,416,568	-	-	(704,366)	712,202
Hospice Renovation Fund	1,759,730	-	-	(1,759,730)	-
	10,273,274	-	-	(1,350,410)	8,922,859
Total funds (Group)	13,964,096	9,169,101	(10,276,185)	362,463	13,219,477
Charity					
Restricted funds	90,824	134,803	(129,009)	-	96,618
General funds	3,500,872	9,004,402	(10,130,426)	1,712,875	4,087,723
Designated funds:					
Fixed Asset Fund	7,096,975	-	-	1,113,684	8,210,659
Service Investment Fund	1,416,568	-	-	(704,364)	712,204
Hospice Renovation Fund	1,759,730	-	-	(1,759,730)	-
	10,273,274	-	-	(1,350,410)	8,922,861
Total funds (Charity)	13,864,970	9,139,205	(10,259,435)	362,461	13,107,202

21. Analysis of Net Assets Between Funds 2025

	Restricted Funds £	Designated Funds £	General Funds £	Total £
Group				
Tangible fixed assets	163,608	7,785,896	-	7,949,504
Investments	-	176,147	-	176,147
Net current assets	62,035	823,853	5,099,032	5,984,920
Total net assets	225,643	8,785,896	5,099,032	14,110,571
Charity				
Tangible fixed assets	-	7,785,896	-	7,785,896
Investments	-	176,149	-	176,149
Net current assets	62,035	823,853	5,149,490	6,035,378
Total net assets	62,035	8,785,898	5,149,490	13,997,423

Analysis of Net Assets Between Funds 2024

	Restricted Funds £	Designated Funds £	General Funds £	Total £
Group				
Tangible fixed assets	-	8,210,659	-	8,210,659
Investments	-	-	3,353,238	3,353,238
Net current assets	96,618	712,200	843,762	1,655,579
Total net assets	96,618	8,922,859	4,200,000	13,219,477
Charity				
Tangible fixed assets	-	8,210,659	-	8,210,659
Investments	-	2	3,353,238	3,353,240
Net current assets	96,618	712,200	734,485	1,543,303
Total net assets	96,618	8,922,861	4,087,723	13,107,202

22. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	Group 2025 £	Group 2024 £
Net movement in funds	891,094	(744,621)
Adjustment for:		
Depreciation charges	450,360	458,878
Proceeds from investment sales	-	-
Losses/(Gains) on investment	36,620	(362,463)
Dividends and interest from investments	(124,087)	(179,536)
Investment management fees	12,069	27,220
Decrease in stock	-	1,355
Increase in debtors	(1,403,990)	(811,897)
Decrease in creditors	(354,453)	(109,217)
	(492,387)	(1,720,280)

23. Analysis of net debt

	Balance 1 April 2024	Cash flow £	Balance 31 March 2025
Net cash			
Cash in bank and in hand	560,375	(240,273)	320,102
	560,375	(240,273)	320,102

24. Pension Schemes

a. NHS Pension Scheme

Rowans Hospice has an arrangement with the NHS that permits members of the NHS pension scheme to maintain their membership when they are subsequently employed by the hospice. The contribution of the hospice was 14.38% to the NHS scheme. The Hospice paid contributions of £210k in 2025 (2024: £257k). 45 members of staff paid into this scheme in 2025 (2024: 55).

b. Rowans Defined Contribution Scheme

The charity offers to match employee contributions up to a maximum of 7% to any other eligible member of staff of the group choosing to belong to the group pension scheme with Royal London. Rowans contributions to the defined contribution scheme were £156k in 2025 (2024: £157k). 153 members of staff paid into the defined contribution scheme in 2025 (2024: 158)

Total employer contributions for the group for the year ended 31 March 2025 were £366k (2024: £414k).

25. Related Party Disclosures

Details of payments to the management team and all transactions with the trustees are shown in notes 10 and 11.

Dr Katie Jerram, Medical Director, is an employee of Hampshire & Isle of Wight Healthcare NHS Foundation Trust. During the reporting period there were invoices raised totalling £283,234 (2024: £227,808) owed to Hampshire & Isle of Wight Healthcare NHS Foundation Trust. During the reporting period there were invoices raised totalling £61,485 (2024: £1,869) owing to Rowans Hospice. The increase is due to Solent NHS, who Rowans Hospice bill for rent of office space, being incorporated into Hampshire & Isle of Wight Healthcare NHS Foundation Trust. At year end, the outstanding balance with Hampshire & Isle of Wight Healthcare NHS Foundation Trust was £nil (2024: £115,083) owed by Rowans Hospice and £4,621 (2024: £0) owed by Hampshire & Isle of Wight Healthcare NHS Foundation Trust.

The husband/partner of a trustee is the Chairman at the University of Southampton. During the reporting period there were invoices raised totalling £nil (2024: £2,356). During the reporting period there were invoices raised totalling £1,637 (2024: £1,868) owing to Rowans Hospice. At year end, the outstanding balance with University of Southampton was £nil (2024: £nil).

Iain Cameron (CEO), Georgina Grace (Finance Director) and Chris Griffiths (Operations Director) are employees of St Michael's Hospice (North Hampshire). During the reporting period there were invoices raised totalling £86,929 (2024: £0) payable to St Michael's Hospice (North Hampshire). No invoices were raised owing to Rowans Hospice. At year end, the outstanding balance with St Michael's Hospice was £nil (2024: £nil).

26. Financial Instruments

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Financial assets measured at Fair Value (a)	176,147	3,180,235	176,149	3,180,237
Financial assets measured at amortised cost (b)	3,443,362	2,281,305	3,358,511	2,146,744
Financial liabilities measured at amortised cost (c)	(526,135)	(880,588)	(554,434)	(856,961)
	3,093,375	4,580,952	2,980,226	4,470,020

(a) Financial assets measured at fair value cost includes investments held at fair value.

(b) Financial assets measured at amortised cost include short term deposits and cash in hand, trade debtors, other debtors, accrued income, legacies and amounts owed by group undertakings.

(c) Financial liabilities measured at amortised cost include trade creditors, other creditors, money held as agents and deferred income.

27. Taxation

The company meets the definition of a charitable company for UK corporation tax purposes. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Rowans Hospice - Company Information

Registered Company Name:	Rowans Hospice
Registered Company Number:	02275068 (England & Wales)
Registered Charity Number:	299731
Country of Incorporation:	United Kingdom
Registered office:	Rowans Hospice, Purbrook Heath Road, Purbrook, Waterlooville, England, PO7 5RU

Trustees

Deborah Paris	Chairman (including role of Executive Chairman to 15 July 2024)
John Taylor	Vice Chairman
Dr John Watkins	
Vicki Tracey	
Peter Youngs	(from 25 September 2024)
Mark Power	(from 25 September 2024)
Wendy Greenish	(until 27 November 2024)
Gareth Kaminski-Cook	(until 6 November 2024)
Eric Norman	(until 30 October 2024)
Andrew Kille	(until 12 August 2024)
Dr John Hughes	(until 17 April 2024)
Jude Diggins	(until 17 April 2024)

Honorary Vice President Ian Bott

Company Secretary Samantha Jelliff (until 26 October 2024)
Julia Porter (from 7 November 2024)

Key Management Personnel

Iain Cameron	CEO (from 15 July 2024)
Deborah Paris	Executive Chairman (from 20 March 2024 to 15 July 2024)
Dr Katie Jerram	Medical Director
Jo Fricker	Clinical Director (from 1 April 2024)
Peter Inkpen	Interim Delivery Director (until 28 June 2024)
Samantha Jelliff	Director of Finance, IT & Facilities (until 26 October 2024)
Georgina Grace	Finance Director (from 3 February 2025)
Chris Griffiths	Operations Director (from 3 February 2025)
Vanessa Taylor	Head of Human Resources (from 13 May 2024)

Bankers: Barclays Bank Plc, PO Box 612, Ocean Way, Southampton, SO14 2ZP

Investment Managers: CCLA, Senator House, 85 Queen Victoria St, London, EC4V 4ET
Flagstone Group Ltd, 26-27 Oxendon Street, London, SW1Y 4EL

Auditors: Michaela Johns (Senior Statutory Auditor)
For and on behalf of Hopper Williams & Bell Ltd, Highland House, Mayflower Close, Chandlers Ford, SO53 4AR

Insurance Agents: PIB

Signable

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Parties involved with this document

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Rowans Hospice

England & Wales - Charity number 299731

Accounts

Company Number: 02275068
Charity Number: 299731

Rowans Hospice

Consolidated Annual Report and Financial Statements

For the year ending 31 March 2024

Quality Care Delivered with Compassion

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SECTION 1: Executive Chairman's Statement

Rowans Hospice is an independent hospice, registered with both the Charity Commission and Companies House. In this document we present our annual report for 2023/24.

The past year has been a challenging one, due in part to the financial legacy of the pandemic, exacerbated by the Ukrainian invasion and the consequent rise in inflation, that has impacted negatively on household and business incomes and our own finances. This year has seen further natural and manmade disasters, particularly in the Middle East, that have inevitably diverted a proportion of voluntary income to support the much-needed humanitarian effort in those parts of the world. It is against this backdrop that we started the year with a predicted deficit budget of £1.1m.

It has also been a year of significant change within the organisation, that had previously been led by a longstanding Senior Leadership Team. In July 2023, Ruth White, our Chief Executive for over 25 years, took a well-earned retirement and we welcomed Kirsteen Murray in her place. However, for personal reasons, Kirsteen resigned in March 2024. I stepped in as the Executive Chairman, while the Trustee Board considered the best way forward for the Charity. It has been a huge privilege to lead the organisation in this way.

I am very proud of the Senior Leadership Team, staff and volunteers for the way they have coped and responded to the recent changes in senior personnel. Throughout this period, they have kept the needs of our patients and their families as their main priority and focus of attention to ensure that the delivery of our services has remained of a consistently high quality. We were delighted to welcome Dr Katie Jerram as our new Medical Director and more recently Jo Fricker as Clinical Director to the Senior Leadership Team. They are both bringing new thoughts and energy to the clinical aspects of the organisation.

During this reporting period, our focus has remained on the Five-Year Budget Recovery Plan, that was developed in 2021, to bring income and expenditure back into balance by using financial reserves to offset predicted deficits, until a greater proportion of statutory funding is achieved and/or the economy recovers. However, the rapid erosion of our surplus reserves during the last year and the impact of inflation on our expenditure is a cause of great concern and we are now having to implement cost savings, including staff redundancies that will have an impact on our overall service offerings, to ensure that we move to a balanced budget within the next year.

Strategically, Rowans Hospice continues to position itself as a provider of core, specialist and enhanced Palliative and End of Life Care (PEOLC). We have yet to see the benefits of the amendment to the Health and Care Act of 2022, that placed on statute for the first time the requirement for the State to commission all core and specialist PEOLC services. However, changing the funding formula and moving most independent hospices from grant agreements onto new NHS contracts could take many months, possibly years, to achieve, creating a level of uncertainty and tension for many charitable hospices in the UK, including Rowans Hospice.

SECTION 1: Executive Chairman's Statement (continued)

Progress over the past year

As an organisation we have continued to focus on our key ambitions, as outlined in our 2022-2027 strategy:

- To protect and expand our clinical services.
- To collaborate with the NHS, and other like-minded charities to facilitate access to high quality palliative and end of life care for all.
- To be recognised as an employer of choice by valuing, developing and nurturing our workforce.
- To work with commissioners to consolidate contracts and increase statutory funding, while being prepared to reduce core services if additional statutory funding is not forthcoming.
- To monitor and maximise all charitable income streams.
- To continue the refurbishment of the main hospice building by attracting additional funding sources that do not compromise or compete with income for existing services.

In common with previous years, demand remains high for all our services. The effect and impact of COVID 19 is now a distant memory as all services have resumed normal ways of service delivery. However, we have taken much learning from that time - for example, for those unable to attend the Living Well Centre, the use of virtual meetings and groups has continued in a way that would have been unthinkable pre-COVID.

The benefits of the Palliative Care Support Hub are being realised and having a positive effect in preventing avoidable acute admissions for those who are dying. We are exploring ways to extend this practical and valued clinical service with a supporting rapid response model and extra capacity. We have welcomed and benefitted from improved collaboration between the Hospice and other local providers and commissioners, with shared initiatives in the pipeline.

In 2023, the Care Quality Commission introduced a new inspection framework and quality standards for health and social care services. These prioritise a person-centred approach, whilst promoting a stronger learning and safety culture, encouraging improvements in the quality of care where it is needed most. Rowans Hospice continues its work to meet CQC compliance across the five key domains; this is being embedded in our day-to-day practice and built into our quality improvement plan. Staff are reviewing and validating our services against the new quality standards to ensure that the organisation is ready for a CQC inspection. Priorities for quality improvement for 2024/25 have been identified in conjunction with staff, stakeholders and, as far as possible, by consultation with our patients and their carers. It is foreseen that these priorities will impact positively on patient safety, the patient experience and clinical effectiveness.

The refurbishment of the main hospice building is now complete, except for a few inevitable snagging issues that are being attended to. This significant building project, first commissioned in 2019, has been achieved with minimal disruption to our core services and resulted in a building that is fit for purpose for at least the next 25 years. Whilst we would

SECTION 1: Executive Chairman's Statement (continued)

have wished to complete additional expansion of our buildings to accommodate our bereavement services in more appropriate facilities, these ambitions have been put aside, whilst we concentrate on protecting our core services in these constrained financial times.

Our plans to expand our bed capacity from 19 beds to 22 beds have also been put 'on hold'. We have also been obliged to reconsider our support for the Remind Service and the Continuing Healthcare (CHC) element of our Hospice at Home team in our efforts to protect our core palliative care services. The uplift in our grant from NHS was only 1.7%, which was woefully short of the inflation uplifts we have needed to finance both salaries and other expenditure. We are undertaking a far-reaching review of our services, which includes a reduction in staff headcount to ensure we can achieve a balanced budget for the forthcoming years.

There has been a renewed focus on charitable donations and diversifying income streams, including creating opportunities for fundraising and networking within our business community. Our plans to expand the number of shops in the area were not taken forward as we assessed the change in shopping behaviour on our high streets. However, our existing shops performed well, exceeding budget expectations for the 23/24 accounting year. Following the departure of Carol Milner, the Director of Income Generation and People Services and a review of the structure, we have recruited a new Head of Fundraising and Marketing, a separate Head of Human Resources and a new Head of Rowans Retail.

In October 2023, Dr P-J Morey retired as Medical Director and Dr Katie Jerram was promoted to the role. In February 2024, Erika Lipscombe resigned from the organisation to take up the post of Director of Care at Naomi House Children's Hospice. After a period as Acting Clinical Director, Jo Fricker was promoted to Clinical Director at Rowans Hospice in April 2024.

Throughout this reporting period, the Board of Trustees has retained oversight and been fully engaged in the running of the Charity. Following the resignation of the new Chief Executive in March 2024, the Board agreed to my appointment as Executive Chairman to provide steady leadership and continuity for the staff and volunteers at a difficult time.

Looking forward

Whilst our services are much valued and make a vital contribution to palliative care services in Southern Hampshire, we are working in an environment of recovery from a financial deficit in the last year and inflationary pressures which are challenges in themselves, alongside an anticipated fundamental change to the NHS commissioning and funding of hospice services from September 2025 onwards.

The Palliative and End of Life Care Strategic Clinical Networks, established by NHSE, were intended to ensure a more consistent national approach to the delivery of palliative care. This guidance also included specific reference to the commissioning of specialist palliative care

SECTION 1: Executive Chairman's Statement (continued)

and its future financial sustainability. The success of these initiatives is a matter for debate, but the unequitable level of government funding for Rowans Hospice and the uncertainty surrounding this issue is having a detrimental impact on the Charity's ability to plan for the long-term provision of our services.

Despite these uncertainties, we are committed and totally focused on the delivery of exceptional quality care at Rowans Hospice that is so important to our community. We also continue to seek new and innovative ways to raise the essential funds needed for our work.

We intend to protect our core services, working collaboratively with local partners to make sure that for those people in this area who need palliative support, we can care for them when and where they need it, irrespective of their diagnosis, ethnicity, religion, or age.

Whilst outside the reporting period of this account, I am pleased to announce the appointment of Iain Cameron as our new Chief Executive from 15 July 2024. He takes up this role as joint Chief Executive of Rowans Hospice and St Michael's Hospice in Basingstoke. Iain is very well respected by all those who work with him, including our key stakeholders in Hampshire. This appointment does not trigger either a takeover or a merger, but a strategic opportunity to amplify the strengths of each hospice. The legal identity and integrity of each charity, and thus hospice, will remain separate. What this development does offer is an opportunity to strengthen our individual positions and impact, without altering the unique identities and missions of Rowans and St. Michael's Hospices. We believe this appointment will bring benefit to both organisations and more effectively equip us to face the challenges of the future.

Deborah Paris
Chairman of Rowans Hospice
25th September 2024

SECTION 2: Objectives and Activities

The five-year strategy (2022-2027) continues our commitment to provide high quality and specialist palliative care to people with life-limiting illness across Portsmouth and SE Hampshire and support to their families and carers.

Rowans Hospice exists to provide specialist palliative care, as well as advice to support delivery of palliative care by others. All our services are delivered free of charge to patients and their families. Patients are referred by GPs, community nurses, hospital teams or other health and social care professionals and can self-refer via the Living Well Service. Admission to the In-patient Unit and Hospice at Home service is based on clinical assessment and need.

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and business planning, and are satisfied that public benefit is at the heart of everything we do.

Inpatient Care Services

The In-patient Unit (IPU) provides specialist assessment, treatments and interventions from a multi-professional team. People referred to the service are often experiencing complex difficulties, and this multidisciplinary involvement means patients benefit from a coordinated approach by a team of clinical and social care professionals to support them with their physical, emotional and spiritual needs.

This individual, holistic model aims to enhance quality of life and maximise the potential to live as fully as possible, for as long as possible. This includes helping patients remain in their preferred place of care and avoiding unnecessary hospital admissions. During 2023/24, we supported 384 admissions to the IPU (2023 : 373 admissions), of whom 38% were admitted from hospital. Of the 96 patients who were discharged, 67% returned to their own home. The average length of stay was 14.7 days (2023 : 13.4 days).

Patients are admitted for complex symptom management, care in dying, multiprofessional assessment and carer relief. The IPU provides a recognised specialist training environment for GPs and palliative medicine specialists of the future, and the team deliver both internal and external education in symptom management, future care planning and end of life care.

In November 2022, we moved to a new computer system for patient documentation, the first step to improving interoperability across the clinical and our NHS partners' services. Over the past year, ongoing work to embed and develop the system has continued to ensure robust documentation to support care delivery. The next step will be to implement electronic prescribing.

SECTION 2: Objectives and Activities (continued)

Hospice at Home Service

The Hospice at Home service (H@H) works alongside other healthcare professionals in the community to reinforce and enhance the provision of end-of-life care at home. The service provides support to patients, family members, and carers when there are complex needs - be they physical, psychological, social or spiritual. H@H is available 24/7, and thus able to respond rapidly when patients require the administration of medications or other timely interventions. The service can also support those in an in-patient setting who want to return home as they approach the end of their lives. During 2023/24, the team cared for 292 people (2023 : 280 patients) in their own homes, carrying out 7,363 visits (2023 : 6,237 visits).

Living Well Services

The Living Well Centre (LWC) has continued to build on the programmes of support that are offered to patients, carers and the bereaved. Whilst services are currently delivered from a purpose-built Living Well Centre, senior managers are looking to extend their services outside the building, reaching into the community. Programmes of care and support are offered face to face, virtually and within groups. Sessions include complementary therapy, yoga, memories made from fabric, chair-based exercises, dementia groups, reminiscence, future planning, user groups and carers' education to name but a few.

In January 2024, the LWC returned to opening on five days a week. A previous initiative to offer extended opening times at weekends was taken up by relatively few people and therefore the decision was taken to re-focus resources over a five-day period. The reopening of the refurbished Season's café in July 2023 in the main hospice building has provided an alternative facility for groups to meet on Sunday for a walk or lunch at the café, if they wish.

We continue to maintain contact and collaborate with community health and care services, charities and interested businesses to raise awareness of the service and gain a better understanding of the care and support for those who are living with a terminal illness, and the gaps we may be able to fill for this cohort of patients and carers. It is evident from feedback and evaluation, that the LWS is contributing to strengthening and maintaining resilience in those who access this support, which can be a vital lifeline for many individuals.

Veterans' Service

There are two face-to-face groups that run weekly at the LWC for veterans. This continues to be a popular and vital service with an expansion of the service to accommodate those on the waiting list. We have volunteers, who are themselves veterans, and staff supporting their psychological and social needs through talking, companionship and reminiscing. Staff at the LWC continue to reach out to veteran communities through several charities within the area, who support those who have served in the armed forces. The possibility of holding group sessions at community hubs is under active consideration. The Charity was the recipient of a grant from the Royal Navy and Royal Marines Charity in partnership with Greenwich Hospital for £18,000, for our Veterans Groups.

SECTION 2: Objectives and Activities (continued)

In 2023/24, 287 new patients visited the LWC (2023 : 288 patients), as well as 443 new carers (2023 : 422 carers) and 74 new referrals for those who had been bereaved. There was a total of 8,692 visits/attendances by patients, carers and visitors, including the bereaved (2023 : 7,158 visits)

Hospice Companions
Hospice Companions are trained volunteers who offer practical and emotional support to people in their own homes to help them increase their level of independence, choice and control within the last year of life. The service supported 37 new referrals (2023 : 46 new referrals) with 437 visits in total over the accounting year (2023 : 279 visits).

Remind Service
Rowans Hospice has continued to work in partnership with Solent Mind as a subcontractor within the Remind service. This service supports people living in Portsmouth who have a diagnosis of dementia, from diagnosis to the end of life, and provides support to families and lay carers as well as the person with dementia. This contract will come to an end in 2024.

Psychology, Bereavement and Meerkat Services

The Specialist Palliative Care (SPC) Psychology and Bereavement Service is an integrated specialist service delivered by Rowans Hospice and Hampshire and Isle of Wight Healthcare Foundation Trust through a partnership agreement.

The evolution of this partnership has enabled the resources of the services to be employed more dynamically and responsively; responding to need with greater efficiency; removing duplication in processes and leadership and consolidating the delivery of psychological services into a single vision.

Together, these services:

- Provide support to bereaved families when the deceased patient was under the care of the Charity's services or one of the local palliative care teams.

- Provide a specialist psychological therapy to Rowans Hospice, the local palliative care teams and GPs across the locality. This aspect of the service is commissioned by Portsmouth and SE Hampshire's Integrated Care Board, through a contract with the Hampshire and Isle of Wight Healthcare Foundation Trust. The resulting service has then been integrated with the services at Rowans Hospice.

The integrated Psychology and Bereavement service provides extensive support in a variety of ways. 257 new specialist psychology referrals were received (2023 : 273 referrals), and 1,315 therapy sessions were delivered in 2023/4 (2023 : 1,114 sessions). 96 people were supported by our 20 trained volunteers (2023 : 76 people supported).

SECTION 2: Objectives and Activities (continued)

The Psychology & Bereavement Service works alongside Rowans Meerkat Service. The Meerkat Service offers specialist emotional support to children and young people up to the age of 18 who have a significant adult (such as a parent or grandparent) with a life-limiting illness or who have been bereaved of an adult close to them. Support depends on the child's assessed individual needs but can include guidance to parents/guardians, advice to schools and other agencies, and when appropriate, individual therapeutic work with children. Groups are available throughout the year for children who have been bereaved, offering the opportunity for fun and peer support.

From March 2023 – April 2024, the Meerkat Service supported 123 children. 74 of these children were new referrals into the Service (2023 : 52 new referrals).

There are limited services in our area offering pre and post bereavement support to children. Meerkats are only able to accept referrals for families known to the Rowans organisation. However, the Meerkat Service has become well known within our community and an increasing number of families and professionals are contacting the Service for advice. In addition to the number of children referred into Meerkats, the clinicians within the team provided telephone guidance to these callers, therefore indirectly reaching far more children.

Rowans Hospice commissions both the Bereavement and Meerkat aspects of the service as a function of the Charity's work.

Palliative Care Support Hub

The Hub was developed in 2020 and has become a vital part of the coordination of services for supporting patients in the terminal phase of their life. As the Hub has become recognised as a source of clinical expertise, the method and quality of data collection has become more robust and clearly demonstrates the value added by this service. In the last year, 3,306 contacts were made to the Hub that needed clinical input and support. This was an increase of 36% compared to the previous year.

In addition to triaging and coordinating referrals to both the IPU and H@H, working with NHS partners, clinicians at the Hub have dealt with an increasing number of calls from patients, carers and clinicians in the community and acute sector - providing immediate clinical advice and signposting, supporting future care planning and the avoidance of inappropriate acute admissions.

SECTION 2: Objectives and Activities (continued)

Human Resources and Learning & Development

The People Services team supports the Charity in its aim to enable the right people to be in the right place at the right time, and with the right level of skill and training**.**

Turnover and recruitment have not been as challenging in the last year as the years immediately post COVID, with a 12% turnover for clinical staff and 18% throughout the Charity, predominantly due to a higher turnover in the retail division. Sickness absence has reduced to 4.8% (2023 : 6.4%). Volunteer turnover also reduced to approx. 17% (2023 :31%). We have also attracted more volunteers as ideas and opportunities to undertake and participate in events has improved over the last year.

However, we did experience the leaving of several key staff during the year, including Ruth White, Chief Executive of the Charity since its inception in 1994. Following a review of the structure of the Senior Leadership Team, new appointments have now been made to all key posts.

Income Generation

The fundraising team has been able to refocus their efforts in engaging with the community in face-to-face events and endeavours, as well as through fundraising initiatives online. There has been increased engagement with local businesses, including hosting business network opportunities. We have been very grateful for the practical and financial contributions that this initiative has generated for the Hospice.

The Hospice is delighted to host a newly formed Women's Institute group onto the premises, called Rowanberrys WI, Purbrook. The group welcomes all women aged 18+ from the local community, including female inpatients and carers. Members are encouraged to share ideas and suggestions to provide support for and to the Hospice.

Our Retail division has again delivered a very positive result for the period, making a vital contribution to our income as well as providing a presence for the Charity on many of our local high streets. The donations we receive from our supporters continue to be of a high quality, with our Retail staff and volunteers presenting and merchandising those donations in an attractive way, encouraging our many customers to make repeat visits and actively support the Charity. We have not extended our portfolio of shops but focused on ensuring we are getting the maximum benefit from our existing shops and leases, as we assess the changing nature and habits of our high streets.

We are in regular contact with NHS commissioners to discuss our current and future funding arrangements with them. We continued to have a grant arrangement with them for this accounting year, which covered 7.8% of our expenditure (2023 : 8.0%). We only received a 1.7% uplift which, because of inflation, represented a further reduction in NHS funding. They have affirmed to us that they very much value the vital contribution we make to local

SECTION 2: Objectives and Activities (continued)

contribution we make to local palliative care services, but due to their own financial constraints were unable to assist us with further funding.

However, we were again very grateful to be the beneficiaries of a significant amount of income from Gifts in Wills, and we will be forever thankful to all those people who honour the Charity with a legacy. Grant Making Trusts and Foundations also made significant contributions to our income, some of which was awarded for specific projects and others for contribution to our general operating costs. We continue to participate in the Local Hospice Lottery scheme with over 8,000 members taking part, raising over £28,000 per month (2023 : £32,000).

The "Make A Pledge for Local Hospice Care" Campaign, launched in September 2023, aimed to raise £300,000 in 30 days, to allow the Hospice to increase our IPU capacity. The fundraising target was not reached, with £63,954 raised, which supported the cost of operating three additional bedroom for six months.

We are registered with the Fundraising Regulator and comply with all the relevant standards set out in the Code of Fundraising Practice. The Code covers the requirements charities must follow as set out in the Charities (Protection and Social Investment) Act 2016 and outlines the behavior we expect from ourselves and our fundraisers.

Financial Review

Overview

Rowans Hospice has reported a deficit of £745k for FY24 which has come in under the budgeted deficit that was set for the year by £346k. The strategy for this year was to utilise surplus financial reserves to offset the deficit until income streams improved or cost savings were made.

Total Hospice income in 2023/24 was £9.2m; this is better than FY23 by £1m. In challenging times we are grateful to the supporters of the Hospice in helping us to generate the income needed each year.

NHS and local authority funding for the year was £980k, representing 10.7% of total income or 9.5% of charitable costs. The NHS Clinical Commissioning Group (CCG) grant increased by 1.7% during the fiscal year 2023/24 and the NHS Community Contract to deliver domiciliary care at home, a component of Hospice at Home and funded through Continuing Healthcare (CHC) Funding, increased by 3.3%.

SECTION 2: Objectives and Activities (continued)

Rowans Retail continues to do well for the Hospice. The retail contribution for the Charity was budgeted at £800k for the year 2023/24 with actual figures of £767k. The Charity continues to receive high quality goods from the public to sell in shops to help achieve this result each year.

The direct running costs of the Hospice increased year on year by £619k. The in-patient care unit, comprising of 22 single bedded rooms, was the largest single cost for the Hospice at £3.8m, which equates to £473 per room per night. The majority of this cost is associated with the remuneration of the specialist multi-disciplinary team, comprising physicians, nurses, allied health professionals, psychologists and chaplains.

Reserves

At the end this financial year the Rowans Hospice held £13m in reserves. This is a decrease of £745k on the previous year. Of this value £ 97k was restricted and £8.9m was designated for specific purposes (these designated funds are analysed in Note 20 to the accounts).

General reserves are currently £4.2m as per the reserves policy to ensure that the Charity has sufficient funds to maintain services for a period of six months should all revenue generation cease. Designated reserves decreased from £10.3m to £8.9m. The Fixed Asset Fund reflected the value of the assets of the organisation at £8.2m. The Hospice Renovation Fund has been fully utilised to fund the current building work at the Hospice (Stage 5).

Investments

Rowans Hospice held £3.4m in investments across 2 platforms (CCLA & Flagstone) on the 31st March 2024, a decrease of £1.2m in the year, with investment returns at £176k for the year.

One of the investment portfolios remained with CCLA (Investors for Charities, Councils and Local Authorities) for this financial year with formal bi-annual performance and global economic outlook reports submitted into the Investment Committee and annually into the Board of Trustees. Furthermore, detailed quarterly reports and monthly valuations were also received and reviewed. The investment at the end of the fiscal year was £3.4m; during the year £1.3m was withdrawn for the Hospice Refurbishment Fund and Hospice running costs.

The Hospice Investment Policy states that investments cannot be made into any assets that derive more than 10% of its income directly or indirectly from tobacco. Details of all the exclusions to this portfolio can be found on the CCLA website. The CCLA COIF Charities Deposit Fund does not invest directly as it deposits funds to counterparties. However, the fund is governed by the CCLA's in-house ESG (Environment, Social and Corporate Governance) integration criteria; factors that chime with the ethical considerations held by the Board of Trustees.

SECTION 2: Objectives and Activities (continued)

Rowans Hospice continues to hold investments across two CCLA products and aims to hold a value equal to its target level of general funds in the COIF Charities Ethical Investment Fund. This fund is a multi-asset investment portfolio that holds stocks, shares and other investment assets for long term returns. Secondly, funds area also held in the COIF Charities Deposit Fund invested on an execution-only basis rather than under the Investment Management Agreement (IMA). The COIF Charities Deposit Fund has investments in many Banks and Building Societies and has a credit rating of AAA from Fitch, which is the highest possible rating. Whilst returns are comparatively low, the funds are as safely maintained as possible in what has been a very volatile period.

Funds were transferred to CCLA in September 2018 with the bulk being invested in the COIF Charities Ethical Investment Fund. The fund is currently projected to achieve the challenging return of CPI (Consumer Price Inflation) +3% over a five-year rolling period.

Recognising the differing requirements for pools of designated and general funds held by the Hospice, the Rowans Hospice Investment Policy provides two targets for investment returns; one for longer-term funds and a second for funds that might need to be drawn down in the near future. The long-term total return target is a CPI +3% over a five-year rolling period, the short-term return target is base rate + 0.5% over a three-year rolling period. Both of these returns are especially challenging in the current economic climate.

In September 2021, Rowans Hospice made investments into the CAF (Charities Aid Foundation) Deposit Platform. The initial investment made was £1.275m in 15 different FSC (Foreign Sales Corporation) protected financial institutions. The deposit periods across the investments vary but all deposits are set to earn more than the CCLA investment or current bank interest rates.

The Charity finished the financial year with £427k invested across 5 different FSC protected financial institutions.

Subsidiaries

Rowans Hospice owns 100% of the share capital of a trading subsidiary: The Rowans Hospice Trading Company. The Rowans Hospice Trading Company has had income in the current year of £139k, which is an increase over the previous year of £27k.

SECTION 3: Structure, Governance and Management

Rowans Hospice is a charitable company, limited by Guarantee, registered in England and Wales, company number 022757068 and a Registered Charity number 299731. It was incorporated on 7 July 1988 and is governed by the Articles of Association.

The object of Rowans Hospice as established is the relief of sickness, suffering and distress of persons with a terminal illness, progressive, chronic illness or increasing and irreversible frailty, by the provision of medical and nursing care and facilities for their care, treatment and benefit.

The Charity is governed by the Board of Trustees, which is responsible for the strategy and governance of the Hospice. Members of the Board of Trustees are also Directors under Company Law.

Not less than six or more than 12 Trustees are appointed by the Board of Trustees and annually, one third retire; being those trustees who have been longest in office.

Full meetings of the board took place on eight occasions during the year, including an AGM and a meeting to consider the outcome and recommendations from a governance review carried out by Robert Robson through the Cranfield Trust. A strategy away day was also held in October 2023. The Board is supported in their decision making by the scrutiny and recommendations that are provided by several governance groups. Following the governance review, the Information Governance Group was dissolved in summer 2023.

During the year and up to the date the accounts are signed the following Trustees were in post:

- Ms L Burton (Treasurer until October 2023)
- Mr K Dempsey (until March 2024)
- Mrs J Diggins (until April 2024)
- Mrs W Greenish
- Mr J Hughes (until April 2024)
- Mr G Kaminski-Cook
- Mr A Kille (from September 2023 to August 2024)
- Mr E Norman (Interim Treasurer from November 2023)
- Mr G Page (until September 2023)
- Mrs D Paris (Chairman)
- Mr J Taylor (Vice Chairman)
- Mrs V Tracey (from September 2023)
- Dr J Watkins

SECTION 3: Structure, Governance and Management (continued)

Management Team

The Trustees are responsible for the overall governance of the Charity. To achieve this, they appoint a management team who are paid employees of the Charity. During this accounting year there have been significant changes to the senior management team following the retirement of Ruth White, the Chief Executive, in the summer of 2023. She was replaced by Kirsteen Murray, who stood down from the role in March 2024. To give time for the Board to consider the best way forward for this key role, it was agreed that Deborah Paris would take on the role of Executive Chairman, immediately following Kirsteen's departure. Following discussions with key stakeholders, including Hospice UK, Iain Cameron was appointed as Joint Chief Executive of Rowans Hospice and St Michael's Hospice in Basingstoke in July 2024, when Deborah reverted to her role as Chairman. The Board has confidence that this appointment will add value to both organisations.

In December 2023, Dr Katie Jerram was promoted to the role of Medical Director, and following the departure of Erika Lipscombe in February 2024, Jo Fricker was confirmed in the substantive post of Director of Care in April 2024. Carol Milner stepped down as Director of People Services and Income Generation in December 2023. Following a review of the structure, we have recruited a Head of Fundraising and Marketing, a separate Head of Human Resources and a Head of Retail.

A detailed schedule of delegation is under review to make it clear which decisions are reserved for the Board of Trustees, and which can be delegated to committees and/or the Senior Leadership Team.

Setting Pay

The People and Remuneration Governance Group considers pay and remuneration across the Charity and made recommendations to the Board. This Group meets three times a year particularly in advance of budget setting. Remunerated roles within the Hospice are regularly benchmarked against several different channels including NHS payment award schemes, hospices locally and nationally, and other business sectors. The Charity observes the living wage for all employees and is committed to paying our staff fairly and so that we attract and retain the best people to deliver the best possible care and maintain our financial well-being and role in our community. We aim to be a diverse and inclusive organisation that reflects the population we serve.

Related Parties and Relationships with other Organisations

Rowans Hospice works in close collaboration with NHS Trusts, namely Solent NHS Trust, Southern Health NHS Trust (soon to fuse as Hampshire and Isle of Wight Healthcare NHS Foundation Trust) and Portsmouth Hospitals University NHS Trust. The charity and NHS employees provide a seamless service to patients and their families and where inpatient care is provided by NHS professionals e.g. Palliative Care Senior Doctors, or occupational therapists that work both within the Hospice and NHS services, Rowans Hospice contributes an agreed proportion of their salary, based on the amount of time spent on care provided within the Hospice.

SECTION 3: Structure, Governance and Management (continued)

Rowans Hospice is also a member of Hospice UK and is a participant in a formal collaborative relationship with other independent hospices across Hampshire and the Isle of Wight.

SECTION 4: Statement of Responsibilities of the Trustees

Trustees are also Directors of Rowans Hospice for the purposes of Company Law and are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Trustees are covered by Indemnity Insurance, which financially protects individuals in positions of authority if a claim is made against them for committing a wrongful act that is damaging to the organisation.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group as at the balance sheet date, and of the charitable company's net movement in funds, including income and expenditure, for that period.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities SORP.
They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

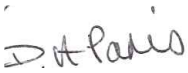
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the company and the Group's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

SECTION 4: Statement of Responsibilities of the Trustees (continued)

They are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees' report incorporating the Strategic Report was approved and authorised by the Board of Trustees on 25 September 2024 and is signed on their behalf by:



Deborah Paris
Chairman of Trustees

Opinion

We have audited the financial statements of Rowans Hospice (the 'parent' Charity) and its subsidiaries (the 'Group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities (incorporating income and expenditure account), the consolidated balance sheets, the consolidated statement of cash flows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 Charity's affairs as at 31 March 2024 and of its incoming resources and application of resources 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 charitable company 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 and the parent Charity's ability to continue as a going concern for a period of at least 12 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

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

- the information given in the Trustee and Strategic 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 Trustee and Strategic 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report and Strategic report included within the Trustee and Strategic report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the parent Charity 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 and parent Charity'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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities even though the audit has been properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the parent and group, and the sectors in which they operate. These include but are not limited to compliance with the Companies Act 2006, Gambling Act 2005, Care Quality Commission, Sale of Goods Act 1979, UK Generally Accepted Accounting Practice and the relevant tax compliance regulations.
- We obtained an understanding of how the company is complying with these frameworks through discussions with management.
- We enquired with management whether there were any instances of non-compliance with laws and regulations or whether they had knowledge of actual or suspected fraud. These enquiries are corroborated through follow-up audit procedures including but not limited to a review of legal and professional costs, correspondence, a review of board minutes and a review of licensing with the Gambling Commission to ensure compliance with terms of the licence.
- We assessed the susceptibility of the company's financial statements to material misstatement, including the risk of fraud and management override of controls. We designed our audit procedures to respond to this assessment, including the identification and testing of any related party transactions and the testing of journal transactions that arise from management estimates, that are determined to be of significant value or unusual in their nature.
- We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the industry in which the company operates in, and their practical experience through training and participation with audit engagements of a similar nature.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the parent Charity'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 parent Charity'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 parent Charity and the parent Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michaela Johns

Michaela Johns (Senior Statutory Auditor)
For and on behalf of Hopper Williams & Bell Limited, Statutory Auditor
Highland House
Mayflower Close
Chandlers Ford
Eastleigh
SO53 4AR

25th September 2024

Financial Accounts Rowans Hospice
Consolidated Statement of Financial Activities including Income and Expenditure Accounts
For the year ending 31 March 2024

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:						
Donations and Legacies	**2.**	4,850,264	-	134,803	4,985,067	3,842,658
Charitable Activities	**3.**	1,340,250	-	-	1,340,250	1,448,470
Trading Activities of Subsidiaries	**4.**	138,717	-	-	138,717	111,707
Other Trading Activities	**5.**	2,525,531	-	-	2,525,531	2,575,198
Investment Income	**6.**	179,536	-	-	179,536	165,036
Total Income		9,034,298	-	134,803	9,169,101	8,143,069
Expenditure on:						
Raising funds						
Trading Activities of Subsidiaries	**4.**	16,748	-	-	16,748	15,951
Other Trading Activities	**7.**	2,800,488	-	-	2,800,488	2,721,542
Charitable Activities						
In-patient care	**8.**	4,120,272	-	129,009	4,249,281	3,845,407
Hospice at Home	**8.**	1,446,356	-	-	1,446,356	1,458,454
Living Well Centre	**8.**	800,702	-	-	800,702	749,610
Community Care	**8.**	315,425	-	-	315,425	285,833
Bereavement Support	**8.**	419,208	-	-	419,208	407,964
Clinical, Education and Training	**8.**	227,977	-	-	227,977	215,387
Total Expenditure		10,147,176	-	129,009	10,276,185	9,700,148
Net Gains/(Losses) on Investments	**13.**	362,463	-	-	362,463	(161,208)
Net Income/(Expenditure)		(750,415)	-	5,794	(744,621)	(1,718,287)
Transfers between funds		1,350,415	(1,350,415)	-	-	-
Net Movement in Funds		600,000	(1,350,415)	5,794	(744,621)	(1,718,287)
Reconciliation of Funds						
Total funds brought forward		3,600,000	10,273,274	90,824	13,964,098	15,682,385
Total funds carried forward		4,200,000	8,922,859	96,618	13,219,477	13,964,098

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006. Comparative figures by fund for the year to 31 March 2023 are detailed in notes 19 and 20.

Financial Accounts Rowans Hospice
Consolidated and Charity Balance Sheet as at 31 March 2024

	Notes	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Fixed assets					
Tangible assets	12.	8,210,660	7,096,978	8,210,660	7,096,978
Investments	13.	3,353,238	4,570,860	3,353,240	4,570,862
Assets under construction	12.	-	375,917	-	375,917
Total Fixed Assets		**11,563,898**	**12,043,755**	**11,563,900**	**12,043,757**
Current assets					
Stock		1,343	2,698	-	-
Debtors	14.	1,717,927	906,030	1,727,182	898,853
Current asset investments	15.	256,522	935,000	256,522	935,000
Cash at bank and in hand		560,375	1,066,418	416,559	938,759
Total Current Assets		**2,536,167**	**2,910,146**	**2,400,263**	**2,772,612**
Liabilities Creditors: Amounts falling due within one year	16	**(880,588)**	**(989,805)**	**(856,961)**	**(951,399)**
Net Current Assets		**1,655,579**	**1,920,341**	**1,543,302**	**1,821,213**
Total assets less current liabilities		**13,219,477**	**13,964,096**	**13,107,202**	**13,864,970**
Total Net Assets		**13,219,477**	**13,964,096**	**13,107,202**	**13,864,970**
Reserves					
Restricted funds	19.	96,618	90,824	96,618	90,824
Unrestricted funds					
General funds	20.	4,200,000	3,600,000	4,087,723	3,500,872
Designated funds	20.	8,922,859	10,273,272	8,922,861	10,273,274
		13,219,477	**13,964,096**	**13,107,202**	**13,864,970**

On behalf of the Board 25 September 2024:

D A Paris

Mrs D Paris
Chairman

E G Norman

Mr E Norman
Acting Treasurer

Company Registration Number : 02275068 Charity Registration Number : 299731

The turnover for the Charity (i.e. excluding The Rowans Hospice Trading Company Limited) was £9.2m (2023 £8.1m) and the net movement in funds in the charity was £-745k (2023 £-1.7m).

Financial Accounts Rowans Hospice
Statement of Cash Flows
For the year ended 31 March 2024

	Notes	Group 2024 £	Group 2023 £
Cash Flows from Operating Activities			
Net cash used in operating activities	22.	(1,720,280)	(1,017,239)
Cash flows from Investing Activities			
Dividends and interest from investments		179,535	165,036
Purchase of property, plant and equipment and WIP		(1,196,641)	(477,158)
Cash transferred from investments		2,231,343	1,385,977
Net cash used in investing activities		1,214,237	1,073,855
Change in cash and cash equivalents in the reporting period		(506,043)	56,616
Cash and cash equivalents at the beginning of the reporting period		1,066,418	1,009,802
Cash and cash equivalents at the end of the reporting period		**560,375**	**1,066,418**

1) Accounting Policies

a) Company Information

Rowans Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Rowans Hospice, Purbrook Heath Road, Purbrook, Waterlooville, Hampshire, PO7 5RU.

b) Accounting Convention

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 2015 (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.

Rowans Hospice meets the definition of a public benefit entity under FRS102.

The accounts are prepared in Sterling, which is the functional currency of the Charity.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Legal Status - The charity is incorporated as a company limited by guarantee having no share capital and, in accordance with the Memorandum of Association, every member is liable to contribute a sum of £1 in the event of the company being wound up.

Group financial statements - The accounts consolidate the financial statements of Rowans Hospice and its wholly owned subsidiary, the Rowans Hospice Trading Company Ltd (02300646), on a line-by-line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements.

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the Charity alone.

Going concern - At the time of approving the accounts, the Trustees believe the Charity and Group has adequate financial resources and is well placed to manage its business risks. The Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue. The accounts therefore have been prepared on the basis that the Charity and Group is a going concern.

1) Accounting Policies (continued)

a) Fund Accounting

The charity maintains various types of funds as follows:
Restricted Funds - Restricted income funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.
General Unrestricted Funds - General unrestricted funds represent unrestricted income which is expendable at the discretion of the Trustees in the furtherance of the objects of the charity.
Designated Funds - Designated funds represent amounts which have been set aside out of unrestricted funds at the discretion of the Trustees to fund specific planned future expenditure or manage identified risks.

b) Income

All income is accounted for when the charity has entitlement, the receipt is probable, and the amount is measurable.

Donations - Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported separately in note 7 to the financial statements.

Legacies - Legacies are recognised when all the three criteria below are met:
a. Establish entitlement – being when probate is granted, and the will becomes a public document.
b. Where receipt is probable – being named in a will makes a receipt probable.
c. The amount is measurable – in practice this could come from estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed. Measurability will also be met where a reasonably accurate assessment can be made of the value.
Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Grants (Including Government Grants & Retail Grants) - Grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where the grant is received in advance of performance, its recognition is deferred and included in creditors.
Where entitlement occurs before the grant is received, it is accrued in debtors.

Donations of Gifts, Services and Facilities - Donated professional services and donated facilities are recognised as income when a charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of the economic benefit from the use by the charity of the item is probable and that the economic benefit can be reliably measured. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' Annual Report for more information about their contribution.

Accounting Policies (continued)

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain the services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Lottery Income - Incoming resources from the sale of lottery tickets is recognised at the point of sale.

Investments - Investment income is included when receivable.

c) Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, In-Patient Care, Hospice at Home, The Living Well Centre, Bereavement Support, Community Support and Education and Training. Where expenditure relates to more than one cost category, it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs, which include governance costs and are shown in note 8, support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings. The method of apportionment uses the most appropriate basis for each department. Support costs include people services, information technology, facilities, finance and governance costs.

Tangible fixed assets - Tangible fixed assets are included at cost, assets at below £500 in value are not capitalised.
Depreciation is provided on a straight-line basis, in order to write off the assets over their useful lives.

Land & Buildings	50 years or the expected life of the lease
Fixtures & Fittings	3-5 years
Computer Equipment	3 years
Motor Vehicles	6 years

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value.

Any impairment is recognised in the Consolidated Statement of Financial Activities in the year in which it occurs.

1) Accounting Policies (continued)

Investments - Investments are valued at the mid-market price. Realised and unrealised gains and losses for the year are shown in the statement of financial activities.

Stock - Stock is valued at the lower of cost and net realisable value.

Cash and cash equivalents - Cash and cash equivalents include cash in hand and deposits held in Rowans bank accounts.

Financial instruments - The charity operates basic financial instruments in terms of its assets and liabilities. Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument and derecognised when the company's contractual obligations expire or are discharged or cancelled.

Basic financial assets - Basic financial assets, which include trade and other receivables and cash and bank balances, are measured at settlement amount.

Basic financial liabilities - Basic financial liabilities, including trade and other payables, are recognised at settlement amount.

Leasing - Operating lease rentals are recognised in the statement of financial activities as incurred. All the charity's leases and hire agreements are considered to be operating leases.

Pensions - The charity contributes to the NHS pension scheme or, employees not entitled to join the NHS scheme are auto-enrolled into the Group defined contribution pension schemes. The assets of the scheme are held independently from those of Rowans Hospice in an independently administered fund. Contributions are charged to the profit and loss account as they become payable during the year.

Employee Benefits - *Short term benefits*: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. *Employee termination benefits*: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Donated Goods - The Trustees consider that the valuation of goods donated 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.

Critical accounting judgements and estimates - In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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.

Accounting Policies (continued)

The key areas that are deemed to be material for these financial statements are as follows: Accruing for income derived from legacies where complicated issues surrounding the measurement of the Group's entitlement to income existed at the year end.

2) Donations and Legacies

	Unrestricted funds £	Restricted funds £	2024 £	Unrestricted funds £	Restricted funds £	2023 £
Retail gift aid donations	682,952	-	682,952	749,306	-	749,306
NHSE Emergency COVID-19 funding	-	-	-	-	91,277	91,277
Legacies	3,063,402	-	3,063,402	1,826,758	-	1,826,758
Grant Making Trusts	128,863	48,357	177,220	75,074	66,879	141,953
Other donations	975,047	86,446	1,061,493	838,098	195,266	1,033,364
	4,850,264	134,803	4,985,067	3,489,236	353,422	3,842,658

3) Income from Charitable Activities

	Unrestricted funds £	Restricted funds £	2024 £	Unrestricted funds £	Restricted funds £	2023 £
NHS CCG Grants	799,464	-	799,464	779,585	-	779,585
NHS contracts	17,169	-	17,169	44,337	-	44,337
Local Authority contracts	163,462	-	163,462	272,396	-	272,396
CHC Contract	335,856	-	335,856	325,084	-	325,084
Education Income	24,299	-	24,299	27,068	-	27,068
	1,340,250	-	1,340,250	1,448,470	-	1,448,470

4) Income from Trading Activities of Subsidiaries

The Rowans Hospice Trading Company Limited (02300646) operates selling new goods from the Hospice retail outlets. The Trading company also runs two coffee shops for staff and visitors at the Rowans Hospice and Living Well Centre. The registered address of The Rowans Hospice Trading Company is Rowans Hospice, Purbrook Heath Road, Waterlooville, Hants, PO7 5RU.

The Rowans Hospice Trading Company Limited gifts its profit to the Charity. A summary of its trading results is shown below.

	2024 Trading Co Accounts £	2024 Consolidated Accounts £	2023 Trading Co Accounts £	2023 Consolidated Accounts £
Income				
Sale of new goods	28,596	28,596	28,899	28,899
Catering Income	80,251	80,251	52,356	52,356
Turnover	108,847	108,847	81,255	81,255
Add Intercompany Transactions				
Commission on retail gift aid	29,870	29,870	30,452	30,452
Income Including Intercompany Transactions	138,717	138,717	111,707	111,707
Expenditure				
Expenditure excluding charges for services	16,748	16,748	15,951	15,951
Add Intercompany Transactions				
Charges for services provided by Rowans Hospice	81,897	-	63,924	-
Expenditure Including Intercompany Transactions	98,645	16,748	79,875	15,951
Profit	40,072	121,969	31,832	95,756
Total Contribution to the Hospice				
Profit/(loss)	40,072	121,969	31,832	95,756
Charges for services provided by Rowans Hospice		(81,897)		(63,924)
Donation from Trading Company to Hospice		(26,924)		(4,908)
Total Contribution to Hospice		13,148		26,924

4) Income from Trading Activities of Subsidiaries (Continued)

	2024 £	2023 £
Net Profit/(loss)	121,969	95,756
Amount distributed to the Charity as gift aid	(26,924)	(4,908)
Net charge to the Hospice	(81,897)	(63,924)
Retained in subsidiary	13,148	26,924

	2024 £	2023 £
Total Assets	145,159	171,180
Total Liabilities	(32,884)	(72,051)
Funds (representing share capital and reserves)	112,275	99,129

5) Other Trading Activities

	Unrestricted funds £	Restricted funds £	2024 £	Unrestricted funds £	Restricted funds £	2023 £
Support Groups	52,442	-	52,442	63,202	-	63,202
Rowans Retail revenue	1,874,990	-	1,874,990	1,889,212	-	1,889,212
Hospice events	176,347	-	176,347	118,509	-	118,509
Rowans Hospice raffles and lottery	340,051	-	340,051	438,122	-	438,122
Other activities	81,701	-	81,701	66,153	-	66,153
	2,525,531	-	2,525,531	2,575,198	-	2,575,198

6) Investment Income

	Unrestricted funds £	Restricted funds £	2024 £	2023 £
UK bank interest receivable	3,591	-	3,591	26
Income from UK listed investments	175,945	-	175,945	165,010
	179,536	-	179,536	165,036

7) Fundraising Expenditure

	2024 £	2023 £
Fundraising staff	276,016	248,101
Hospice events	24,020	30,008
Lottery and raffle operating costs	7,245	12,653
Investment management costs	27,220	36,482
Other fundraising costs	110,698	113,084
Rowans Retail operating costs	2,017,278	1,948,982
Premises and equipment	4,951	3,735
Support Costs (note 8)	333,060	328,497
	2,800,488	2,721,542

Support costs have been allocated to fundraising this year to reflect the usage of these resources, as explained in the accounting policies in note 1.

8) Analysis of Expenditure on Charitable Activities and Fundraising 2023-24

	In-Patient Care	Hospice at Home	Living Well Centre	Community Care	Bereavement Support	Clinical Education and Training	Fundraising	Total Costs
Direct Costs	2,275,992	1,162,987	451,705	173,679	248,515	34,683	2,462,477	6,810,038
Consultants and doctors	468,372	-	-	-	-	-	-	468,372
Physiotherapists	67,767	-	75,296	-	-	7,530	-	150,593
Social work team	146,726	-	3,913	43,040	-	1,956	-	195,635
Chaplaincy	45,316	795	10,335	5,565	17,490	-	-	79,501
Occupational therapist	42,960	-	17,874	-	-	1,881	-	62,715
Clinical support costs and consumables	69,670	35,600	13,827	5,316	7,607	1,062	-	133,082
Premises and equipment	360,425	59,411	61,391	41,588	51,489	19,804	4,951	599,059
Catering	324,188	-	-	-	-	-	-	324,188
	3,801,416	1,258,793	634,341	269,188	325,101	66,916	2,467,428	8,823,183
Support Costs								
People services	48,062	45,362	38,341	-	30,241	116,104	99,903	378,013
IT	68,515	35,757	42,136	2,035	10,324	5,475	26,808	191,050
Finance	87,342	57,877	39,102	14,538	16,643	19,578	180,859	415,939
Property and F&F depreciation	232,940	38,397	39,677	26,878	33,277	12,799	3,200	387,168
Governance	11,006	10,170	7,105	2,786	3,622	7,105	22,290	64,084
Total	**4,249,281**	**1,446,356**	**800,702**	**315,425**	**419,208**	**227,977**	**2,800,488**	**10,259,437**

8) Analysis of Expenditure on Charitable Activities and Fundraising 2022-23

	In-Patient Care	Hospice at Home	Living Well Centre	Community Care	Bereavement Support	Clinical Education and Training	Fundraising	Total Costs
Direct Costs	1,929,055	1,157,994	410,269	157,033	244,567	26,367	2,389,308	6,314,593
Consultants and doctors	542,009	-	-	-	-	-	-	542,009
Physiotherapists	58,019	-	64,465	-	-	6,447	-	128,931
Social work team	138,430	-	3,691	40,606	-	1,846	-	184,573
Chaplaincy	41,261	724	9,410	5,067	15,925	-	-	72,387
Occupational therapist	30,068	-	12,510	-	-	1,317	-	43,895
Clinical support costs and consumables	94,148	56,516	20,023	7,664	11,936	1,287	-	191,574
Premises and equipment	271,878	44,815	46,309	31,371	38,840	14,938	3,735	451,886
Catering	274,262	-	-	-	-	-	-	274,262
	3,379,130	1,260,049	566,677	241,741	311,268	52,202	2,393,043	8,204,110
Support Costs								
People services	49,720	46,927	39,665	-	31,285	120,111	103,352	391,060
IT	105,135	54,868	64,657	3,122	15,843	8,401	41,137	293,163
Finance	80,988	53,667	36,257	13,481	15,432	18,154	167,702	385,681
Property and F&F depreciation	223,902	36,907	38,137	25,835	31,986	12,302	3,076	372,145
Governance	6,532	6,036	4,217	1,654	2,150	4,217	13,230	38,036
Total	**3,845,407**	**1,458,454**	**749,610**	**285,833**	**407,964**	**215,387**	**2,721,540**	**9,684,195**

1. Apportioned based on staff work plans/usage
2. Apportioned based on square footage occupied by team
3. Apportioned based on number of team members
4. Apportioned based on direct costs

9) Net Income/(Expenditure) for the year

		2024 £	2023 £
Consolidated net income/(expenditure) is stated after charging:			
Operating lease rentals	- land and buildings	358,519	377,971
	- photocopier	20,342	17,658
Depreciation - owned assets		458,878	411,047
Auditors' remuneration	- audit - Charity	26,844	16,650
	- audit - Trading Company	2,780	4,250
	- tax advice	500	450

10) Staff Costs

	2024 £	2023 £
Wages and salaries	6,299,693	5,863,247
Redundancy	-	14,580
Social security costs	557,511	528,680
Other pension costs	414,348	406,120
Termination payment	30,000	21,000
	7,301,552	6,833,627

The average head count was 262 (2023: 259). The average number of employees, calculated on a whole-time equivalent basis, analysed by function was:

	2024 Number	2023 Number
Charitable activities	92	97
Cost of generating funds	74	74
	166	171

Number of employees whose remuneration fell within the following ranges:

	2024 Number	2023 Number
£60,000 - £70,000	3	1
£70,000 - £80,000	2	2
£80,000 - £90,000	-	1
£90,000 - £100,000	1	1
£100,000 - £110,000	1	-

Pension contributions in respect of employees earning £60,000 or more were £29,964 (2023: £38,146).
Total employee benefits for key management personnel £553,061 (2023: £428,885).
Volunteers - No amounts are included in the financial statements for services donated by volunteers, with volunteers contributing 65,241 hours in 2023/24 (2022/23 57,260 hours).

11) Trustees

No member of the Board of Trustees received any emoluments during the year (2023: £Nil).
No expenses to were paid to Trustees in the year (2023: £1,385).
Trustees donated £118 unrestricted income (2023: £43) and £775 restricted income (2023: £Nil).

12) Tangible fixed assets (Group and Charity)

	AUC Hospice Refurb £	Land and Buildings £	Fixtures and Fittings £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1 April 2023	375,917	9,180,504	752,336	289,073	73,443	10,671,273
Additions	1,137,965	34,886	18,766	5,024	-	1,196,641
Disposals	-	-	-	-	-	-
Transfers	(1,513,882)	1,463,522	50,360	-	-	-
At 31 March 2024	-	10,678,912	821,462	294,097	73,443	11,867,914
Depreciation						
At 1 April 2023	-	2,410,615	493,987	232,007	61,769	3,198,378
Charge for the year	-	328,057	85,262	36,211	9,348	458,878
Disposals	-	-	-	-	-	-
At 31 March 2024	-	2,738,672	579,249	268,218	71,117	3,657,256
Net book value						
At 31 March 2024	-	7,940,240	242,213	25,879	2,326	8,210,660
At 31 March 2023	375,917	6,769,889	258,349	57,066	11,674	7,472,895

All assets are held at historic cost.
Historically costs of the Hospice refurbishment have been included within the Land and Buildings category. Going forward any assets under construction will be identified separately as above.

13) Investments

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Fair value at 1 April 2023	3,694,992	3,887,173	3,694,992	3,887,173
Disposals	(850,000)	-	(850,000)	-
Unrealised gains/(losses) on investments	362,463	(161,208)	362,463	(161,208)
Investment management fees (netted off)	(27,220)	(30,973)	(27,220)	(30,973)
Market Value at 31 March 2024	3,180,235	3,694,992	3,180,235	3,694,992
Cash held in investment portfolio	3,003	705,868	3,003	705,868
Investment hub long term investments	170,000	170,000	170,000	170,000
Fair Value of listed investments and cash held at 31 March 2024	3,353,238	4,570,860	3,353,238	4,570,860
Unlisted investment in subsidiaries	-	-	2	2
Total Investments	3,353,238	4,570,860	3,353,240	4,570,862
Represented by				
UK listed investments	3,180,235	3,694,992	3,180,235	3,694,992
Unlisted investment in subsidiary	-	-	2	2
Cash held as part of portfolio	3,003	705,868	3,003	705,868
UK Listed investments held as current assets (12 months)	170,000	170,000	170,000	170,000
	3,353,238	4,570,860	3,353,240	4,570,862

14) Debtors

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Debtors falling due within one year				
Trade debtors	65,998	94,993	65,998	82,841
Legacy debtors	1,027,043	-	1,027,043	-
Prepayments and accrued income	413,026	565,789	413,026	565,789
Other debtors	211,860	245,248	214,635	250,222
Intercompany	-	-	6,480	-
	1,717,927	906,030	1,727,182	898,853

Legacy debtors show legacies that the Charity was aware of as at 31st March 2024 but has not yet been received as cash.

15) Current assets investments

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Investment held for maturity less than 12 months	256,522	935,000	256,522	935,000
	256,522	935,000	256,522	935,000

16) Creditors: Amounts falling due within one year

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade creditors	291,026	251,760	291,026	251,184
Accruals for grants payable	90,642	90,824	90,642	90,824
Accruals and deferred income	302,068	450,236	278,441	383,897
Amount owed to group and associated undertaking	-	-	-	28,509
Taxation and social security	142,732	134,377	142,732	134,377
Other creditors	54,120	62,606	54,120	62,606
	880,588	989,805	856,961	951,399

During the year the Charity received funds whilst acting as agent totalling £100 (2023: £nil). Funds paid out whilst acting as agents totalled £nil (2023: £933). The balance owed to third parties on these funds as at 31 March 2024 was £32,259 (2023: £32,159).

Deferred Income

Income is deferred to the extent that it relates to an event or activity that occurs in a subsequent accounting period.

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Brought Forward	85,796	59,682	85,796	59,682
Deferred in the year	1,052,339	440,095	1,052,339	440,095
Released in the year	(1,091,024)	(413,981)	(1,091,024)	(413,981)
Carried forward at 1 April	47,111	85,796	47,111	85,796

Deferred income consists of lottery payments made in advance £24,855 (2023: £47,703), also Continuing Health Care payments claimed in advance as agreed £22,256 (2023: £38,093).

17) Capital commitment note

	2024 £	2023 £
Hospice Refurbishment	-	1,052,250

18) Operating lease commitments

	2024 £	2023 £
Expiring:		
Within one year	328,572	280,125
Between two and five years	694,570	296,491
In more than five years	3,440	-
	1,026,582	576,616

19) Restricted funds

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Group and Charity					
Violet Squire Love of Roses Bursary Fund	5,281	-	(2,356)	-	2,925
Aged Veterans Fund Funding	3,329	1,187	(4,516)	-	-
Heart Failure Workshops	8,750	-	-	-	8,750
Kenwood Community Fund	1,500	17,058	(11,086)	-	7,472
Royal Navy & Royal Marine Charity	-	18,000	(6,000)		12,000
Adults and Children & Young People's Palliative and End of Life Care - LWC	8,750		(8,750)	-	-
Adults and Children & Young People's Palliative and End of Life Care - Homelessness	20,601		(20,601)	-	-
Rugby Against Cancer	1,658	354	(1,562)	-	450
Love Your Neighbourhood, Local Partnerships - Southern Co-op, Food Stores 2022-2023	-	1,195	(1,195)		-
The February Foundation	-	5,000	(5,000)		-
McLay Dementia Trust (Rathbone Investment mgt) - LWC project	1,641	741	(741)	-	1,641
NHS Hampshire and IoW Integrated Care Board - Virtual Ward	20,000	-	(2,807)	-	17,193
Gerald Micklem Charitable Trust	8,000	8,000	-	-	16,000
HospiceUK Masonic CF Grant Prog	1,654	1,178	(827)	-	2,005
My Cool Music Foundation donation	1,440	-	(1,440)	-	-
Rene & Ghislaine Paris Healing Foundation	2,000	-	(1,858)	-	142
Make a Pledge for Local Hospice Care	-	63,954	(46,590)		17,364
Childwick	-	10,000	(1,111)		8,889
The Saturday Fund	-	2,000	(2,000)		-
Other restricted funds	6,220	6,136	(10,569)	-	1,787
	90,824	134,803	(129,009)	-	96,618

19) Restricted funds (continued)

- The Violet Squires Love of Roses Bursary Fund was set up on 26 June 1996 with a donation of £14,000 from Mr D J Squire to fund nurse training by the payment of bursaries.
- The Aged Veterans Fund relates to developing a programme aimed specifically for veterans nearing the end of life to be delivered in the Living Well Centre. This fund has now been completed.
- Heart failure workshops are to be hosted in the Living Well Centre.
- The Kenwood Community fund is a grant for the Bereaved Programme and Cookery Club at Southdowns College. They also donated £5,146 for the purchase of clinical equipment.
- The Royal Navy & Royal Marine Charity restricted fund is to run a weekly veterans' groups at the Living Well Centre.
- CSU Adults and Children & Young People's Palliative and End of Life Care funding is to provide personalised care and support including advanced care planning. Palliative care and end of life education for carers and support for families and carers including the bereaved. This has now been completed.
- Adults and Children & Young People's Palliative and End of Life Care funding to support the following: Personalised care and support planning including advance care planning. Specialist palliative care MDT services. This has now been completed.
- Adults and Children & Young People's Palliative and End of Life Care - Homelessness project. This has now been completed.
- Rugby Against Cancer - funding to set up a multifunctional family room on the IPU
- Love Your Neighbourhood grant which could not be used for general running costs; these were used for the Lake of Lights event costs.
- The February Foundation was a grant that had to be used within a month of receiving. This was used to offset IPU salaries.
- McLay Dementia Trust (Rathbone Investment Management) - funding for the Love to Move Project in the Living Well Centre .
- NHS Hampshire and IoW Integrated Care Board - this is to fund purchasing of equipment for the Hospice @Home virtual ward.
- Gerald Micklem Charitable Trust - this to cover core costs at the Living Well Centre.
- HospiceUK Masonic CF Grant Prog - this grant is to provide IT support for the Living Well Centre's online activities.
- The My Cool Music Foundation donation is for the LWC singing group. This has now been completed.
- Rene & Ghislaine Paris Healing Foundation - this funding is for the provision of complementary therapies at the Living Well Centre.
- Make a Pledge for Local Hospice Care was to help cover the cost of opening 3 extra bedrooms. The appeal has ended, and funds are being released each month.
- The Childwick Fund is restricted to funding 1 day a week of time of the Living Well Centre manager for 9 months.
- The Saturday Fund was donated to cover a year's cost of the Virtual Reality project.

Other restricted funds represent donations and fundraising given for specific projects.

19) Restricted funds (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Group and Charity					
NHS Emergency Covid Funding	-	91,277	(91,277)	-	-
Violet Squire Love of Roses Bursary Fund	7,480	99	(2,298)	-	5,281
Aged Veterans Fund Funding	-	22,970	(19,641)	-	3,329
Heart Failure Workshops	8,750	-	-	-	8,750
Kenwood Community Fund	7,500	-	(6,000)	-	1,500
CSU Adults and Children & Young People's Palliative and End of Life Care	-	74,699	(74,699)	-	-
Adults and Children & Young People's Palliative and End of Life Care - LWC	-	35,000	(26,250)	-	8,750
Adults and Children & Young People's Palliative and End of Life Care - Homelessness	-	40,842	(20,241)	-	20,601
Rugby Against Cancer	-	2,000	(342)	-	1,658
Skipton Charitable Foundation	-	3,000	(3,000)	-	-
Wolfson Bursaries - Abigail Hayward	-	1,500	(1,500)	-	-
McLay Dementia Trust (Rathbone Investment Mgt) - LWC project	-	1,641	-	-	1,641
NHS Hampshire and IoW Integrated Care Board - Virtual Ward	-	20,000	-	-	20,000
Gerald Micklem Charitable Trust	-	8,000	-	-	8,000
HospiceUK Masonic CF Grant Prog	-	1,654	-	-	1,654
My Cool Music Foundation donation	-	1,440	-	-	1,440
Rene & Ghislaine Paris Healing Foundation	-	2,000	-	-	2,000
SystmOne Implementation	-	45,200	(45,200)	-	-
Other restricted funds	4,140	2,100	(20)	-	6,220
	27,870	353,422	(290,468)	-	90,824

20) Summary of funds 2024

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers, gains and losses £	Balance at 31 March 2024 £
Group					
Restricted Funds	90,824	134,803	(129,009)	-	96,618
General Funds	3,600,000	9,034,298	(10,147,176)	1,712,875	4,200,000
Designated funds:					
Fixed asset fund	7,096,975	-	-	1,113,684	8,210,659
Service Investment Fund	1,416,568	-	-	(704,366)	712,202
Hospice Renovation Fund	1,759,730	-	-	(1,759,730)	-
	10,273,274	-	-	(1,350,410)	8,922,859
Total funds (Group)	13,964,096	9,169,101	(10,276,185)	362,463	13,219,477
Charity					
Restricted funds	90,824	134,803	(129,009)	-	96,618
General funds	3,500,872	9,004,402	(10,130,426)	1,712,875	4,087,723
Designated funds:					
Fixed Asset Fund	7,096,975	-	-	1,113,684	8,210,659
Service Investment Fund	1,416,568	-	-	(704,364)	712,204
Hospice Renovation Fund	1,759,730	-	-	(1,759,730)	-
	10,273,274	-	-	(1,350,410)	8,922,861
Total funds (Charity)	13,864,970	9,139,205	(10,259,435)	362,461	13,107,202

Funds have been moved to general funds from designated to the value of £1.7m in line with our reserves policy.

The Fixed Asset Fund has been set up to show those funds that represent the net book value of tangible fixed assets and are therefore not freely available to spend on charitable activities.

20) Summary of funds 2023

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers, gains and losses £	Balance at 31 March 2023 £
Group					
Restricted Funds	27,870	353,422	(290,468)	-	90,824
General Funds	3,600,000	7,789,647	(9,409,680)	1,620,033	3,600,000
Designated funds:					
Fixed asset fund	7,406,785	-	-	(309,809)	7,096,975
Legacy Contingency Fund	-	-	-	-	-
Service Investment Fund	4,392,932	-	-	(2,976,364)	1,416,568
Hospice Renovation Fund	254,798	-	-	1,504,932	1,759,730
	12,054,515	-	-	(1,781,240)	10,273,274
Total funds (Group)	15,682,385	8,143,069	(9,700,148)	(161,207)	13,964,098
Charity					
Restricted funds	27,870	353,422	(290,468)	-	90,824
General funds	3,527,792	7,746,771	(9,393,724)	1,620,033	3,500,872
Designated funds:					
Fixed Asset Fund	7,406,785	-	-	(309,809)	7,096,975
Service Investment Fund	4,392,932	-	-	(2,976,364)	1,416,568
Hospice Renovation Fund	254,798	-	-	1,504,932	1,759,730
	12,054,514	-	-	(1,781,240)	10,273,274
Total funds (Charity)	15,610,176	8,100,193	(9,684,192)	(161,207)	13,864,970

21) Analysis of net assets between funds 2024

	Restricted Funds £	Designated Funds £	General Funds £	Total £
Group				
Tangible fixed assets	-	8,210,659	-	8,210,659
Assets Under Construction	-	-	-	-
Investments	-	-	3,353,238	3,353,238
Net current assets	96,618	712,200	843,762	1,655,579
Total net assets	96,618	8,922,859	4,200,000	13,219,477
Charity				
Tangible fixed assets	-	8,210,659	-	8,210,659
Assets Under Construction	-	-	-	-
Investments	-	2	3,353,238	3,353,240
Net current assets	96,618	712,200	734,485	1,543,302
Total net assets	96,618	8,922,861	4,087,723	13,107,202

21) Analysis of net assets between funds 2023

	Restricted Funds £	Designated Funds £	General Funds £	Total £
Group				
Tangible fixed assets	-	7,096,978	-	7,096,978
Assets Under Construction	-	375,917	-	375,917
Investments	-	2,416,734	2,154,126	4,570,860
Net current assets	90,824	383,643	1,445,874	1,920,341
Total net assets	90,824	10,273,272	3,600,000	13,964,096
Charity				
Tangible fixed assets	-	7,096,978	-	7,096,978
Assets Under Construction	-	375,917	-	375,917
Investments	-	2,416,736	2,154,126	4,570,862
Net current assets	90,824	383,643	1,346,746	1,821,213
Total net assets	90,824	10,273,274	3,500,872	13,864,970

22) Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £	Group 2023 £
Net movement in funds	(744,621)	(1,718,287)
Adjustment for:		
Depreciation charges	458,878	411,047
(Gains)/losses on investment	(362,463)	161,208
Dividends and interest from investments	(179,536)	(165,036)
Investment management fees	27,220	30,973
(Increase)/decrease in stocks	1,355	(2,388)
(Increase)/decrease in debtors	(811,897)	51,768
Increase/(decrease) in creditors	(109,217)	213,476
	(1,720,280)	(1,017,239)

23) Analysis of net debt

	Balance 1 April 2023	Cash flow £	Balance 31 March 2024
Net cash			
Cash in bank and in hand	1,066,418	(506,043)	560,375
	1,066,418	(506,043)	560,375

24) Pensions

a) NHS Pension Scheme

Rowans Hospice has an arrangement with the NHS that permits members of the NHS pension scheme to maintain their membership when they are subsequently employed by the hospice.

The contribution of the Hospice was 14.38% to the NHS scheme. The Hospice paid contributions of £257k in 2024 (2023: £247k). 55 Members of staff paid into this scheme in 2024 (2023: 55).

b) Rowans Defined Contribution Scheme

The Charity offers to match employee contributions up to a maximum of 7% to any other eligible member of staff of the group choosing to belong to the group pension scheme with Royal London. Rowans Hospice contributions to the defined contribution scheme were £157k in 2024 (2023: £158k). 158 members of staff paid into the defined contribution scheme in 2024 (2023: 160).

Total employer contributions for the group for the year ended 31 March 2024 were £414k (2023: £406k).

25) Related party disclosures

Details of payments to the Senior Leadership Team and all transactions with the Trustees are shown in notes 10 and 11.

Dr P-J Morey and Dr Katie Jerram, Medical Director, are employees of Southern Health NHS Foundation Trust. During the reporting period there were invoices raised totalling £227,808 (2023: £278,324) owed to Southern Health NHS Foundation Trust. During the reporting period there were invoices raised totalling £1,869 (2023: £9,117) owing to Rowans Hospice. At year end, the outstanding balance with Southern Health NHS Foundation Trust was £115,083 (2023: £78,489) owed by Rowans Hospice and £0 (2023: £5,822) owed by Southern Health NHS Foundation.

The husband of a Trustee is the Chairman at the University of Southampton. During the reporting period there were invoices raised totalling £66 (2023: £2,298). During the reporting period there were invoices raised totalling £1,868 (2023: £0) owing to Rowans Hospice. At year end, the outstanding balance with University of Southampton was £0 (2023: £0).

26) Financial Instruments

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Financial assets measured at Fair Value (a)	3,180,235	3,694,992	3,180,237	3,694,994
Financial assets measured at amortised cost (b)	2,281,305	2,678,316	2,146,744	2,543,479
Financial liabilities measured at amortised cost (c)	(880,588)	(989,805)	(856,961)	(951,397)
	4,580,952	5,383,503	4,470,020	5,287,076

(a) Financial assets measured at fair value cost includes investments held at fair value.

(b) Financial assets measured at amortised cost include short term deposits and cash in hand, trade debtors, other debtors, accrued income, legacies and amounts owed by group undertakings.

(c) Financial liabilities measured at amortised cost include trade creditors, other creditors, money held as agents and deferred income.

27) Taxation

The company meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Rowans Hospice
Company Information

Registered Company Name:	Rowans Hospice
Registered Company Number:	02275068 (England & Wales)
Registered Charity Number:	299731
Country of Incorporation:	United Kingdom
Registered office:	Rowans Hospice, Purbrook Heath Road, Purbrook, Waterlooville, England, PO7 5RU

Trustees

D Paris	Honorary Chairman (from 7 February 2024)
Dr J Watkins	Honorary Chairman (until 7 February 2024)
Mr J Taylor	Honorary Vice Chaiman (from 7 February 2024)
Mr E Norman	Interim Honorary Treasurer (from 8 November 2023)
Mrs W Greenish	Honorary Vice Chairman (until 6 September 2023)
Mr G Kaminski-Cook	
Mr A Kille	(From 6 September 2023 to 12 August 2024)
Mrs V Tracey	(From 6 September 2023)
Mr G Page	(Until 6 September 2023)
Ms L Burton	(Until 30 October 2023)
Mr K Dempsey	(Until 10 March 2024)
Mrs J Diggins	(Until 17 April 2024)
Dr J Hughes	(Until 17 April 2024)

Honorary Vice President	Ian Bott
Company Secretary	Ruth White (until 11 May 2023) Samantha Jelliff (from 11 May 2023)

Key Management Personnel

Ruth White	CEO (until 23 July 2023)
Kirsteen Murray	CEO (24 July 2023 to 19 March 2024)
Deborah Paris	Executive Chairman (from 20 March 2024 to 15 July 2024)
Iain Cameron	CEO (from 15 July 2024)
Dr P-J Morey	Medical Director (until October 2023)
Dr Katie Jerram	Medical Director (from October 2023)
Erika Lipscombe	Director of Clinical Services (until 28 Feb 2024)
Jo Fricker	Director of Care (from 1 March 2024)
Samantha Jelliff	Director of Finance, IT & Facilities

Bankers:	Barclays Bank Plc, PO Box 612, Ocean Way, Southampton, SO14 2ZP
Investment Managers:	CCLA, Senator House, 85 Queen Victoria St, London, EC4V 4ET
Auditors:	Michaela Johns (Senior Statutory Auditor) For and on behalf of Hopper Williams & Bell Ltd, Highland House, Mayflower Close, Chandlers Ford, SO53 4AR
Insurance Agents:	PIB

Rowans Hospice

England & Wales - Charity number 299731

Accounts

Rowans Hospice

Annual Report and **Accounts**
2022 - 2023

Quality Care Delivered with Compassion

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Honorary Chairman and Chief Executive's Statement

As an independent Hospice, registered with both Companies House and the Charity Commission, we are pleased to report we have finally experienced a year with much less disruption from COVID-19 on clinical services.

However, the year has not been without its challenges, due at least in part to the financial legacy of the pandemic. Widespread economic pressures impacted adversely on income generation and we saw individual giving and corporate support falling short on budgeted predictions as significant financial hardship affected so many businesses and individuals. The huge rise in inflation, increased interest rates, the cost of fuel and even food have all had a tumultuous effect on the overall cost of living. This was partly a consequence of a 'locked down' economy but is now further exacerbated by the war in Ukraine. Natural disasters, most recently the devastating earthquakes in Turkey and Syria, have also inevitably diverted a proportion of voluntary income to support the very much-needed humanitarian effort in other parts of the world. Therefore, against the backdrop of a very unstable economic climate, impacting both income and expenditure, we started the year with a predicted deficit budget of £1M and ended with a deficit amounting to £1.7M.

We were therefore very thankful to receive generous "in memory" donations from friends and families of those who have died in the care of Rowans Hospice Charity (RHC) and success from the retail arm with a new shop opening and another expanding its floor area to generate more sales.

During the reporting period, focus remained on the Five-Year Budget Recovery Plan that was developed in 2021 to bring income and expenditure back into balance through the utilisation of financial reserves to offset predicted deficits until a greater proportion of statutory funding was achieved and/or the economy recovered. However, the rapid erosion of surplus reserves over recent months is now causing alarm and the time span before RHC needs to move to a balanced budget position could be less than 1-2 years.

Strategically, RHC continues to position itself as a co-commissioner, with charitable investment complementing NHS funding for core, specialist and enhanced PEOLC (Palliative and End of Life Care) services. A welcome amendment into the Health and Care Act 2022, placed into statute for the first time the requirement for the State to commission all core and specialist PEOLC services. However, changing the funding formula and moving the majority of independent Hospices from grant agreements into new NHS community contracts will take many years to achieve, which will be a tension for the majority of independent Hospices across the United Kingdom, including RHC.

Significant potential opportunities for future collaboration have also continued with the developing

NHS Integrated Care System (ICS) for Hampshire and the Isle of Wight (HIOW), whose primary purpose is to plan health and care services to meet the needs of the population. Throughout the year, independent Hospice Charities across HIOW have been represented on the ICS PEOLC Board with specific involvement from RHC on many work streams to improve the patient experience. These endeavours also focus on the patient care pathway, to ensure there is equity and parity of access to Hospice and Specialist Palliative Care (SPC) across the System. Whilst local hospital and community NHS services continue to experience significant pressure, RHC has introduced a number of new initiatives to enhance responsiveness, ensuring those who are most in need access our services in a timely fashion and thus relieve pressure on the NHS. This has included the ongoing development of the Rowans-based Clinical Hub, where specialists respond to on-line and telephone enquiries from patients, carers, the bereaved, as well as generalist health and social care professionals. This is an important new initiative that was introduced during the COVID-19 crisis and has now evolved into a Single Point of Contact for both NHS and Charitable PEOLC services throughout Portsmouth and South East Hampshire.

This proactive approach, in collaboration with community and hospital clinical professionals, helps expedite transfer into the In-patient Unit, to Hospice at Home and onto the 'virtual ward' where patients with the most complex care needs can be safely monitored at home by palliative care specialists. We have further relieved pressure on the NHS by extending the period of care on the In-patient Unit when alternative NHS services (domiciliary care agencies and residential settings) are at capacity.

This year we also reintroduced 'in person' support and care services, delivered through Rowans Living Well Centre (LWC), whilst retaining proportionate protective measures from what has been termed the 'twin pandemic' of COVID and Influenza. Virtual on-line support still has an important place for those who are unable or choose not to visit the LWC. We are very proud to be offering 58 programmes of care and support across a 7-day week; providing many opportunities for patients, carers and the bereaved to engage in an array of therapeutic activities, provided predominantly by skilled volunteers, under the leadership of clinical specialist professionals.

During the latter part of the reporting period, the Care Quality Commission (CQC) undertook a monitoring exercise, which complemented the monthly remote reviews of all our activity returns and quality audit data since our last full inspection in 2017.

Following this review, we were very pleased to have our services endorsed and to maintain our 'Outstanding' CQC rating.

Throughout the reporting period, the Board of Trustees has retained oversight and remained fully engaged with the Chief Executive and Executive Directors in their delegated roles in the day-to-day running of the Charity (see Structure, Governance and Management section on P.32). A Schedule of Delegation clearly outlines the delegated powers awarded to the Executive and the reporting and decision-making processes; this document is dynamic and reviewed by Trustees throughout the reporting period.

Samantha Jelliff, Director of Finance and IT was recruited at the end of the last reporting period who, alongside the newly appointed Treasurer, Louisa Burton, led a successful audit tender process and the appointment of Hopper Williams & Bell Limited as our auditors.

At the Away Day in October 2022, Trustees and the Hospice Executive undertook a timely opportunity to reflect on 'risk' and areas of concern. With professional facilitation, the group were able to further tease out and explore these concerns and what impact they could have from a range of stakeholder perspectives in the short, medium and longer term. The day enabled both Trustees and the Executive to then prioritise both risks and opportunities that will require further focus over the coming year/s.

During the latter part of the reporting period, Trustees invited the Cranfield Charity Trust to review Board Governance. The report was very positive and will lead to some minor procedural and administrative adjustments and implementation of these changes will form a workstream over the coming year.

Looking forward to 2023-2024, the Board have approved a further deficit budget of £1.1 million. Our free reserves mitigate this risk for the coming year, but we remain ever mindful of the need to cut services if our various income streams cannot be sustained. This is absolutely the last action we would wish to take and indeed our strategy at present is to maximise our capacity to meet demand and minimise the pressures on NHS facilities. We feel this fully aligns with our charitable objectives.

With an ageing demographic and increasing mortality rates, that will continue to rise over the next decade, demand for our in-patient beds often outstrips our ability to respond in a timely fashion. Therefore, a further £130,000 was also approved in this coming budget to fund the staff needed to open 3 additional bedrooms that were built during 2021 from the investment to expand our bedded facility at the commencement of the major development clinical refurbishment project, now in its final stage.

We will need to augment our charitable income this year and have increased the size of our fundraising team accordingly. We propose to open a further retail outlet during 2023, bringing the number of shops to 19. There are also plans to launch a major fundraising appeal to support clinical services in the autumn. However, despite these plans we, alongside 96% of UK Hospices, are budgeting for a deficit in 2023/24 that will amount to £186 million. Already 9% of Hospices have needed to reduce their number of in-patient beds and 15% are planning this. If additional statutory income is not forthcoming Rowans will be forced to take similar measurers to include the reduction of the very much valued Hospice at Home service that requires a large proportion of charitable income to provide trained nursing staff who can respond to those who are imminently dying throughout the day and night.

Despite rising costs during 2022/23, fewer than 1 in 10 hospices received NHS uplifts of more than 5%; for Rowans it was just 1.7%, which fell woefully short with rising costs to include matching the 5% NHS Pay Award to ensure we retained and attracted clinical professionals.

Palliative care needs now to be properly funded at a local level through ICBs (Integrated Care Boards) and follow through on the recommendations within the Health and Care Act 2022. We urgently need ICBs to prioritise Hospice funding to ensure and maintain high quality palliative and end of life care across the country. Without this commitment the quality of care will be compromised and much needed services, that you will read about in this report will have to be reduced.

Finally, this year also marks the last full year of Ruth White's tenure as Chief Executive Officer, prior to her retirement in the late summer of 2023. After an extensive national recruitment process, Kirsteen Murray will take up the leadership position from 24 July 2023. Following a successful career in both the private and non-profit sector, Kirsteen has worked in health and social care since 2004, holding a number of senior positions in both commissioning and provider organisations. Most recently she has been Chief Executive of a hospice in Scotland.

John Watkins
Honorary Chairman
of Trustees

Ruth White
Chief Executive

Strategic Priorities 2023/2024

These are the Key Ambitions from the 2022-2027 Strategy

1. To protect and expand our clinical services
2. To collaborate with the NHS and other like-minded charities to facilitate access to high quality palliative and end of life care for all
3. To be recognised as an employer of choice by valuing, developing and nurturing our workforce
4. To work with commissioners to consolidate contracts and increase statutory funding, while being prepared to reduce core services if additional statutory funding is not forthcoming
5. To monitor and maximise all charitable income streams
6. To continue the refurbishment of the main hospice building by attracting additional funding sources that do not compromise or compete with income for existing services

Living Well Centre Service

The Living Well Centre (LWC) provides support and therapeutic interventions for people affected by a life-limiting illness, including irreversible frailty and progressive chronic conditions. The service also extends support to carers and family members through diagnosis, in care and in bereavement. Our care model is co-ordinated by Nursing and Allied Health Professionals along with volunteers who provide support with elements of the offered programme tailored to the individual needs of our patients and carers.

As we progressed though COVID-19, we have seen a reduction in NHS restrictions, allowing the LWC to resume face to face interactions with our visitors and return to pre-pandemic offers and options of support. Following service user feedback, we have been able to extend our services to offer a seven day a week service. Starting in June 2022, this has allowed people who may not have been able to access the Monday to Friday service the opportunity to attend and be supported, resulting in 60 new registrations.

From January 2023 until March 2023, we have seen a sharp increase in weekend attendance, which has helped to reduce social isolation of service users, and increased the use of our communal café, which now provides hot, nutritious food across the seven days.

This year, the Living Well Centre team has focused on increasing collaborative working with other health care colleagues, providing joint support groups and clinics to ensure more people can access the LWC services if they wish. This provides greater continuity for patients and a more joined-up approach, meaning service users are required to tell their story to separate professionals less often.

We are proud of these developments, including a social work clinic to allow carers opportunities to ask questions about care and respite. We have also re-established the coffee mornings for people living with Motor Neurone Disease and their carers, and are starting support and focus groups for people living with Brain Cancer and Heart Failure. The team has also started a new collaboration with Remind, allowing patients with a diagnosis of Dementia and their carers to attend weekly group meetings together. Working alongside our specialist palliative care team allows us to provide a holistic approach; an opportunity to be seen by the Clinical Nurse Specialist (CNS) team and introduce the concept of the LWC at same time.

This has seen the number of registered LWC service users increase to a total this year of 246 new patients (up from 202) and 422 new carers (up from 242).

> “I felt like royalty and it gave me the boost for the rest of the day. I love the welcome I received and am looking forward to returning soon.”
>
> **Patient**

> "Wouldn't have been able to cope with mum's decline if you hadn't been there to hold me up."
>
> Carer

Our rehabilitation team have developed a Mind and Movement programme specifically for people living with Dementia and their carers. A Breathless Group, successfully led by our Allied Health Professionals, has allowed patients to gain better knowledge of their disease and ways to cope.

The Bereavement Walking Group has proven to be popular, allowing people to develop friendships and social opportunities. Some of the attendees have also joined us for our Cookery Course for the bereaved, run in partnership with a local further education college, enabling individuals to learn new skills and establish strong friendships.

> "So grateful for your support, it makes me feel that people are still interested in me."
>
> Patient

The LWC now has 63 different programme opportunities alongside individualised assessment, including an expansion of our complementary and creative therapies, a Drawing Group, Mindfulness and Expressive Painting. Our overall return visits have been 7,158 – however, due to a change in the way we record visits to LWC, this may not be fully reflective and the numbers may, in fact, be higher.

Our Hospice Companion Volunteer Service has been able to re-engage with home visits, providing companionship and support. We have received 46 referrals and companions have visited 279 times.

As part of our community engagement, a team from Zurich Insurance volunteered alongside our patients and carers in the gardening group. This has also brightened and refreshed our environment by painting and upgrading our garden planters with new herbs and flowers.

The LWC team has expanded, with a gradual return of our Volunteers. We now have 61 Volunteers who have given a total of 3,015 hours of support through the Centre.

Throughout this year, we have continued to adapt our services to meet the needs for those that attend. Many times, we have heard feedback about the true value of the support provided.

Examples of Support Programmes

- Adjusting to news of a palliative diagnosis
- Managing symptoms
- Helping with emotional distress
- Forward planning for end of life care
- Supporting carers and family needs
- Support in bereavement
- Research - both internal and external to Rowans Hospice.

> "As soon as I started having visits from my Hospice Companion, it felt like my world opened back up again.
>
> Patient

246 new patients
422 new carers
7,158 overall return visits
3,015 hours of support offered
61 volunteers
46 Hospice Companion Volunteer Service referrals
279 Hospice Companion Volunteer Service visits

Physiotherapy Service

Our Physiotherapy service aims to promote independence and improve quality of life for our patients by maximising physical function and offering advice on the management of symptoms such as breathlessness, pain, fatigue or muscle weakness. Our team of professionals run and develop sessions, courses, groups and workshops tailored to the diverse needs of our service users, supporting patients to regain and improve mobility, strength and flexibility through gentle exercise.

Since the full reopening of the Living Well Centre (LWC) after the global pandemic, our team is now back to running all our groups, which have been very popular this past year.

The Physio team split their time equally between the LWC and the In-patient Unit (IPU), and have seen an increase in both referrals and contacts over the last year across both sites, with a total of 282 referrals.

Patients have felt more confident to returning to activities away from their home post COVID-19, demonstrated by an increase in the Exercise Group attendances at the LWC (41% increase in Chair-Based Exercise Group – from 346 to 488 attendances and 148% increase in Well-Being Group from 129 to 320 attendances), and patients consistently report how beneficial they find coming along and having the opportunity to exercise in 'safe' surroundings.

Recently, the team has also been able to introduce two new groups within the LWC, including the Breathlessness Group, which is jointly run by the Physio team and the Solent Occupational Therapy Lead. So far, it has been very well received in providing valuable information and coping strategies to people struggling with breathing difficulties which impact on their day to day activities.

The Physio team has also been leading on a new group called 'Mind and Movement'. This group is aimed specifically towards people living with Dementia and their carers, and the sessions provide exercises for both mind and body.

This year has seen an increase of 15% (n=37) of referrals for support to the Physio team on the IPU. Team members continue to work in an integrated way with all Multidisciplinary colleagues on the ward, helping to maintain and optimise the independence of people on the Physio team caseload. The team strives to help patients achieve 'What Matters Most' to them, ensuring that whatever time an individual has left, they are helped to live it in a meaningful way.

Moving forward this year, the Physio team is excited to make full use of the fully refurbished IPU and – as normal life continues to resume post COVID-19 – to be able to continue to provide the best service possible to those who reach out for care and empower them to live their lives to the full.

488 Chair-Based Exercise Group attendances

282 total referrals

320 Well-Being Group attendances

Barnardo's

Veterans Service

The success story of the Veterans Service began in 2018, and has now become embedded within the Living Well Centre's (LWC) programme of activity. This service supports Veterans and Serving Personnel who are living with a life-limiting illness, those caring for them, and the bereaved.

The success of supporting our Veterans has given them the opportunity to have an introduction to our wider services, an individual assessment and tailored support. During the COVID-19 pandemic, the Veterans Support Service needed to adapt and be more creative in the way support was provided to Veterans, including online and telephone support. Eventual reduction in NHS restrictions allowed the Veterans Service to resume face to face, with online support offered where required.

There are now two thriving Veterans Groups supported by Volunteers who themselves have a Veteran background, and the groups have representation from the Royal Navy, Army, Royal Air Force and Merchant Navy. This year has seen the service grow by 59 new Veterans with 589 contacts. Our supporting Volunteers have a service background, and this has proved to be invaluable, enriching the experience of each Serviceman and Woman who attend.

We marked the passing of HRH Queen Elizabeth II by holding a special Remembrance Service within the groups, as well as our annual Remembrance Day.

Some of the Veterans Group attendees have also joined our Cookery Course for the bereaved, learning new skills and establishing strong friendships. They have also attended our Service User Feedback Groups, helping us to shape services for the future.

Volunteer transport has been provided to enable some Veterans to attend the centre. We are also planning to introduce a third Veterans support opportunity at the weekends due to the growing need.

LWC continues to work very closely with other charities who support Veterans, including the Royal Naval Benevolent Trust, SSAFA, Royal Naval Association and Veterans Outreach Service, widening community engagement and providing an opportunity for more Veterans to learn about our services and attend.

Attendees value each other's friendships and life experiences, which validates each member of the Veterans Group. These bonds have flourished in and outside of the LWC, reducing social isolation. We are proud that, through the Veterans Service, connections have been formed, encouraging people to integrate into other groups and to access the LWC socially for lunch. Amid all the banter and laughter, the groups can support each other in a more personal way.

Since June 2020, we have committed to be a member of the Armed Forces Covenant. In addition, we are actively engaging in obtaining further membership and accreditation to the Confederation of Service Charities (COSEBO) and the NHS Veterans Merit Award Scheme due to our ongoing commitments to providing a support service for Veterans.

59 new Veterans for 2022/2023
with *589* contacts

"This Group is a life saver."
"Plenty of chance for inter-service banter."
"The Group is led by a Veteran volunteer who keeps the peace."
"We can chat about anything – all completely confidential, of course."
"This Group is worth more than money can buy."
"This group has literally saved my life. I was in a dark place when I first came."
Rowans
VETERANS
Living Well Service

Community Care Service - Dementia Clinical Nurse Specialist

Portsmouth City Council invited local charities to tender to provide services that would contribute to sustaining and improving quality of life for people living with Dementia and their carers, to enable the City to become a Dementia-friendly city. Rowans Hospice Charity employs two Dementia Clinical Nurse Specialists (CNS) who work in partnership and alongside Remind (Portsmouth Dementia Support Service) to support people with moderate and severe Dementia, and those who are at the end of life or have complex needs. The service supports people to remain in an appropriate place of care up until and including the end of life, recognising that people with Dementia often have other comorbidities.

During 2022/23, the two CNSs have continued to visit patients and carers, recognising the increased isolation many felt during this time. The service has also worked closely with Older Peoples Mental Health (OPMH), in addition to meeting with the Remind Intensive Engagement Support Workers (IESWs) fortnightly for a case review, enabling the IESWs to discuss patients' needs and their care pathway. This has resulted in 73 people with Dementia and their carers receiving specialist CNS support throughout the reporting period.

"Caring for a loved one who pushes every button and more."

"At least I am not alone."

"Great support at a difficult time."

The support group that meet on a Saturday, supporting those carers that have to work during the week, has continued to meet, seeing 315 attendances over the year. The new collaboration with the LWC to allow patients and their carers to attend together has resulted in a steady increase in attendance and popularity over the months with 236 attendances. A further development in September saw the introduction of a 'drop in' at the Carers Centre in Portsmouth: This is an opportunity for people with Dementia and/or the carer to drop in for advice. The numbers accessing this are steady – on average, eight different individuals per month.

What is evident over this year is the increase in demand on this service and the positive impact the service has been having.

"To be listened to and supported so well is so extremely important to my well-being as a carer."

73 people with Dementia and their carers received specialist CNS support

315 attendances to Support Group

236 visits of people living with Dementia and their carers to the Living Well Centre

Social Care Service

The Social Work team continues to be an essential part to palliative, end of life and bereavement care. The Social Workers' expertise complements the knowledge of the Multidisciplinary team, as well as the supportive networks within the wider community.

Continuing to deliver the Hospice's vision, the Social Worker addresses a person's physical, psychological, social, cultural and spiritual needs. The Social Work team is founded on the patients' values and recognising the importance of what matters to the patient holistically.

The team is made up of two parts: Social Workers who work within the In-patient Unit at the Hospice, and the Social Work at Home team, who support patients in Portsmouth living with a palliative diagnosis or life-limiting illness.

> "The combination of skills offered by specialist palliative care social workers makes a unique contribution to the psychological and social aspects of the multi-disciplinary professional team."

Both teams work alongside with the same ethos of supporting a person to live well for as long as possible, maintaining autonomy and independence and finding creative ways to achieve a person's wishes and manage risk.

During 2022/23, the Social Work team has set up Social Work Clinics at the Living Well centre to provide guidance and support for those who reside both in Hampshire and Portsmouth City. The team continues to work alongside community professionals to provide care and support to suit the needs of patients.

The Social Work team seeks to understand the connections of life and supports patients as they come to terms with what is happening to them or someone close to them, and supports them to continue to live as they choose for as long as they can.

The team plays a crucial role in ensuring that patients receive appropriate benefit entitlements and signposts to agencies where required, in addition to sensitively applying social care legislation and practice to safeguard people when needed.

174 referrals were made to the Social Work team

103 referrals were made to the Social Work at Home team

44 patients were discharged home

17 patients were discharged to a nursing home for longer term care and support

In-patient Care Service

The In-patient Unit (IPU) provides specialist assessment, treatments and interventions from a multi-professional team. People referred to the Service are often experiencing complex difficulties, and this multi-disciplinary involvement means patients benefit from a coordinated approach by a team of clinical and social care professionals to support them with their physical, emotional and spiritual needs.

This individual, holistic model aims to enhance quality of life and maximise the potential to live as fully as possible, for as long as possible. This includes helping patients remain in their preferred place of care, and avoiding unnecessary hospital admissions.

During 2022/23, we supported 373 admissions to the In-patient Unit, of which 71% of patients died and 29% were discharged home or to a nursing home.

As we move out of the pandemic, we have been able to welcome more visitors to the Unit, and have been able to encourage use of the spaces that were created during the refurbishment for their intended purpose. For example, our new family space and lounge area have been able to host visits from local musicians and choirs.

In November 2022, we moved to a new computer system for patient documentation, and although it was a huge task, we have successfully trained all staff in the system and are now making it more bespoke to the IPU. This has enabled us to continue with our 'What Matters' work, recording and highlighting what is important to our patients.

"I have nothing but admiration and gratitude for the way in which my loved one has been cared for by all the smashing staff and volunteers, and for the support for myself. I feel quite humble for all you do."

"The building is beautiful and very welcoming. Inside, the use of colours and lighting really help to create a nice calm feel. There are plenty of areas to sit and reflect quietly if needed, and alternatively there are more social areas if you wanted to chat with someone. Everyone is very respectful and considerate of anyone who arrives at Rowans, whether you're a patient or visitor – nothing is too much trouble. The grounds of Rowans are beautiful, with landscaped gardens/courtyards with water features and accessories to attract the wildlife."

373 admissions

30 average admissions per month

People who died after admission 71%

People who were discharged 29%

Julie's Story

"After having battled Cancer so bravely, my lovely mum was admitted to Rowans Hospice for end of life care. I remember following her in the ambulance with a sense of fear and trepidation as to what would happen when we arrived.

From the second we stepped over the doorway at Rowans, we felt a sense of peace and love. She was greeted by a Doctor who had visited her at home that morning, with a smile and reassuring hold of her hand. I remember waiting outside her room whilst she was being settled by the nurses, who came out and kept us informed that they were just making her comfortable. Her room was beautiful, and for the first time in ages, my mum had a smile on her face. It was as if she instinctively knew that she was safe and would be well cared for.

It is difficult to find the words to describe how she was cared for – caring, loving, kind, empathetic, wonderful, amazing – the list is endless. Nothing was ever too much trouble, and we were always made to feel that they would give her as much time as needed. From the Doctors, Nurses, Physiotherapist, and Volunteers – the care was just fantastic. Even the young Chef who took her food order would give her as much time as she needed, and he always had a smile and a word of encouragement for her – even offering to take her out on the back of his new motorbike! One of the Student Nurses who was there on her placement even did my mum's hair for her and told her how beautiful she looked. My mum always wanted her hair to look nice – even right to the end, and it meant so much that somebody took the time to do that for her.

Carol, the Chaplain, was a frequent visitor to my mum's room, and she was always more relaxed and happier after her visits. Carol also befriended our whole family and was always happy to give us her time.

I remember one of the Doctors telling us that they weren't just there for my mum, but for the whole family. That was so true – they were all so kind and would always answer our questions, giving us as much time as we needed – as well as supplying endless cups of coffee and biscuits.

I didn't realise what a privilege it was going to be for my mum to spend her last few weeks at Rowans – they gave her the most amazing care and gave us the chance to spend quality time with her. I will never be able to thank them enough for what they did for my mum and our whole family, to make her last few weeks as peaceful and loved as possible."

> "I would like to thank all the staff for their help and kindness. If I could, I would kiss each and every one of them."

Hospice at Home Service

The Hospice at Home Service works alongside other healthcare professionals in the community to reinforce and enhance the provision of end of life care at home.

It provides support to patients, family members, and carers – in particular when there are complex needs; be that physical, psychological, social or spiritual. The Hospice at Home Service is available around-the-clock, seven days a week, and thus able to respond rapidly when patients require the administration of medications or other timely interventions.

The service can also support those in an in-patient setting who want to return home as they approach the end of their lives. The argument in favour of this kind of care will become increasingly compelling, as rates of dying increase during the current decade. During 2022/23, the team cared for 280 people in their own homes, carrying out 6,237 visits.

> "We would like to thank you all personally as you cared for our mother at home in the final few days of her life. The care and compassion which your Nurses showed was outstanding, and you were able to ease her suffering in the last 48 hours so that she passed peacefully. We cannot thank you enough. There are no words which can express our gratitude."

Those reaching the end of their lives in our communities may be afraid that their wishes will be overlooked or disregarded. Our Hospice at Home team can ensure this does not happen by supporting honest, sensitive conversations and planning care at an early stage, allowing patients to make well-informed choices while they are still able. This empowers patients to retain as much control as they wish to have, and for some that is distinguished by being able to remain at home. Patients may wish to stay at home for whatever time remains to them, while others choose to spend their final days on the In-patient Unit – or they might change their mind during the course of their journey.

Whatever their preference, each patient's care is closely co-ordinated by the Hospice at Home team, collaborating with GPs, District Nurses, Clinical Nurse Specialists and other community professionals.

Health and Social Care has continued to be challenged by unprecedented demand over the last year, and against that background, Hospice at Home has worked with our NHS partners to maintain and deliver the highest standards of end of life care.

On behalf the Hospice at Home team, our sincere thanks to all supporters of our Charity, whose kindness and generosity has continued to make that possible.

280 patients cared for

6,237 visits

The Best Dad, Husband, Grandad, Son, Brother, Uncle and Friend

Nigel had always enjoyed an active lifestyle and had participated in a variety of sporting activities throughout his life. “He had been a semi-professional footballer in his younger years and loved finding new hobbies. He had recently started to enjoy yachting and riding his motorbikes,” says Donna, Nigel’s daughter. The diagnosis came as a huge shock to all of the family: Tests revealed that Nigel had Stage 4 Oesophageal Cancer and his doctors told him that, sadly there were no more active treatments available to him, so the focus switched to palliative care.

Not long after the diagnosis, Donna and her family began to notice that Nigel’s health was deteriorating. The speed at which his health was changing was frightening and a big shock to all of the family, especially as Nigel had always been so full of life.

Donna remembers; “It was at this point that Rowans Hospice team came on board. During the course of Dad’s illness, he had become very uncomfortable and was struggling to control his pain. The Hospice Nurses suggested Dad had a short stay on the In-patient Unit at the Hospice to help get his medication and pain under control.”

As Nigel wished to be at home when he died, the Hospice In-patient team helped to make plans and transfer Nigel’s care over to the Hospice at Home Nurses. The Hospice team, in line with Nigel’s wishes, wanted to ensure that he could safely return home, and that his care could be continued in familiar and comforting surroundings, just as he wanted.

“The Hospice at Home team had been absolutely amazing supporting our family and taking care of Dad at home. We cannot thank Rowans Hospice Charity enough for everything that they had done for our Dad and family. Dad had a short stay at the Hospice to get his medication under control, but was able to return home where he wished to be.”

The Nurses made sure that the family received the support and personal touches that all Hospice Nurses pride themselves on. The team ensured that Nigel was comfortable and that his pain was under control until he died peacefully at home, surrounded by family.

Psychology & Bereavement Service

Rowans Psychology & Bereavement Service provides therapeutic support to people living with a life-limiting illness, as well as to their carers, relatives, and the bereaved. The team are trained to deliver specialist evidence-based therapies that promote coping, wellbeing, and quality of life.

The service also works as part of the Hospice's medical teams and the local specialist palliative care teams to support other clinicians in delivering the most psychologically informed care possible. Additionally, we are involved in teaching a broad range of clinical staff as part of the varied training initiatives that the Hospice leads on.

The Psychology team comprises Clinical Psychologists, Counsellors, and a Psychotherapist. There are usually the equivalent of four full-time clinicians, although for much of this year we have been down to three clinicians due to maternity leave.

Over the year, those three clinicians have received 209 referrals for specialist psychological support, 92 referrals for generalist bereavement support, and delivered 1,114 therapy sessions. Beyond this work, we also lead a team of nearly 20 Volunteers who provide a significant amount of care to many other bereaved people. We work hard to train, support, and supervise our Volunteers so that they add tremendous value to the reach of the Hospice in caring for the bereaved.

Sitting alongside the Psychology Service, Rowans Meerkat Service provides guidance to parents and key family members that supports them in navigating their children through bereavement. The service also supports many children and young people with individual therapeutic support, as well as being on hand to provide advice to other professionals and agencies.

Over the past few years, the service has developed a training session for schools that is designed to equip school staff with the knowledge and skills to respond to the needs of bereaved children, while also increasing awareness of the support Rowans Meerkat Service can provide.

As COVID-19 restrictions have eased, the service was excited to reinstate face to face group support for children and young people. As children that the service meets describe some loss of childhood; part of our therapeutic provision is to give every child the opportunity to have fun and to simply be a child.

Our group events enable children to meet peers with similar experiences of loss, helping them to feel less alone in their grief. Children often find sharing their stories with each other incredibly reassuring and validating, which can reduce feelings of isolation. Groups over the past year have included chocolate-making workshops, bowling, an Escape Room experience, ice-skating and soft play.

373 referrals received for specialist psychology support

92 referrals received for generalist bereavement support

1,114 therapy sessions delivered

Nannie Jan, my best friend

Our Child Bereavement Support service, known as Rowans Meerkat Service, offers specialist emotional support to children and young people who have a significant adult such as a parent or grandparent, with a life-limiting illness, or who have been bereaved of an adult close to them.

We spoke to Amy, who has been supported by the Meerkat Service since her lovely Nannie Jan died, and asked her to share her experience.

Nannie Jan was Amy's best friend. They enjoyed a very close relationship and loved going to the cinema together or just spending time with each other.

When Jan was diagnosed with cancer she had to undergo surgery and chemotherapy treatment, and when it was completed she received good news that the cancer appeared to be dormant. However, shortly after Christmas, Jan started to experience pain and swelling, and she received another round of chemotherapy. Sadly, Jan and the family received the devastating news that the treatment was not successful this time.

It was a very difficult and challenging time for the whole family as Jan had to attend her chemotherapy sessions and Doctor's appointments alone due to the COVID-19 restrictions and Amy's mum, Kim, was also undergoing treatment for cancer herself, at the same time.

Despite Jan being a strong, independent woman throughout her life, the effects of her illness and chemotherapy made her very fragile, very quickly.

It was arranged for the District Nurse, along with the Hospice at Home team, to start visiting Jan to support her, as well as Amy and the rest of her family. The team's first visit was on a Friday, and they visited four times that day to ensure Jan was comfortable. Sadly, Jan died the following day, aged 72.

Amy told us; "I used to visit Nannie Jan every weekend, she only lived a short walk away. We would do so many things together – she really was my best friend."

Kim remembers the short, but invaluable support the family received from the Hospice at Home team; "Although we only needed help from the Hospice at Home team for a short time, the support we received was invaluable. Anything we asked for, the team would get it for us. After my mother passed away, the team stayed in touch to see how we were doing, and sent us a sympathy card."

Amy started to receive support from the Meerkat Service to help her with her loss. The Meerkat Service provide support in a variety of ways, including individual sessions, which can take place either at home, school or in 'Meerkat Central' at the Hospice, as well as fun group sessions with other children who have had similar experiences.

Amy found the fortnightly Meerkat groups a great help in dealing with her grief for Nannie Jan. She said; "I did not want to speak to my family every time I felt sad, because I was worried about making them feel upset. We are a very close family, but it was nice to have the opportunity to speak to someone else when I met with the Meerkat group every two weeks."

Amy created a variety of keepsakes in memory of Nannie Jan during her Meerkat sessions. She told us that she has made a heart shaped box, a mug and a salt jar, which she keeps in her bedroom to remember her Nannie Jan.

Dr Kate Bramwell, Clinical Psychologist at Rowans Hospice and Meerkat Service, explained that the salt jar is a particularly effective way of encouraging a child to open up about how they are feeling; "We use salt jars to represent memories of the young person's special person. The young person will pick four or five colours of chalk to represent a memory they have of their special person. As they colour in the salt with the chalk, they talk about the memory, what it means to them and how they feel when they think about the memory."

Amy has also enjoyed group outings with the Meerkats and other young people who have recently been bereaved, or who are connected to a significant adult with a life-limiting illness. Recently, Amy went to Laser Quest in Portsmouth and she told us; "It was great to meet other children who are in the same situation, and understand what it feels like to lose a loved one."

Amy and her family, will continue receiving support from the team at Rowans Hospice Charity and will also be attending some of the upcoming in-memory events organised by the Charity.

Human Resources and Learning & Development

The People Services team supports the Charity in its aim to enable the right people to be in the right place at the right time, and with the right level of skill and training.

As with most Human Resources and Learning & Development teams in recent times, the aftermath of COVID, the economic situation and world events continued to bring significant challenge in staff and volunteer recruitment, retention and morale. The further lifting of COVID restrictions in the reporting period was helpful, but some restrictions remained in place and impacted staff and volunteers in their respective roles.

Recruitment of both staff and volunteers across the Charity was also made difficult by the competitive recruitment market and the abundance of life changing decisions made by people in such a short space of time, with more people choosing to take early retirement and/or make a move to another workplace. In addition, the flexibility sought by staff to work reduced hours or a hybrid style of working, took time to understand and added a level of complexity. However, we made progress in the year with the introduction of a suite of renewed People Policies and Processes, and we became more aligned with the employment and volunteering preferences of our teams.

Staff turnover *16.5%*

Volunteer turnover *31%*

Sickness absence total *6.4%*

With an ongoing aim to continually improve our workplace environment and our attractiveness as an employer, we were assessed during the reporting period for our Wellbeing Investors in People accreditation. The assessment framework measures how well the Charity cares for the social, physical and psychological health of staff and volunteers in the workplace setting and we were successful in achieving Silver status. We were grateful to the 340+ staff who took part in a survey, focus groups and one to one interviews.

A new channel of communication was introduced in the year, specifically to support and invite feedback where an individual prefers not to use regular methods of communication if they have a concern. The channel is in the form of a Freedom to Speak Up Guardian. Such Guardians enable staff and volunteers to speak up and ensure they are thanked, and that the issues they raise are responded to and feedback is received on the actions taken.

Number of individuals participating in Investors in People *Wellbeing* Survey

342

The Charity's Clinical Education team not only supported the Clinicians and Medical Practitioners throughout the reporting period, they also ensured the Charity's entire workforce had easy access to statutory and mandatory training.

The Education team has strong links to the Palliative and End of Life Care Education and Training Working Group; a Group which ensures that all Clinical staff within Hampshire and the Isle of Wight (HIOW) have access to effective clinical education and training which, in turn, positively impacts the delivery of high-quality, evidence-based end of life care.

The broader Learning & Development agenda, managed by the HR team, included the continuation of a bespoke leadership development programme where the Charity worked in collaboration with ACAS to deliver leadership training modules for line managers across the Charity's Retail, Clinical and Business Support Service areas.

The year also saw the continuation of the Mental Health First Aider (MHFA) training for all those who manage others across the Charity, with the specific aim to foster a culture in support of good mental health and wellbeing.

31 employees completed ACAS module 1

17 employees completed ACAS module 2

MHFA England

33 employees completed Mental Health First Aider training

14 Managers attended a course delivered by Portsmouth City Council on Equality, Diversity and Inclusivity, developing cultural awareness competence.

The Charity supported **two Apprenticeships, 16 Student Placements** and **47 external training sessions** in the last quarter (January to March 2023).

Income Generation

Income generation for the Charity from the community has been severely compromised during the year. This is unsurprising given the pressure of inflation and its inevitable impact on donation levels as our supporters endure a squeeze on their household budgets. At the same time, supporters' behaviours, in attending large scale events, have not returned to the same pre-pandemic levels.

We continued to lobby NHS Commissioners to increase our 10% contribution from Grant income to be aligned with the national average of 34%, however we are aware more than ever of the financial constraints across the NHS.

However, we were again fortunate to receive a significant amount of income from gifts in Wills, and we will be forever grateful to all those people who honoured the Charity with a Legacy. As well, our Corporate Partners were of great support to us, not just in the way they raised funds, but very often their staff volunteered at fundraising events and across other areas of the Charity. Grant Making Trusts and Foundations made significant contribution to our levels of income, some of which was awarded for specific projects and others for contribution to our general operating costs.

Total Donor and Supporter communications *5,126*

Lottery members *8,983*

43 Retail compliments *10* Retail complaints

Our Retail arm delivered a very positive result for the period, with our supporters responding well to the opening of a new shop in Cosham High Street, and the development of increased retail space at our Park Gate shop. There is no doubt that our Retail arm is successful as a direct result of the donations we receive from our supporters, which continue to be of such high quality, and the way in which our Retail staff and volunteers present and merchandise those donations.

We are registered with the Fundraising Regulator and comply with all the relevant standards set out in the Code of Fundraising Practice. The Code covers the requirements charities must follow as set out in The Charities (Protection and Social Investment) Act 2016 and outlines the behaviour we expect from our fundraisers. It includes treating people fairly and with respect, explaining our cause in a way which does not mislead people, and being sensitive to people who may be in vulnerable circumstances.

Rowans Does Strictly
Reunited Through Dance

After being postponed for three years due to COVID-19 restrictions, Rowans Does Strictly live show finally went ahead on Saturday, 21 January 2023. Two of the 14 talented contestants found themselves reunited after a previous encounter at the Hospice:

Naomi first came into contact with Rowans Hospice Charity when her Mum was diagnosed with Motor Neurone Disease (MND). "The care Mum received was amazing. She was worried about accepting help at first, but once she had attended Day Care (now known as Rowans Living Well Centre) and met the staff, she felt comfortable and happy," remembers Naomi. "When she visited Day Care, she met others in a similar position, and enjoyed participating in arts and crafts and socialising. Further along the line, she was admitted to the In-patient Unit a few times for some respite care."

Sadly, Naomi's Mum eventually required palliative care, and was looked after by both the In-patient Unit and Hospice at Home teams. One of the Nurses who cared for Naomi's Mum and supported the family during this time was Melissa.

Naomi recalls; "I remember Melissa chatting to us about a swim she had done for Motor Neurone Disease. She was always smiley, chatty and made my Mum laugh a lot."

Melissa worked at the Hospice for around five years, joining the team temporarily in order to gain some specialist palliative care experience.

A few years later, after they had both decided to audition for Rowans Does Strictly, Naomi and Melissa were to meet once again.

Melissa said; "At the auditions, I didn't recognise Naomi at first, and by pure chance we were partnered up together. When rehearsals started we got chatting, and Naomi said she remembered me from when her Mum was in the Hospice, and jogged my memory. I couldn't believe how long ago it was."

The pair began training together and built up a strong friendship. They could not believe they had met again after the care Melissa gave Naomi's Mum.

Naomi told us; "It has been lovely to be partner's with Melissa. We weren't meant to be at first, but once we were, we had this one thing in common and it felt comfortable straight away. Mum loved Strictly and I wouldn't wish to be dancing with anyone else"

Naomi and Melissa have both enjoyed training and had a lot of fun despite the challenges of COVID-19.

Before the show, Melissa said; "I keep forgetting that we are doing a live show in front of actual people who have paid to watch! I'm the sort of person who just goes with the flow and tends not to stress about things. What will be will be. Naomi and I are going out there and having fun with it!". Although the pair did not take the Glitter Trophy home, they had an unforgettable night: "Rowans Hospice is a special place, and it has been an honour to take part."

Renovation - Stage 5

On 29 July 2019, Phase One of an ambitious project to modernise and refurbish Rowans Hospice Charity began. After years of mainly aesthetic refreshes, many areas were beginning to look tired and outdated. When Rowans Hospice was built, the In-patient Unit (IPU) was classified 'state of the art', but through the course of time, it had become outdated.

With the recent completion of the Living Well Centre adjacent to the main Hospice building, it was time to draw our attention to the refurbishment of the IPU. Two years later, on 23 July 2021, Phase One of the planned transformation was eventually completed.

Following completion of the IPU, contractors continued to fulfil any requirements that have emerged during the rectification stages, which are now all complete and retention sums have been paid.

However, Rowans Hospice Charity does not stand still, and have always committed to consider any possible improvements that are cost-effective and do not impede on the future vision and plans.

Where are we now?

Following on from our lovely IPU refurbishment, it was very clear that other front-facing patient and family areas were looking very tired, and there was a need to bring those areas up to the same specification as the renovated IPU, blending the old with the new. It was agreed by the Board of Trustees to work with the design team to develop a scope of works (Stage 5) that could be fully costed to determine affordability.

The scope of works and costs were presented to Rowans Hospice Charity Board of Trustees in August 2022, and we are really pleased to announce it was agreed for Stage 5 to go ahead. It was not an easy decision, as the cost to carry out the works and furnish and fit equipment is expected to be £1.64 million.

The total contract cost is **£1,378,209 including a contingency sum.**

Within the total expected cost is also a proposed inflation allowance that sits outside the contract; **£84K.**

Professional team fees to take project forward, insurance and planning permission are **£93K.**

Furniture, blinds, interior aspects are **£71K.**

As much as this was very exciting news and one that we all welcomed, we also recognised personal hardship for many, and some maybe thinking about the wisdom to complete these works against a backdrop of political unrest, probable recession and the inevitable challenges of raising voluntary income.

However, there is never a good time, and it was crucial that we moved forward, securing material and labour costs as much as possible with the inevitability of rising inflationary costs. The actual contracted works commenced on 07 November 2022, and it is expected to complete by end of January 2024.

The programme of works incorporates the following:

- creating a beautiful refectory style café lounge, relocating from its current space and moving it to another area where the floor space will be extended out, in addition to a glazed gable window, allowing in the natural light as well as offering the view of our beautiful gardens and the feeling of tranquillity. This new space will have a modern feel, offering a wider range of options but, more importantly, allowing us to improve on the comfort for our families, visitors and even our Staff and Volunteers who use this;
- a refreshed and renewed reception area, both inside and out, creating a welcoming feel as you walk in through the doors into main reception, with a welcoming homely and fresh look and feel along with improved lighting and décor. In addition to this, increasing the number of public WCs and improving the wayfinding in corridors;
- upgrading our existing Chapel of Rest that is conducive with the décor, calming and homely feel that has been created within our patient rooms;
- improving the corridors that lead out from reception along to our Meerkat Services spaces – similar to what has been created within the In-patient Unit.

The above works will be split into smaller stages throughout, allowing us to continue offering our services with minimal disruption for our patients and families.

This Stage 5 Project is an investment for the future and will bring about a high-quality finish that mirrors the high standards of care and services provided by all those who work and volunteer for Rowans Hospice Charity.

Financial Review

Overview

Rowans Hospice Charity (RHC) has reported a deficit of £1.7m for FY23 (£0.35m FY22) which has exceeded the budget that was set for the year by £0.6m. The strategy was to utilise surplus financial reserves to offset the deficit until income streams improved.

2021/22 saw a phenomenal level of legacy income, which in part related to the release of a financial 'back-log' that had accumulated during the COVID years and eradicating the predicted deficit at year end. This year the picture has changed considerably with all income streams below budget, with the exception of Grant Making Trust and In Memory income, and an overall shortfall of £585k against budget. The inevitability of this situation can only be expected in a year where the general public, business and industry have all been faced with a barrage of economic pressures. However, despite the poor economic backdrop Rowans Retail income increased, year on year by £300k, as post COVID, a number of sites were redeveloped and one new shop opened to promote Rowans Retail and the sustainable and environmental benefits that go hand in hand.

Despite the year end deficit, what has been achieved through income generation and specifically donations from our many and varied supporters during these difficult times remains worthy of celebration. This includes the donations from our volunteer Fundraising Support Groups that generated £63k in comparison to £32k in the previous year, which is a massive achievement.

In these challenging times our focus remains to rebuild from COVID and maximise income generation through awareness events; income generation activities; and in the provision of high-quality clinical care and support to mitigate the negative impact to our sustainability as the country continues to suffer significant increases in the cost of living.

Income

Total Hospice income in 2022/23 was £8.2m; an increase on levels in 2021/22 of £300k. The increase is due to the restatement of legacy income for 2021/22. The comparative figures have been restated due to errors found in the income figures previously disclosed. Under Note 12 there is a full description of the changes that have been made. The Charity has used the Legacy Contingency Fund to bridge this shortfall; the fund had been held at the increased value of £1.5m.

NHS and local authority funding for the year was £1.1m, representing 13.4% of total income or 15.7% of charitable costs. The NHS Clinical Commissioning Group (CCG) grant increased by 1.7% during the fiscal year 2022/23 and the NHS Community Contract to deliver domiciliary care at home, a component of Hospice at Home and funded through Continuing Healthcare (CHC) Funding, decreased by £9k. The reduction was attributed to staff sickness and vacancies, which meant we were unable to deliver the previously agreed hours of funded care. This we anticipate will be rectified in the next financial year.

Rowans Retail has had another good year following on from its success last year as we came out of COVID. The Retail arm of the Charity was budgeted to contribute £608k in the year 2022/23 but has exceeded that by £98k reaching £706k. The Charity has continued to receive high quality goods from the general public to sell in shops to help achieve this magnificent result.

Expenditure

The direct running costs of the Hospice increased year on year by £1.1m. During the year, RHC took the decision to recruit into roles that were lost during the COVID years, as part of a recovery programme to return to pre-pandemic levels. Both clinical and business support services returned to full capacity and salaries were realigned to the NHS for our clinical staff and market rate for our business support staff to support recruitment and retention. Rising costs due to inflation have also inevitably hit RHC hard and specifically within utilities across the estate.

In-patient care, comprising of 19 single bedded rooms, was the largest single cost to RHC at £3.8m, which equates to £550 per room per night. The majority of this cost is associated with the remuneration of the specialist multi-disciplinary team, comprising physicians, nurses, allied health professionals, psychologists and chaplains. The Budget for 2023/24 has incorporated extra staffing costs of £130,000 to open the 3 additional bedrooms that were built in the 2021 refurbishment to support responsiveness as the need for our clinical services increase.

In November, work commenced on a further stage of our major refurbishment plan (Stage 5) for the hospice, to bring adjacent areas of the newly renovated In-patient Unit up to the same standard. This will involve the main reception, a new enlarged communal area for rest and refreshment for visitors, staff and volunteers, new toilets and redecoration of additional corridors.

A proportion of the reserves has now been designated for this project and careful planning with the building contractors has ensured that, where possible, materials have been purchased in advanced so that the agreed budget will be adhered to. The predicted cost of this refurbishment is £1.64m. This will complete Phase One with the hoped-for Phase Two and Three deferred for an indefinite period due to financial constraints.

The Financial Strategy to work towards a balanced budget over the next five years, whilst preserving reserves remains paramount in Trustees' thinking. However, to achieve this, in an economic downturn, feels extremely challenging and therefore believe that negotiating for a greater amount of statutory income has to be the focus in order to maintain essential clinical services. Attracting the national average of 33% would help us to achieve this and is therefore our aim. The new Commissioning and Investment Framework for Palliative and End of Life (PEOL) Care provides hope for the future along with an amendment to the new Health and Care Act 2022, which places into statute the requirement to publicly fund PEOL Care, to include hospices.

The annual running costs of the services that RHC provides was £7m in this fiscal year. This was an increase from the previous financial year of £1m, reflecting the impact of inflation as costs continue to rise.

In 2022/23 the cost of non-charitable activities, including some aspects of fundraising, increased by £422K. A large proportion of this is attributable to the retail arm of the Charity where, while we have seen an increase in the income in our shops, this in turn has had an impact on related costs.

Reserves

At the end this financial year the Charity held £14m in Reserves. This is a decrease of £1.7m on the previous year. Of this value £ 91k was restricted and £10.3m was designated for specific purposes (these designated funds are analysed in Note 21 to the accounts). After accounting for restricted and designated funds, £3.6m of unrestricted funds were available. This is in line with the Reserves Policy to hold funds to cover six months of charitable expenditure.

Movement in Total Funds

The value of RHC total funds decreased by £1.7m in the financial year 2022/23. Restricted funds increased to £90k and an analysis of this is shown in note 20.

General reserves have been maintained at £3.6m as per the Reserves policy to ensure that RHC has sufficient funds to maintain services for a period of six months should all revenue generation cease. Designated reserves decreased from £12.1m to £10.3m. The Fixed Asset Fund reflected the value of the assets of the organisation at £7.1m. The Hospice Renovation Fund has increased to £1.8m during the year; this is to fund the current building work at the Hospice (Stage 5).

Key Risks and Opportunities

To manage key risks and opportunities, RHC maintains a Register for each Governance Group, albeit the Clinical and Ethics Governance Groups are amalgamated. The Registers are highlighted and reviewed at the beginning and end of each meeting respectively. The Hospice Executive Group and the Board also monitor and review separate Registers.

Potential Risk	Risk Mitigation
Rising costs due to inflation Impact on cash flow and reserves	• Robust contract management • Working with HQP (Hospice Quality Partnership) and other providers to contain expenditure as far as this may be possible • Communication and awareness re taking every opportunity to reduce costs across RHC at every level of the organisation • Robust financial, regular and timely reporting to budget holders
IPU (In-patient Unit) admissions and discharges limited/no. nursing home beds, reduced capacity of care agencies and community services. Whole system under pressure	• Secured part funding through CHC and Commissioning to cover cost if a patient who cannot be discharged to a Nursing Home due to complexity of their situation or lack of availability of suitable care homes • Negotiate opportunities to access sustainable funding to provide care for those in last month of life without compromising capacity for those with complex care needs • Maintain CHC eligible patients to relieve pressure on the acute and community services • Opening up to receive more people (those requiring care in dying phase) onto the IPU during the evening and overnight with new processes to mitigate risk
Develop sustainable funding & additional income generation streams	• Income Generation Strategy • Seek further grants or new fundraising sources to assist provision of new facilities and improvements of Rowans Hospice Charity • Seek new sites for Retail operation • Identity opportunities to fund refurbishment/upgrade of facilities • Seek collaboration with others across all channels e.g. the opportunity to provide outsourced provisions/services to other hospices: clinical, business support or retail
Loss of key Staff and Volunteers	• People Strategy • Continued accreditation of Investors in People (Wellbeing) • Develop and implement departmental operating standards • Absence monitoring • Learning, development and education programmes • Notice periods and handovers procedures • Succession and talent management planning • Agility of recruitment practices and processes • Active engagement processes • Remuneration review in line with NHS salary framework for clinical employees, and market rate review for Retail and Business Support Services
Maintain sufficient reserves	• Reserves policy linked to Business Plans, activities and identified financial and operating risk • Annual or more frequent review of policies and associated documents • Designated funds set up to clearly show considered risks and deficits being funded • Weekly monitoring of cash flow and extended to a five-year horizon • Monthly consolidated balance sheet being completed and movements analysed • Monthly statement of assets and reserves to ensure sufficient cash backed reserves are in place should they be needed • Five-year planning horizon, to better understand how our plans impact on funding requirements in the long term and the needs to draw down upon reserves but with the ultimate aim to move towards a balanced budget within five years • To explore and monitor every opportunity to increase income without attracting additional expenditure

Investments

RHC held £6.1m in investments across two platforms (CCLA & Flagstone) on the 31st March 2023, a decrease of £1.1m in the year, with investment returns at just £165k.

One of the investment portfolios remained with CCLA (Investors for Charities, Councils and Local Authorities) for this financial year with formal bi-annual performance and global economic outlook reports submitted into the Investment Committee and annually into the Board of Trustees. Furthermore, detailed quarterly reports and monthly valuations were also received and reviewed. The investment at the end of the fiscal year was £4.4m; during the year £900k was withdrawn for the Hospice Refurbishment Fund and hospice running costs.

The Hospice Investment Policy states that investments cannot be made into any assets that derive more than 10% of its income directly or indirectly from tobacco. Details of all of the exclusions to this portfolio can be found on the CCLA website. The CCLA COIF Charities Deposit Fund does not invest directly as it deposits funds to counterparties. However, the fund is governed by the CCLA's in-house ESG (Environment, Social and Corporate Governance) integration criteria factors that chimes with the ethical considerations held by Trustees.

RHC continues to hold investments across two CCLA products and aims to hold a value equal to its target level of general funds in the COIF Charities Ethical Investment Fund. This fund is a multi-asset investment portfolio that holds stocks, shares and other investment assets for long term returns. Secondly, funds area also held in the COIF Charities Deposit Fund invested on an execution-only basis rather than under the Investment Management Agreement (IMA). The COIF Charities Deposit Fund has investments in many Banks and Building Societies and has a credit rating of AAA from Fitch, which is the highest possible rating. Whilst returns are comparatively low, the funds are as safely maintained as possible in what has been a very volatile period.

Funds were transferred to CCLA in September 2018 with the bulk being invested in the COIF Charities Ethical Investment Fund. The fund is currently projected to achieve the challenging return of CPI (Consumer Price Inflation) +3% over a five-year rolling period.

Recognising the differing requirements for pools of designated and general funds held by RHC, Rowans Investment Policy provides two targets for investment returns; one for longer-term funds and a second for funds that might need to be drawn down in the near future. The long-term total return target is a CPI +3% over a five-year rolling period, the short-term return target is base rate + 0.5% over a three-year rolling period. Both of these returns are especially challenging in the current economic climate.

In September 2021 RHC made investments into the CAF (Charities Aid Foundation) Deposit Platform. The initial investment made was £1.275m in 15 different FSC (Foreign Sales Corporation) protected financial institutions. The deposit periods across the investments vary but all deposits are set to earn more than the CCLA investment or current bank interest rates.

RHC finished the financial year with £1.445m invested across 17 different FSC protected financial institutions.

Subsidiaries

RHC owns 100% of the share capital of a trading subsidiary: The Rowans Hospice Trading Company. The Rowans Hospice Trading Company has had income in the current year of £112k, which is an increase over the previous year of £33k attributed to the reopening of the Living Well Centre coffee shop, operating over 7 days per week now that COVID restrictions have been relaxed.

Structure, Governance and Management

Rowans Hospice is a charitable company limited by Guarantee, registered in England and Wales, company number 022757068 and a Registered Charity Number 299731. It was incorporated on the 7th July 1988 and is governed by the Articles of Association.

Structure, Governance and Management

The object of RHC as established is the relief of sickness, suffering and distress of persons with a terminal illness, progressive chronic illness or increasing and irreversible frailty, in particular by the provision of medical and nursing care and facilities for their care, treatment and benefit.

RHC is governed by the Board of Trustees, which is responsible for the Strategy and Governance of the Hospice. Members of the Board of Trustees are also Directors under Company Law.

Not less than six or more than twelve trustees are appointed by the Members and annually one third retire; being those trustees who have been longest in office.

Full meetings of the Board took place on five occasions in 2022/23 and held a Strategy day in October 2022. The Board is supported in decision making by detailed scrutiny and recommendations provided by the Governance Groups (sub-committees): Clinical Governance Group, Finance, Audit and Estates Governance Group, Investment Committee, Ethics Governance Group, Legacy Committee (virtual), People and Remuneration Governance Group, Income Generation Governance Group and Information Governance Group.

During the year and up to the date the accounts are signed the following Trustees were in post.

Ms L Burton (Interim Honorary Treasurer from 16 May 2022 and elected into substantive position on 14 September 2022)

Mr K Dempsey (from 07 September 2022)

Mrs J Diggins

Mrs W Greenish (Honorary Vice Chairman)

Mr J Hughes

Mr G Kaminski-Cook (from 07 September 2022)

Mr E Norman

Mr G Page

Mrs D Paris (from 07 September 2022)

Mr J Reddy (until 07 September 2022)

Mr A Saunders (until 07 September 2022)

Mr J Taylor

Mr J Watkins (Honorary Chairman)

Mr I Young (until 07 September 2022)

Management Team

The Trustees are responsible for the overall Governance of the Hospice. To achieve this, they have appointed a management team who are full-time paid employees of the Charity. The Chief Executive leads the team to spearhead the Charity's implementation of its objectives in a tough and ever-changing health and social care market.

The Hospice Executive Team comprises:

Ruth White Chief Executive (and Company Secretary until 11 May 2023)

Samantha Jelliff Director of Finance & Information Technology (and Company Secretary from 11 May 2023)

Erika Lipscombe Director of Clinical Services (Matron)

Carol Milner Director of People Services & Income Generation

P-J Morey Medical Director

Jenny Redman Director of Quality and Estates

The Trustees have approved a detailed schedule of delegations to make it clear which decisions are reserved for the Board of Trustees and which can be made by Governance Groups or members of the Hospice Executive Team.

Setting Pay

Rowans Hospice Board has a dedicated People and Remuneration Governance Group, which considers remuneration across the Charity and makes recommendations to the respective Boards.

This Governance Group meets quarterly and in advance of budget setting. Remunerated roles within RHC are regularly benchmarked against a number of different channels; an Agenda for Change based scheme (NHS payment and awards scheme), Hospices locally and nationally and other business sectors.

The Charity observes the Living Wage for all employees. Related Parties and Relationships with other Organisations Rowans Hospice Charity works in close partnership with NHS Trusts supporting the care pathway as patients transition between hospice, hospital and community settings. Namely Solent NHS Trust, Southern Health NHS Trust (SHFT) and Portsmouth Hospitals University Trust (PHU).

Charity and NHS employees provide a seamless service to patients and their families and where In-Patient Care is provided by NHS professionals e.g. Consultants in Palliative Medicine (SHFT) and Occupational Therapists (Solent and SHFT), that work both within the Hospice and the community, RHC contributes towards an agreed proportion of their salary, based on the amount of time that is devoted to care provided within the Hospice. A financial contribution is also given to SHFT for the provision of Clinical Specialist Nursing support to patients residing in West Hampshire, within the Charity's 'Area of Care 'but outside of the area for the SHFT CNS Team. These arrangements allow patients to receive a seamless service from specialist palliative care professional operating in partnership across organisational boundaries. RHC is also a Member of Hospice UK and has formed a formal collaborative relationship with other independent Hospices across Hampshire and the Isle of Wight, with the exchange of financial resources to benefit the group.

Statement of Trustees' Responsibilities

Trustees are also Directors of Rowans Hospice Charity for the purposes of Company Law, and are responsible for preparing the Trustees' report (including the Group Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Trustees are covered by Indemnity Insurance, which financially protects individuals in positions of authority if a claim is made against them for committing a wrongful act that is damaging to the organisation.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group as at the balance sheet date, and of the charitable company's net movement in funds, including income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities SORP. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the company and the Group's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

They are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees' report incorporating the Strategic Report was approved and authorised by the Board of Trustees on 26 July 2023 and is signed on their behalf by

John Watkins
Honorary Chairman of Trustees

Independent Auditor's Report to the Members of Rowans Hospice & Subsidiary Company

Opinion

We have audited the financial statements of Rowans Hospice ('the parent Charity) and its subsidiaries (the 'Group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities (incorporating income and expenditure account), the consolidated balance sheets, the consolidated statement of cash flows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 Charity's affairs as at 31 March 2023 and of its incoming resources and application of resources 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 charitable company 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 and the parent Charity's ability to continue as a going concern for a period of at least 12 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 other information comprises the information included in the annual report, including the Trustee and Strategic Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual 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.

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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

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 Trustee and Strategic 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 Trustee and Strategic 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report and strategic report included within the Trustee and Strategic Report.

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

• the financial statements are not in agreement with the accounting records and returns; or
• certain disclosures of trustees' remuneration specified by law are not made; or
• we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 34], the trustees (who are also the directors of the parent Charity 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 and parent Charity'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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities even though the audit has been properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

• We obtained an understanding of the legal and regulatory frameworks that are applicable to the parent and group, and the sectors in which they operate. These include but are not limited to compliance with the Companies Act 2006, Gambling Act 2005, Care Quality Commission, Sale of Goods Act 1979, UK Generally Accepted Accounting Practice and the relevant tax compliance regulations.

• We obtained an understanding of how the company is complying with these frameworks through discussions with management.

• We enquired with management whether there were any instances of non-compliance with laws and regulations or whether they had knowledge of actual or suspected fraud. These enquiries are corroborated through follow-up audit procedures including but not limited to a review of legal and professional costs, correspondence, a review of board minutes and a review of licencing with the Gambling Commission to ensure compliance with terms of the licence.

• We assessed the susceptibility of the company's financial statements to material misstatement, including the risk of fraud and management override of controls. We designed our audit procedures to respond to this assessment, including the identification and testing of any related party transactions and the testing of journal transactions that arise from management estimates, that are determined to be of significant value or unusual in their nature.

• We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the industry in which the company operates in, and their practical experience through training and participation with audit engagements of a similar nature.

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

Use of our report

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.
This report is made solely to the parent Charity'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 parent Charity'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 parent Charity and the parent Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michaela Johns

Michaela Johns (Senior Statutory Auditor)
For and on behalf of Hopper Williams & Bell Limited, Statutory Auditor
Highland House, Mayflower Close, Chandlers Ford. Eastleigh SO53 4AR
26th July 2023

Rowans
Hospice at Home
Rowans
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Financial Accounts Rowans Hospice

Consolidated Statement of Financial Activities Including Income and Expenditure Account for the Year Ended 31 March 2023

	Notes	Unrestricted funds	Designated funds	Restricted funds	Total funds 2023	Total funds 2022 Restated
		£	£	£	£	£
Income from:						
Donations and Legacies	2	3,489,236	-	353,422	3,842,658	3,964,413
Charitable Activities	3	1,448,470	-	-	1,448,470	1,463,356
Trading Activities of Subsidiaries	4	111,707	-	-	111,707	79,370
Other Trading Activities	5	2,575,198	-	-	2,575,198	2,264,286
Investment income	6	165,036	-	-	165,036	121,256
Total Income		7,789,647	-	353,422	8,143,069	7,892,681
Expenditure on:						
Raising Funds						
Trading Activities of Subsidiaries	4	15,951	-	-	15,951	17,406
Other Trading Activities	7	2,721,542	-	-	2,721,542	2,297,682
Charitable Activities:						
In-patient care	8	3,554,939	-	290,468	3,845,407	3,294,557
Hospice at Home	8	1,458,454	-	-	1,458,454	1,264,481
Living Well Centre	8	749,610	-	-	749,610	603,473
Community care	8	285,833	-	-	285,833	253,337
Bereavement support	8	407,964	-	-	407,964	371,607
Clinical education and training	8	215,387	-	-	215,387	177,139
Total Expenditure		9,409,680	-	290,468	9,700,148	8,279,682
Net Gains/(Losses) on Investments	14	(161,208)	-	-	(161,208)	351,823
Net Income/(Expenditure)		(1,781,241)	-	62,954	(1,718,287)	(35,178)
Transfers between funds		1,781,241	(1,781,241)	-	-	-
Net Movement in Funds		-	(1,781,241)	62,954	(1,718,287)	(35,178)
Reconciliation of Funds						
Total funds brought forward		3,600,000	12,054,515	27,870	15,682,385	15,717,563
Total funds carried forward		3,600,000	10,273,274	90,824	13,964,098	15,682,385

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Comparative figures by fund for the year to 31 March 2022 are detailed in notes 21 and 22.

Consolidated and Charity Balance Sheet as at 31 March 2023

	Notes	Group 2023	Group 2022 Restated	Charity 2023	Charity 2022 Restated
		£	£	£	£
Fixed Assets					
Tangible assets	**13**	7,096,978	3,995,450	7,096,978	3,995,450
Investments	**14**	4,570,860	5,639,017	4,570,862	5,639,019
Assets under construction	**13**	375,917	3,411,335	375,917	3,411,335
Total Fixed Assets		12,043,755	13,045,802	12,043,757	13,045,804
Current Assets					
Stock		2,698	310	-	-
Debtors	**15**	906,030	957,798	898,853	957,045
Current asset investments	**16**	935,000	1,445,000	935,000	1,445,000
Cash at bank and in hand		1,066,418	1,009,802	938,759	963,730
Total Current Assets		2,910,146	3,412,909	2,772,612	3,365,775
Liabilities					
Creditors: Amounts falling due within one year	**17**	(989,805)	(776,329)	(951,399)	(801,402)
Net Current Assets		1,920,341	2,636,580	1,821,213	2,564,373
Total assets less current liabilities		13,964,096	15,682,383	13,864,970	15,610,177
Total Net Assets		13,964,096	15,682,383	13,864,970	15,610,177
Reserves					
Restricted funds	**20**	90,824	27,870	90,824	27,870
Unrestricted funds					
General funds	**21**	3,600,000	3,600,000	3,500,872	3,527,792
Designated funds	**21**	10,273,272	12,054,513	10,273,274	12,054,515
		13,964,096	15,682,383	13,864,970	15,610,177

On behalf of the Board on 26 July 2023:

Mr J Watkins
Honorary Chairman

Ms L Burton
Interim Acting Honorary Treasurer

Company Registration Number: 02275068
Charity Registration Number: 299731

The turnover for the charity (i.e. excluding The Rowans Hospice Trading Company Limited) was £8.1m (2022 £7.9m) and the net movement in funds in the charity was £-1.7m (2022:£-0.35m).

Statement of Cash Flows for The Year Ended 31 March 2023

	Notes	Group 2023	Group 2022 Restated
		£	£
Cash Flows from Operating Activities			
Net cash provided by operating activities	**23**	(1,017,239)	1,068,421
Cash Flows from Investing Activities			
Dividends and interest from investments		165,036	121,256
Purchase of property, plant and equipment and WIP		(477,158)	(731,854)
Cash transferred from investments		1,385,977	(1,350,655)
Net cash used in investing activities		1,073,855	(1,961,253)
Change in cash and cash equivalents in the reporting period		56,616	(892,832)
Cash and cash equivalents at the beginning of the reporting period		1,009,802	1,902,634
Cash and cash equivalents at the end of the reporting period		1,066,418	1,009,802

Notes to the Financial Statements for the Year Ended 31 March 2023

1. Accounting policies

Company Information

Rowans Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Purbrook Heath Road, Purbrook, Waterlooville, Hampshire, PO7 5RU.

Accounting Convention

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 2015 (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

Rowans Hospice meets the definition of a public benefit entity under FRS102.

The accounts are prepared in Sterling, which is the functional currency of the charity.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Legal Status - The charity is incorporated as a company limited by guarantee having no share capital and, in accordance with the Memorandum of Association, every member is liable to contribute a sum of £1 in the event of the company being wound up.

Group financial statements - The accounts consolidate the financial statements of Rowans Hospice and its wholly owned subsidiary on a line by line basis; Rowans Hospice Trading Company Ltd (02300646). Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements.

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the charity alone.

Going Concern - At the time of approving the accounts, the trustees believe the Charity and group has adequate financial resources and is well placed to manage its business risks. The Trustees believe there are no material uncertainties that call into doubt the charity's ability to continue. The accounts therefore have been prepared on the basis that the charity and group is a going concern.

Fund Accounting

The charity maintains various types of funds as follows:

Restricted Funds - Restricted income funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

General Unrestricted Funds - General unrestricted funds represent unrestricted income which is expendable at the discretion of the trustees in the furtherance of the objects of the charity.

Designated Funds - Designated funds represent amounts which have been set aside out of unrestricted funds at the discretion of the trustees to fund specific planned future expenditure or manage identified risks.

Income

All income is accounted for when the charity has entitlement, the receipt is probable, and the amount is measurable.

Donations - Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported separately in note 7 to the financial statements.

Legacies - Legacies are recognised when all the three criteria below are met:

a. Establish entitlement – being when probate is granted, and the will becomes a public document.

b. Where receipt is probable – being named in a will makes a receipt probable.

c. The amount is measurable – in practice this could come from estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed. Measurability will also be met where a reasonably accurate assessment can be made of the value.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Grants (Including Government Grants & Retail Grants) - Grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where the grant is received in advance of performance, its recognition is deferred and included in creditors.

Where entitlement occurs before the grant is received, it is accrued in debtors.

Donations of Gifts, Services and facilities - Donated professional services and donated facilities are recognised as income when a charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of the economic benefit from the use by the charity of the item is probable and that the economic benefit can be reliably measured. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustee' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain the services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Lottery Income - Incoming resources from the sale of lottery tickets is recognised at the point of sale.

Investments - Investment income is included when receivable.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, In-Patient Care, Hospice at Home, The Living Well Centre, Bereavement Support, Community Support and Education and Training. Where expenditure relates to more than one cost category, it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs, which include governance costs and are shown in note 8, support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings. The method of apportionment uses the most appropriate basis for each department. Support costs include people services, information technology, facilities, finance and governance costs.

Tangible fixed assets - Tangible fixed assets are included at cost, assets at below £500 in value are not capitalised.

Depreciation is provided on a straight-line basis, in order to write off the assets over their useful lives.

Land and Buildings	50 years or the expected life of the lease
Fixtures and Fittings	3-5 years
Computer Equipment	3 years
Motor Vehicles	6 years

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value.

Any impairment is recognised in the Consolidated Statement of Financial Activities in the year in which it occurs.

Investments - Investments are valued at the mid-market price. Realised and unrealised gains and losses for the year are shown in the statement of financial activities.

Stock - Stock is valued at the lower of cost and net realisable value.

Cash and cash equivalents - Cash and cash equivalents include cash in hand and deposits held in Rowans bank accounts.

Financial instruments - The charity operates basic financial instruments in terms of its assets and liabilities.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument and derecognised when the company's contractual obligations expire or are discharged or cancelled.

Basic financial assets - Basic financial assets, which include trade and other receivables and cash and bank balances, are measured at settlement amount.

Basic financial liabilities - Basic financial liabilities, including trade and other payables, are recognised at settlement amount.

Leasing - Operating lease rentals are recognised in the statement of financial activities as incurred. All the charity's leases and hire agreements are considered to be operating leases.

Pensions - The charity contributes to the NHS pension scheme or, employees not entitled to join the NHS scheme are auto-enrolled into the Group defined contribution pension schemes. The assets of the scheme are held independently from those of RHC in an independently administered fund. Contributions are charged to the profit and loss account as they become payable during the year.

Employee Benefits - Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Donated Goods - The Trustees consider that the valuation of goods donated 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.

Critical accounting judgements and estimates - In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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. The key areas that are deemed to be material for these financial statements are as follows:

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to income existed at the year end.

2. Donations and Legacies

	Unrestricted funds	Restricted funds	2023	Unrestricted funds Restated	Restricted funds	2022 Restated
	£	£	£	£	£	£
Retail gift aid donations	749,306	-	749,306	609,405	-	609,405
NHSE Emergency COVID-19 funding	-	91,277	91,277	-	488,300	488,300
COVID-19 Furlough funding	-	-	-	34,880	-	34,880
COVID-19 local authority grants (retail)	-	-	-	26,670	-	26,670
Legacies	1,826,758	-	1,826,758	1,352,344	-	1,352,344
Grant Making Trusts	75,074	66,879	141,953	192,111	131,734	323,845
Other donations	838,098	195,266	1,033,364	1,128,969	-	1,128,969
	3,489,236	353,422	3,842,658	3,344,379	620,034	3,964,413

3. Income from Charitable Activities

	Unrestricted funds	Restricted funds	2023	Unrestricted funds Restated	Restricted funds	2022 Restated
	£	£	£	£	£	£
NHS CCG Grants	779,585	-	779,585	878,827	-	878,827
NHS contracts	44,337	-	44,337	21,509	-	21,509
Local Authority contracts	272,396	-	272,396	202,289	-	202,289
CHC Contract	325,084	-	325,084	334,329	-	334,329
Education Income	27,068	-	27,068	26,402	-	26,402
	1,448,470	-	1,448,470	1,463,356	-	1,463,356

4. Income from Trading Activities of Subsidiaries

The Rowans Hospice Trading Company Limited (02300646) operates selling new goods from the Hospice retail outlets. The Trading company also runs two coffee shops for staff and visitors at Rowans Hospice and Living Well Centre. The registered address of The Rowans Hospice Trading Company is Rowans Hospice, Purbrook Heath Road, Waterlooville, Hants, PO7 5RU.

The Rowans Hospice Trading Company Limited covenants gifts its profit to the Charity. A summary of its trading results is shown below.

	2023 Trading Co Accounts	2023 Consolidated Accounts	2022 Trading Co Accounts	2022 Consolidated Accounts
Income	**£**	**£**	**£**	**£**
Sale of new goods	28,899	28,899	23,082	23,082
Catering income	52,356	52,356	30,158	30,158
Turnover	81,255	81,255	53,240	53,240
Less Intercompany Transactions				
Commission on retail gift aid	30,452	30,452	26,130	26,130
Income Excluding Intercompany Transactions	111,707	111,707	79,370	79,370
Expenditure				
Expenditure excluding charges for services	15,951	15,951	17,406	17,406
Less Intercompany Transactions				
Charges for services provided by Rowans Hospice	63,924	-	19,528	-
Expenditure Excluding Intercompany Transactions	79,875	15,951	36,934	17,406
Profit/(Loss)	31,832	95,756	42,436	61,964
Total Contribution to the Hospice				
Profit/(loss)	31,832	95,756	42,436	61,964
Charges for services provided by Rowans Hospice	-	(63,924)	-	(19,528)
Donations generated via the retail gift aid scheme	-	(4,908)	-	-
Total Contribution to Hospice		26,924		42,436

4. Income from Trading Activities of Subsidiaries continued

	2023	2022
	£	£
Net Profit/(loss)	95,756	61,964
Amount distributed to the Charity as gift aid	(4,908)	-
Net charge to the Hospice	(63,924)	(19,528)
Retained in subsidiary	26,924	42,436

	2023	2022
	£	£
Total assets	171,180	79,070
Total liabilities	(72,051)	(6,865)
Funds (representing share capital and reserves)	99,129	72,205

5. Other Trading Activities

	Unrestricted funds	Restricted funds	2023	Unrestricted funds Restated	Restricted funds	2022 Restated
	£	£	£	£	£	£
Support Groups	63,202	-	63,202	32,336	-	32,336
Rowans Retail revenue	1,889,212	-	1,889,212	1,589,996	-	1,589,996
Hospice events	118,509	-	118,509	109,492	-	109,492
Rowans Hospice raffles and lottery	438,122	-	438,122	432,249	-	432,249
Other activities	66,153	-	66,153	85,453	-	85,453
Insurance proceeds	-	-	-	14,760	-	14,760
	2,575,198	-	2,575,198	2,264,286	-	2,264,286

6. Investment Income

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
UK bank interest receivable	26	-	26	150
Income from UK listed investments	165,010	-	165,010	121,106
	165,036	-	165,036	121,256

7. Fundraising Expenditure

	2023	2022
	£	£
Fundraising staff	248,101	193,686
Hospice events	30,008	10,356
Lottery and raffle operating costs	12,653	21,475
Investment management costs	36,482	32,254
Other fundraising costs	113,084	82,573
Rowans Retail operating costs	1,948,982	1,676,111
Premises and equipment	3,735	3,581
Support Costs (note 8)	328,497	277,646
	2,721,542	2,297,682

Support costs have been allocated to fundraising this year to reflect the usage of these resources, as explained in the accounting policies in note 1.

8. Analysis of Expenditure on Charitable Activities and Fundraising 2022-2023

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical, Education and Training	Fundraising	Total costs	
	£	£	£	£	£	£	£	£	
Direct Costs	1,929,055	1,157,994	410,269	157,033	244,567	26,367	2,389,308	6,314,593	
Consultants and doctors	542,009	-	-	-	-	-	-	542,009	1
Physiotherapists	58,019	-	64,465	-	-	6,447	-	128,931	1
Social work team	138,430	-	3,691	40,606	-	1,846	-	184,573	1
Chaplaincy	41,261	724	9,410	5,067	15,925	-	-	72,387	1
Occupational therapist	30,068	-	12,510	-	-	1,317	-	43,895	1
Clinical support costs and consumables	94,148	56,516	20,023	7,664	11,936	1,287	-	191,574	4
Premises and equipment	271,878	44,815	46,309	31,371	38,840	14,938	3,735	451,886	2
Catering	274,262	-	-	-	-	-	-	274,262	1
	3,379,130	1,260,049	566,677	241,741	311,268	52,202	2,393,043	8,204,110	
Support Costs									
People services	49,720	46,927	39,665	-	31,285	120,111	103,352	391,060	3
IT	105,135	54,868	64,657	3,122	15,843	8,401	41,137	293,163	3
Finance	80,988	53,667	36,257	13,481	15,432	18,154	167,702	385,681	3
Property and F&F depreciation	223,902	36,907	38,137	25,835	31,986	12,302	3,076	372,145	2
Governance	6,532	6,036	4,217	1,654	2,150	4,217	13,230	38,036	3
Total	**3,845,407**	**1,458,454**	**749,610**	**285,833**	**407,964**	**215,387**	**2,721,540**	**9,684,195**	

1 Apportioned based on staff work plans/usage
2 Apportioned based on square footage occupied by team
3 Apportioned based on number of team members
4 Apportioned based on direct costs

Analysis of Expenditure on Charitable Activities and Fundraising 2021-2022

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical, Education and Training	Fundraising	Total costs	
	£	£	£	£	£	£	£	£	
Direct Costs	1,764,110	1,041,198	326,880	149,100	244,914	24,062	2,016,455	5,566,719	
Consultants and doctors	447,069	-	-	-	-	-	-	447,069	**1**
Physiotherapists	56,079	-	62,309	-	-	6,231	-	124,619	**1**
Social work team	123,710	-	3,299	36,288	-	1,649	-	164,946	**1**
Chaplaincy	33,678	591	7,681	4,136	12,998	-	-	59,084	**1**
Occupational therapist	27,149	-	11,295	-	-	1,189	-	39,633	**1**
Clinical support costs and consumables	43,041	25,403	7,975	3,638	5,975	587	-	86,619	**4**
Premises and equipment	260,675	42,968	44,401	30,077	37,240	14,323	3,581	433,265	**2**
Catering	217,966	-	-	-	-	-	-	217,966	**1**
	2,973,477	1,110,160	463,840	223,239	301,127	48,041	2,020,036	7,139,920	
Support Costs									
People services	39,267	37,061	31,326	-	24,707	94,859	81,623	308,843	**3**
IT	83,147	43,393	51,135	2,469	12,529	6,644	32,534	231,851	**3**
Finance	70,209	46,524	31,431	11,687	13,378	15,738	145,381	334,348	**3**
Property and F&F depreciation	120,333	19,835	20,496	13,885	17,190	6,612	1,653	200,004	**2**
Governance	8,124	7,508	5,245	2,057	2,676	5,245	16,455	47,310	**3**
Total	**3,294,557**	**1,264,481**	**603,473**	**253,337**	**371,607**	**177,139**	**2,297,682**	**8,262,276**	

1 Apportioned based on staff work plans/usage
2 Apportioned based on square footage occupied by team
3 Apportioned based on number of team members
4 Apportioned based on direct costs

9. Net Income

	2023	2022
Consolidated net income/(expenditure) is stated after charging:	£	£
Operating lease rentals		
- land and buildings	377,971	338,752
- photocopier	17,658	12,578
Depreciation – owned assets	411,047	200,004
Auditors' remuneration		
- audit - Charity	16,650	13,000
- audit - Trading Company	4,250	3,000
- tax advice	450	1,100

10. Staff Costs

	2023	2022
	£	£
Wages and salaries	5,863,247	5,314,204
Redundancy	14,580	-
Social security costs	528,680	428,283
Other pension costs	406,120	381,600
Termination payment	21,000	-
	6,833,627	6,124,087

The average head count was 259 (2022: 244). The average number of employees, calculated on a whole-time equivalent basis, analysed by function was:

	2023	2022
	Number	Number
Charitable activities	97	92
Cost of generating funds	74	76
	171	168

Number of employees whose remuneration fell within the following ranges:

	2022	2021
	Number	Number
£60,001 - £70,000	1	1
£70,001 - £80,000	2	3
£80,001 - £90,000	1	-
£90,001 - £100,000	1	1

Pension contributions in respect of employees earning £60,000 or more were £38,146 (2022: £35,295).
Total employee benefits for key management personnel £428,885 (2022: £414,250).

Volunteers - No amounts are included in the financial statements for services donated by volunteers – with volunteers contributing 57,260 hours in 2022/23. This has significantly increased during FY23 as volunteers return to the Charity post COVID. (2021/22 38,532 hours)

11. Trustees

No member of the Board of Trustees received any emoluments during the year (2022: £Nil). Expenses to the value of £1,385 were paid to trustees in the year (2022: £260)

Trustees donated £43 unrestricted income (2022: £1,650).

12. Prior Year Adjustment

The prior year figures have been restated in order to amend the timing of legacy income recognition in line with the 2019 revised SORP guidance. Income is £1,654,537 lower and accrued income is £1,654,537 lower than previously reported. £1,654,374 of this reduction relates to legacy income recognised before it was probable that it would be received. £163 relates to corrections in respect of donated goods.

The comparative figures have also been restated in respect of cash and investment balances held. Fixed asset investments have been reduced by £1,537,390, current asset investments have been increased by £1,445,000 and cash at bank and in hand has been increased by £92,390. This is due to a reallocation of investment account holdings based on liquidity and maturity.

There is no tax effect from these restatements of comparative figures because all activity is charitable.

13. Tangible Fixed Assets (Group and Charity)

	AUC Hospice Refurb	Land and Buildings	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2022	3,411,335	5,977,444	499,690	291,167	73,443	10,253,079
Additions	399,694	2,442	34,294	40,728	-	477,158
Disposals	-	-	-	(58,964)	-	(58,964)
Transfers	(3,435,112)	3,200,618	218,352	16,142	-	-
At 31 March 2023	375,917	9,180,504	752,336	289,073	73,443	10,671,273
Depreciation						
At 1 April 2022	-	2,117,223	415,062	261,558	52,451	2,846,294
Charge for the year	-	293,392	78,925	29,413	9,317	411,047
Disposals	-	-	-	(58,964)	-	(58,964)
At 31 March 2023	-	2,410,615	493,987	232,007	61,769	3,198,378
Net book value						
At 31 March 2023	375,917	6,769,889	258,349	57,066	11,674	7,472,895
At 31 March 2022	3,411,335	3,860,221	84,628	29,609	20,992	7,406,785

All assets are held at historic cost.

Historically costs of the Hospice refurbishment have been included within the Land and Buildings category. Going forward any assets under construction will be identified separately as above.

14. Investments

	Group 2023	Group 2022 Restated	Charity 2023	Charity 2022 Restated
			£	£
Fair value at 1 April 2022	3,887,173	3,817,604	3,887,173	3,817,604
Disposals	-	(250,000)	-	(250,000)
Unrealised gains on investments	(161,208)	351,823	(161,208)	351,823
Investment management fees (netted off)	(30,973)	(32,254)	(30,973)	(32,254)
Market value at 31 March 2023	3,694,992	3,887,173	3,694,992	3,887,173
Cash held in investment portfolio	705,868	1,751,844	705,868	1,751,844
Investment hub long term investments	170,000	-	170,000	-
Fair value of listed investments and cash held at 31 March 2023	4,570,860	5,639,017	4,570,860	5,639,017
Unlisted investment in subsidiaries	-	-	2	2
Total Investments	4,570,860	5,639,017	4,570,862	5,639,019
Represented by				
UK listed investments	3,694,992	3,887,173	3,694,992	3,887,173
Unlisted investment in subsidiary	-	-	2	2
Cash held as part of portfolio	705,868	1,751,844	705,868	1,751,844
UK Listed investments held as current assets (12 months)	170,000	-	170,000	-
	4,570,860	5,639,017	4,570,862	5,639,019

15. Debtors

	Group 2023	Group 2022 Restated	Charity 2023	Charity 2022 Restated
	£	£	£	£
Debtors falling due within one year				
Trade debtors	94,993	101,462	82,841	98,231
Prepayments and accrued income	362,775	157,294	362,775	157,294
Other debtors	448,262	699,042	453,237	701,520
	906,030	957,798	898,853	957,045

16. Current asset investments

	Group 2023	Group 2022 Restated	Charity 2023	Charity 2022 Restated
	£	£	£	£
Investment held for maturity less than 12 months	935,000	1,445,000	935,000	1,445,000
	935,000	1,445,000	935,000	1,445,000

17. Creditors: Amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Trade creditors	251,760	234,036	251,184	232,816
Accuals for grants payable	90,824	152,290	90,824	152,290
Accruals and deferred income	480,685	245,646	414,346	242,482
Amount owed to group and associated undertaking	-	-	28,509	29,457
Taxation and social security	134,377	111,265	134,377	111,265
Other creditors	32,159	33,092	32,159	33,092
	989,805	776,329	951,399	801,402

During the year the charity received funds whilst acting as agent totalling £nil (2022: £1,837). Funds paid out whilst acting as agents totalled £933 (2022: £1,318). The balance owed to third parties on these funds as at 31 March 2023 was £32,159 (2022: £33,092).

Deferred Income

Income is deferred to the extent that it relates to an event or activity that occurs in a subsequent accounting period.

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Brought forward	59,682	82,293	59,682	82,293
Deferred in the year	440,095	486,832	440,095	486,832
Released in the year	(413,981)	(509,443)	(413,981)	(509,443)
Carried forward at 1 April	85,796	59,682	85,796	59,682

Deferred income consists of lottery payments made in advance £47,703 (2022: £32,390) also Continuing Health Care payments claimed in advance as agreed £38,093 (2022: £27,292).

18. Capital commitment note

	2023	2022
	£	£
Hospice Refurbishment	1,052,250	603,555

19. Operating lease commitments

The following operating leases are subject to future commitments and are the same for both the Group and the Charity

	2023	2022
	£	£
Expiring:		
Within one year	280,125	294,004
Between two and five years	296,491	878,878
In more than five years	-	83,591
	576,616	1,256,473

20. Restricted Funds

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Group and Charity					
NHS Emergency Covid Funding	-	91,277	(91,277)	-	-
Violet Squire Love of Roses Bursary Fund	7,480	99	(2,298)	-	5,281
Aged Veterans Fund	-	22,970	(19,641)	-	3,329
Heart Failure Workshops	8,750	-	-	-	8,750
Kenwood Community Fund	7,500	-	(6,000)	-	1,500
CSU Adults and Children & Young People's Palliative and End of Life Care	-	74,699	(74,699)	-	-
Adults and Children & Young People's Palliative and End of Life Care - LWC	-	35,000	(26,250)	-	8,750
Adults and Children & Young People's Palliative and End of Life Care - Homelessness	-	40,842	(20,241)	-	20,601
Rugby Against Cancer	-	2,000	(342)	-	1,658
Skipton Charitable Foundation	-	3,000	(3,000)	-	-
Wolfson Bursaries - Abigail Hayward	-	1,500	(1,500)	-	-
McLay Dementia Trust (Rathbone Investment mgt) - LWC project	-	1,641	-	-	1,641
NHS Hampshire and IoW Integrated Care Board - Virtual Ward	-	20,000	-	-	20,000
Gerald Micklem Charitable Trust	-	8,000	-	-	8,000
HospiceUK Masonic CF Grant Prog	-	1,654	-	-	1,654
My Cool Music Foundation donation	-	1,440	-	-	1,440
Rene & Ghislaine Paris Healing Foundation	-	2,000	-	-	2,000
SystmOne Implementation	-	45,200	(45,200)	-	-
Other restricted funds	4,140	2,100	(20)	-	6,220
	27,870	353,422	(290,468)	-	90,824

- The Violet Squires Love of Roses Bursary Fund was set up on 26 June 1996 with a donation of £14,000 from Mr D J Squire to fund nurse training by the payment of bursaries. This is currently being used to fund a PhD qualification.
- The Aged Veterans Fund relates to developing a program aimed specifically at veterans nearing the end of life to be delivered in the LWC.
- Heart Failure Workshops will be hosted in the Living Well Centre.
- The Kenwood Community fund is a grant for the Bereaved programme and Cookery Club at Southdowns College
- CSU Adults and Children & Young People's Palliative and End of Life Care - This funding is to provide personalised care and support including advanced care planning. Palliative care and end of life education for carers and support for families and carers including the bereaved. This care will be provided by opening the LWC 7 days per week.
- Adults and Children & Young People's Palliative and End of Life Care - Funding for the LWC to support the following: Personalised care and support planning including advance care planning. Specialist palliative care MDT services
- Adults and Children & Young People's Palliative and End of Life Care - Homelessness project
- Rugby Against Cancer - funding to set up a multifunctional family room on the IPU
- Skipton Charitable Foundation - To fund assistive technology equipment - POSSUM costs
- Wolfson Bursaries - this bursary is for a member of staff to complete their studies
- McLay Dementia Trust (Rathbone Investment mgt) - funding for the Love to Move Project in the LWC
- NHS Hampshire and IoW Integrated Care Board - this is to fund purchasing of equipment the Hospice @Home virtual ward
- Gerald Micklem Charitable Trust - this to cover core costs at the LWC.
- HospiceUK Masonic CF Grant Prog - This grant is to provide IT support for the LWC's online activities
- The My Cool Music Foundation donation is for the LWC singing group
- Rene & Ghislaine Paris Healing Foundation - this funding is for the provision of complimenatry therapies at the LWC
- SystmOne Implementation - this funding was to implement the new electronic patient records system, SystmOne
- Other restricted funds represent donations and fundraising given for specific projects.

	Balance at 1 April 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Group and Charity					
NHS Emergency Covid Funding	-	488,300	(488,300)	-	-
Violet Squire Love of Roses Bursary Fund	8,098	-	(618)	-	7,480
Aged Veterans Fund	17,271	600	(17,871)	-	-
Heart Failure Workshops	1,000	7,750	-	-	8,750
Other restricted funds	21,293	123,384	(133,037)	-	11,640
	47,662	620,034	(639,826)	-	27,870

21. Summary of funds 2023

	Balance 1 April 2022	Income	Expenditure	Transfers, gains and losses	Balance at 31 March 2023
	£	£	£	£	£
Group					
Restricted funds	27,870	353,422	(290,468)	-	90,824
General funds	3,600,000	7,789,647	(9,409,680)	1,620,033	3,600,000
Designated funds:					
Fixed asset fund	7,406,785	-	-	(309,809)	7,096,976
Service Investment Fund	4,392,932	-	-	(2,976,364)	1,416,568
Hospice Renovation Fund	254,798	-	-	1,504,932	1,759,730
	12,054,515	-	-	(1,781,241)	10,273,274
Total funds (Group)	15,682,385	8,143,069	(9,700,148)	(161,208)	13,964,098
Charity					
Restricted funds	27,870	353,422	(290,468)	-	90,824
General funds	3,527,792	7,746,771	(9,393,724)	1,620,033	3,500,872
Designated funds:					
Fixed Asset Fund	7,406,785	-	-	(309,809)	7,096,976
Service Investment Fund	4,392,932	-	-	(2,976,364)	1,416,568
Hospice Renovation Fund	254,798	-	-	1,504,932	1,759,730
	12,054,515	-	-	(1,781,241)	10,273,274
Total funds (Charity)	15,610,177	8,100,193	(9,684,192)	(161,208)	13,864,970

- Funds have been moved to general funds from designated to the value of £1.6m in line with our reserves policy.
- The Fixed Asset Fund has been set up to show those funds that represent the net book value of tangible fixed assets and are therefore not freely available to spend on charitable activities.
- The trustees have approved a five-year plan to invest in the hospice, the Service Investment Fund set aside to fund these investment activities.
- The Hospice Renovation fund is to fund the current renovation project.

21. Summary of funds 2022 - Restated

	Balance at 1 April 2021	Income	Expenditure	Transfers, gains and losses	Balance at 31 March 2022
	£	£	£	£	£
Group					
Restricted funds	47,662	620,034	(639,826)	-	27,870
General funds	3,600,000	7,292,175	(7,659,384)	367,209	3,600,000
Designated funds:					
Fixed asset fund	6,909,670	-	-	497,115	7,406,785
Legacy Contingency Fund	1,500,000	-	-	(1,500,000)	-
Service Investment Fund	3,024,368	-	-	1,368,564	4,392,932
Hospice Renovation Fund	635,863	-	-	(381,065)	254,798
	12,069,901	-	-	(15,386)	12,054,515
Total funds (Group)	15,717,563	7,912,209	(8,299,210)	351,823	15,682,385
Charity					
Restricted funds	47,662	620,034	(639,826)	-	27,870
General funds	3,570,232	7,212,805	(7,622,454)	367,209	3,527,792
Designated funds:					
Fixed Asset Fund	6,909,670	-	-	497,115	7,406,785
Legacy Contingency Fund	1,500,000	-	-	(1,500,000)	-
Service Investment Fund	3,024,368	-	-	1,368,564	4,392,932
Hospice Renovation Fund	635,863	-	-	(381,065)	254,798
	12,069,901	-	-	(15,386)	12,054,515
Total funds (Charity)	15,687,795	7,832,839	(8,262,280)	351,823	15,610,177

22. Analysis of Net Assets Between Funds 2023

	Restricted funds	Designated funds	General Funds	Total
	£	£	£	£
Group				
Tangible fixed assets	-	7,096,976	-	7,096,978
Assets Under Construction	-	375,917	-	375,917
Investments	-	2,416,734	2,154,126	4,570,860
Net current assets	90,824	383,643	1,445,874	1,920,341
Total net assets	90,824	10,273,272	3,600,000	13,964,096
Charity				
Tangible fixed assets	-	7,096,978	-	7,096,978
Assets Under Construction	-	375,917	-	375,917
Investments	-	2,416,736	2,154,126	4,570,862
Net current assets	90,824	383,643	1,346,746	1,821,213
Total net assets	90,824	10,273,274	3,500,872	13,864,970

Analysis of Net Assets Between Funds 2022 - Restated

	Restricted funds	Designated funds	General Funds	Total
	£	£	£	£
Group				
Tangible fixed assets	-	7,406,785	-	7,406,785
Investments	-	4,647,730	2,528,679	7,176,409
Net current assets	27,870	-	1,071,321	1,099,191
Total net assets	27,870	12,054,515	3,600,000	15,682,385
Charity				
Tangible fixed assets	-	7,406,785	-	7,406,785
Investments	-	4,647,760	2,374,305	7,022,035
Net current assets	27,870	-	1,153,487	1,181,357
Total net assets	27,870	12,054,515	3,527,792	15,610,577

23. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	Group 2023	Group 2022 Restated
	£	£
Net movement in funds	(1,718,287)	(35,179)
Adjustment for:		
Depreciation charges	411,047	234,738
Proceeds from investment sales	-	250,000
Losses/(Gains) on investment	161,208	(351,823)
Dividends and interest from investments	(165,036)	(121,256)
Investment management fees	30,973	32,254
(Increase)/decrease in stocks	(2,388)	2,098
(Increase)/decrease in debtors	51,768	1,254,778
Increase/(decrease) in creditors	213,476	(197,189)
	(1,017,239)	1,068,421

24. Analysis of net debt

	Balance 1 April 2022	Cash Flow	Balance 31 March 2023
	£	£	£
Net cash			
Cash in bank and in hand	1,009,802	56,616	1,066,418
	1,009,802	56,616	1,066,418

25. Pension Schemes

a. NHS Pension Scheme

Rowans Hospice has an arrangement with the NHS that permits members of the NHS pension scheme to maintain their membership when they are subsequently employed by the hospice. The contribution of the hospice was 14.38% to the NHS scheme. The Hospice paid contributions of £247k in 2023 (2022: £237k).

55 Members of staff paid into this scheme in 2023 (2022: 56)

b. Rowans Defined Contribution Scheme

The charity offers to match employee contributions up to a maximum of 7% to any other eligible member of staff of the group choosing to belong to the group pension scheme with Royal London. Rowans contributions to the defined contribution scheme were £158k in 2023 (2022: £144k).

160 members of staff paid into the defined contribution scheme in 2023 (2022: 151)

Total employer contributions for the group for the year ended 31 March 2023 were £406k (2022: £381k)

26. Related Party Disclosures

Details of payments to the management team and all transactions with the trustees are shown in notes 10 and 11.

Dr P-J Morey, Medical Director, is an employee of Southern Health NHS Foundation Trust. During the reporting period there were invoices raised totalling £278,324 (2022: £266,002). At year end, the outstanding balance with Southern Health NHS Foundation Trust was £78,489 (2022: £66,469).

The husband/partner of a trustee is the chairman at the University of Southampton. During the reporting period there were invoices raised totalling £2,298 (2022: £617). At year end, the outstanding balance with University of Southampton was £0 (2022: £0).

27. Financial Instruments

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Financial assets measured at fair value (a)	3,694,992	3,887,173	3,694,992	3,887,173
Financial assets measured at amortised cost (b)	2,678,316	3,719,443	2,543,480	3,672,618
Financial liabilities measured at amortised cost (c)	(989,805)	(776,329)	(951,399)	(801,402)
	5,383,503	6,830,287	5,287,073	6,758,389

(a) Financial assets measured at fair value cost includes investments held at fair value.

(b) Financial assets measured at amortised cost include short term deposits and cash in hand, trade debtors, other debtors, accrued income, legacies and amounts owed by group undertakings.

(c) Financial liabilities measured at amortised cost include trade creditors, other creditors, money held as agents and deferred income.

28. Taxation

The company meets the definition of a charitable company for UK corporation tax purposes. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Rowans
Helen Slater
Staff Nurse

Company Information

Registered Company Name:	The Rowans Hospice	
Registered Company Number:	02275068 (England and Wales)	
Registered Charity Number:	299731	
Board Of Trustees:	**Ms L Burton**	(Interim Honorary Treasurer from 16 May 2022 and elected into substantive position on 14 September 2022)
	Mr K Dempsey	(from 07 September 2022)
	Mrs J Diggins	
	Mrs W Greenish	(Honorary Vice Chairman)
	Mr J Hughes	
	Mr G Kaminski-Cook	(from 07 September 2022)
	Mr E Norman	
	Mr G Page	
	Mrs D Paris	(from 07 September 2022)
	Mr J Reddy	(until 07 September 2022)
	Mr A Saunders	(until 07 September 2022)
	Mr J Taylor	
	Mr J Watkins	(Honorary Chairman)
	Mr I Young	(until 07 September 2022)
Honorary Vice President:	**Ian Bott**	
Company Secretary:	**Ruth White**	(until 11 May 2023)
Hospice Executive Team:	**Ruth White**	Chief Executive (and Company Secretary until 11 May 2023)
	Samantha Jelliff	Director of Finance & Information Technology (and Company Secretary from 11 May 2023)
	Erika Lipscombe	Director of Clinical Services (Matron)
	Carol Milner	Director of People Services & Income Generation
	P-J Morey	Medical Director
	Jenny Redman	Director of Quality and Estates
Registered Office:	The Rowans Hospice, Purbrook Heath Road, Purbrook, Waterlooville, Hampshire PO7 5RU	
Bankers:	Barclays Bank Plc PO Box 612 Ocean Way Southampton Hampshire, SO14 2ZP	
Auditors:	Michaela Johns (Senior Statutory Auditor) For and on behalf of Hopper Williams & Bell Limited, Statutory Auditor Highland House, Mayflower Close, Chandlers Ford. Eastleigh SO53 4AR	
Investment Managers:	CCLA, Senator House, 85 Queen Victoria Street, London EC4V 4ET	
Insurance Agents:	PIB	

Rowans
MOONLIT
MEMORIES WALK
a night to remember

Rowans Hospice

Quality Care Delivered with Compassion

Registered Charity Number: 299731
Company Number: 2275068

Rowans Hospice

England & Wales - Charity number 299731

Accounts

TUESDAY
A20
ABBG14CJ
30/08/2022
COMPANIES HOUSE
#121

Annual Report and Accounts 2021 - 2022

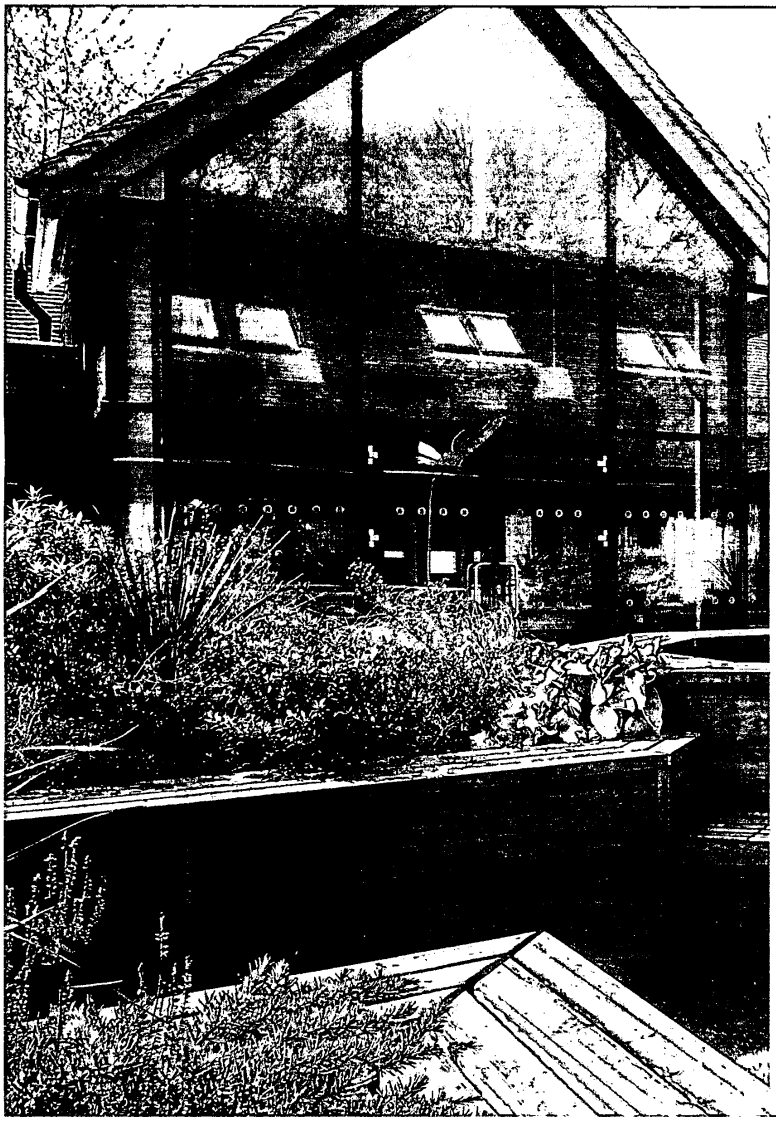
Hospice

Quality Care Delivered with Compassion

Quality Care Delivered with Compassion

Registered Charity Number: 299741
Company Number: 2179548

Some photographs in this publication were taken prior to social distancing measures being in place.



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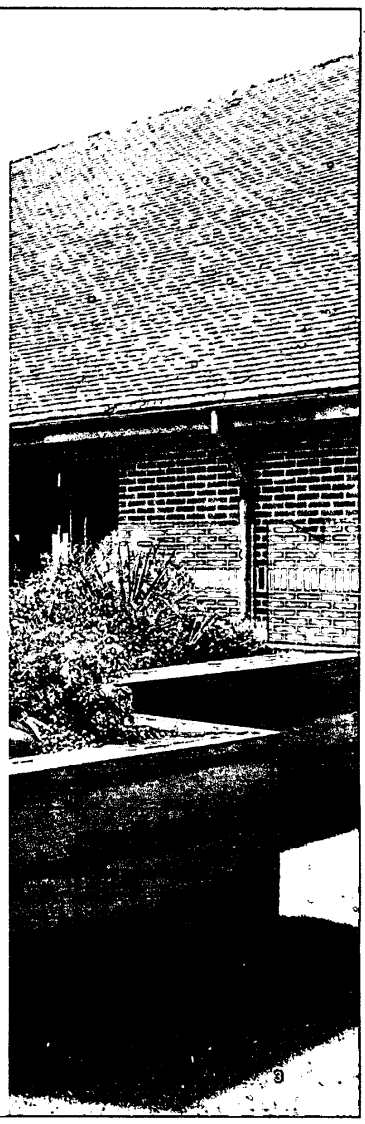
"The care and compassion which your nurses showed was outstanding"



Honorary Chairman and Chief Executive's Statement

As an independent Hospice, registered with both Companies House and the Charity Commission, we continued to face significant challenges throughout the 2021/22 financial year. COVID-19 devastated our ability to generate income, challenged staffing levels and increased the workloads of all clinical and business support services departments. However, the circumstances also brought the opportunity to trial new and innovative ways to deliver high quality and sustainable palliative care services.

Despite the challenges faced throughout the year, we are proud that our clinical services continued to expand as patient centred care needs increased. The expanded service activity undoubtedly eased pressure on both acute hospital services, primary care and community nursing services at a time when all health and social care providers experienced unprecedented demand.

In the light of the uncertain economic climate, a deficit budget of £0.8k was predicted at the beginning of the reporting period. However, by the end of the period, the financial picture reversed with a surplus of £1.6m.

This was largely due to emergency Central Government payments in the latter part of the year, contingent upon our ability to demonstrate activity data, service innovation and interoperability with NHS clinical systems, and to relieve pressure on the NHS during the third wave of infections related to the Omicron variant. In addition, Gifts in Wills far exceeded expectation, leaving the Charity in a very favourable financial position at year end.

In the summer of 2021 we were able to open two new retail shops and it was gratifying when retail income was well ahead of budgeted predictions, despite further disruption to the High Street with rising rates of infection in the latter period. Other income generation opportunities, including community event income and lottery growth progressed slowly with some positive signs of recovery towards the end of the year.

During this period there has been regular and detailed discussions with Health Commissioners regarding the level of statutory funding the Charity receives, which is well below the local and national average. While local Commissioners acknowledged the inequity of this situation, the Charity continued in a Grant Agreement throughout the year, as opposed to a preferred activity-based NHS Community Contract. We were however able to successfully negotiate a new 3-year Continuing Health Care Contract from April 2021, which part funded the Hospice at Home Service and specifically the domiciliary care provision, with the Charity funding the trained clinical staffing element.

There has been significant focus during the reporting period in relation to the way we work as collaborators within the new and evolving NHS Integrated Care System (ICS) for Hampshire and the Isle of Wight (H&IOW), whose primary purpose is to collectively plan health and care services to meet the needs of their population. Throughout the year, the Charity positioned itself with representation on the ICS Palliative and End of Life Care (PEOLC) Board and formed a Collaboration with other independent Hospices across H&IOW. These endeavours are focusing on the patient care pathway to ensure there is equity and parity of access to Hospice and Specialist Palliative Care (SPC) across the System.

Strategically, we are positioning the Charity as a co-commissioner of services, with charitable investment to complement NHS funding for both core, specialist and enhanced PEOLC services. A new Commissioning and Investment Framework for PEOLC details how this can be achieved, which was further reinforced by a recent amendment into the new Health and Care Act, placing into statute the requirement for the state to commission all core PEOLC services, which will be a vital lifeline for all independent hospices.

Again, during the reporting period a Five-Year Budget Recovery Plan was developed to bring income and expenditure back into balance through the utilisation of financial reserves that will offset predicted deficits until a greater proportion of statutory funding is achieved.

The Board of Trustees has retained oversight and remained fully engaged with the Chief Executive and Executive Directors in their delegated roles in the day to day running of the Charity's work throughout the reporting period (see Structure, Governance and Management section on Page 28). A Schedule of Delegation clearly outlines the delegated powers awarded to the Executive and the reporting and decision processes; this document is dynamic and was updated and reviewed by Trustees throughout the reporting period. For example, the utilisation of 'virtual' decision making, authorisation of out of budget expenditure and serious incident reporting.

COVID-19 restrictions related to health care establishments continued to limit footfall into the Hospice. Therefore, hampered by social distancing and the need to wear a mask, all Board and Governance Group meetings were predominantly in virtual form. Trustees were however able to meet with the Executive Group in October 2021 to review the work in recent years and to develop the 2022 – 2027 future Rowans Hospice Charity Strategy. The Strategy clearly states the Charity's aspiration to maintain and where possible, to develop clinical services to meet local need, but emphasises that such an aspiration will be wholly dependent on a sustainable increase in statutory income, at least on a par with the national average (34%).

At the Strategy Day in October 2021 Trustees and the Hospice Executive undertook a timely opportunity to reflect, debate and consult upon every aspect of the current service delivery model to develop a five-year Strategy for RHC. At the heart of this consensus document is our continued and passionate commitment to provide high quality and specialised care for the people of Portsmouth and South East Hampshire, their carers, their families and friends. This Strategy is quite unlike previous strategic plans, as it had to consider a very uncertain present and future economic landscape, which is currently impacting all elements of UK health and care provision in the wake of a global pandemic. While we remain confident of the need for our services over the next five years and resolute in our determination to provide them, we recognise a need for reliable and sustainable funding. Each element of this strategy therefore describes a clear proposal of intent, but comes with a caveat as to what extent these aspirations may need to be modified in the event of insufficient income or unsustainable safe clinical staffing levels.

The vast majority of the Charity's staff have been fully vaccinated and continued throughout the reporting period to be routinely tested in line with Government Guidance for health and social care environments. PPE has continued to be worn and we have sustained control of footfall into the clinical buildings. The Care Quality Commission has been remotely reviewing all our activity returns and quality audit data and have maintained our 'Outstanding' rating throughout this period, which is a real achievement in such challenging times.

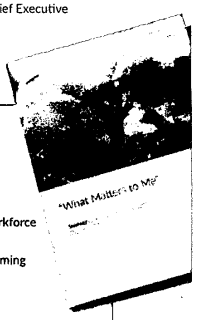
At the time of writing, we are faced with the tragic news of the invasion of Ukraine, a surge in gas and oil prices, a consequential fall in the value of our investments, significant inflation and an increase in national insurance contributions. We do not in any way underestimate the possible impact of these events which are largely beyond our control, but we are confident that with sufficient financial reserves, the Charity remains a going concern over 2022 – 2023, and Trustees will remain vigilant in mitigating their consequences for the Rowans Hospice Charity wherever possible.

John Watkins
Honorary Chairman of Trustees

Ruth White
Chief Executive

Strategic Priorities 2022/2023

1. **To protect and expand our clinical services**
2. **To collaborate with the NHS and other like-minded charities to facilitate access to high quality palliative and end of life care for all**
3. **To be recognised as an employer of choice by valuing, developing and nurturing our workforce**
4. **To work with commissioners to consolidate contracts and increase statutory funding, while being prepared to reduce core services if additional statutory funding is not forthcoming**
5. **To monitor and maximise all charitable income streams**
6. **To continue the refurbishment of the main hospice building by attracting additional funding sources that do not compromise or compete with income for existing services**



Living Well Centre Service

The Living Well Centre (LWC) provides support and therapeutic interventions for people with life limiting illness, to include irreversible frailty and progressive chronic conditions. The service also extends support to carers and family members from diagnosis, throughout life and into bereavement. Care is co-ordinated by Nurses, Allied Health Professionals and Volunteers who provide support by offering a range of therapeutic interventions.

The continued effect of the pandemic resulted in proactively adapting the service so as to reach those in need who were isolating at home. These adaptations ensured we remained responsive, by facilitating alternative ways for people to access the service and when needed, supported to find other services and professional advice within the wider community.

In essence, we effectively embedded a different way of working; virtual support, video calls and a telephone support line. In addition, we introduced a phased return to appointments to re-establish our programme of activities. The physiotherapy team provided both virtual and face to face support for individuals and group support for wellbeing and exercise, along with ongoing emotional support.

To enable people to attend face to face sessions, we completed risk assessments and provided lateral flow testing to keep everyone as safe as possible, recognising that many patients would be classified as extremely vulnerable. All sessions were by appointment and continued to run, even with a reduced team of staff, as some of whom were redeployed to support other Hospice services and the majority of volunteers continued to shield. Despite such challenges 47 different programmed sessions were provided every week and slowly as restrictions lifted, we were able to move back to the full complement of professional and volunteer support.

In summary, the focus throughout the reporting period has been to adapt services in order to continue to provide support to people in the community, and we have heard many times the true value of this support.

The support programme provided has included:

- Adjusting to news of a palliative diagnosis
- Managing symptoms
- Helping with emotional distress
- Helping with distress associated with reduced community support due to access and national restrictions

"I have been feeling very low, being able to open up is half the battle and talking to you has really helped."

Physiotherapy

referrals *245*

total contacts *2,215*

Referrals stats reflect the change in service delivery due to COVID-19 - high intensity support required Physiotherapy

Within the last year we have registered...

202	new patients
3,692	patient contact
242	new carers
4,519	carer contact
46	new bereaved
59	new veterans
1,748	healthcare professional contacts
549	total new attendees

"I love actually going 'into' LWC, always give me a 'warm & safe' feeling. Especially being able to 'mask see' all your lovely, friendly, kind, caring staff for 'real".

9,959 total contacts - up 33% on previous year!.

"So grateful for your support it makes me feel that people are still interested in me".

Terry's Journey

Terry and her husband David watched as the Rowans Hospice was built in 1994 and nearly 30 years later, it has become Terry's 'safe place'.

When Terry and David met in 1977 they instantly clicked and David proposed shortly after on the wedding anniversary of Terry's parents. The couple enjoyed many years of marriage and were blessed with two wonderful daughters before David was diagnosed with Bowel Cancer and Leukaemia in 2019, which added to the heart problems he was already facing.

Following his diagnosis, it became clear that David would require palliative care, as he was unable to undergo treatment due to his illnesses. This came as a big shock to the couple and their family.

David spent many months in and out of Hospital whilst battling these illnesses and it was during this time that Terry visited the Living Well Centre one afternoon on her way home from visiting David. Terry told us, **"I came into the reception and said, 'I don't know why I am here' and immediately Trish and Helen opened up a conversation and relaxed me. The support I received was amazing and as soon I walked through the door I was made to feel welcome".**

Terry continued to visit the LWC on her way home from seeing David and learnt about the groups available. She decided she would like to attend some of the groups with David, however, she knew that David wasn't someone to join in with things outside of immediate family and friends, and that it might be difficult to persuade him. Terry showed David the leaflets she had been given and although interested in the classes, the leaflets were kept in his drawer at the Hospital for a while. Terry had felt so comforted and welcomed by the LWC team, she made it her mission to get David through the door too!

"It's been like a lifeline for me"

One afternoon whilst driving home from the Hospital, having seen the support that Terry was receiving, David asked to stop by the LWC. Terry told us, **"from that day we never looked back."** David felt as safe and as welcomed as Terry had, and soon chose a group for the couple to attend.

Due to the ongoing treatment, David struggled with his appetite and decided he wanted to attend the group, *Eating Well, Living Well*, a course which provides help in the kitchen, with easy recipes to follow. They both loved the fact they were able to do something special together whilst also supporting David's appetite.

David's health started to deteriorate in 2020, and he was admitted to the Rowans Hospice. After spending some time on the In-patient Unit, the team felt that David was stable and he was transferred to Latham Lodge care home where he peacefully passed away in April 2020. This was an excruciatingly tough period for Terry as her mum also died just four days later, and with the country going into the first COVID-19 lockdown, this left Terry feeling extremely isolated.

The Living Well Centre supported Terry throughout this time, both virtually and in-person, and she still attends weekly sessions with the Bereavement Support Group, where she has made many friendships. Terry told us, **"speaking with people who have been through the same thing as me has been really helpful. It's been like a lifeline for me."**

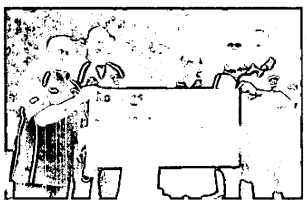
Veterans Service

The Veterans project began in 2018 and has been embedded within the Living Well Centre's (LWC) programme of activity since that time. Throughout the second year of the COVID-19 pandemic, veterans and serving personnel continued to register for support and access to the Service. New veterans used the Service for a variety of reasons: dealing with a life-limiting illness or caring for someone with a life-limiting illness, as well as care in bereavement.

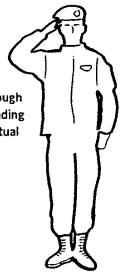
Due tc the high demand, three new in-person groups were developed for veterans during the reporting period. This gave choice and opportunity to those wishing to attend for social interaction and support.

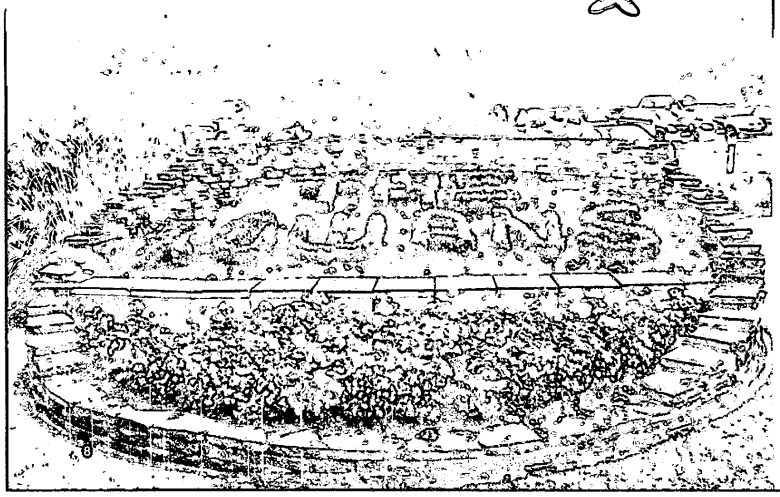
Allowing for NHS guidance around COVID-19 restrictions meant we needed to adapt and be creative in the way support was provided to veterans; moving from virtual, video calls and telephone support through to an eventual return to in-person group sessions. Some groups were facilitated by volunteer ex-service men and women which reduced the need for telephone support.

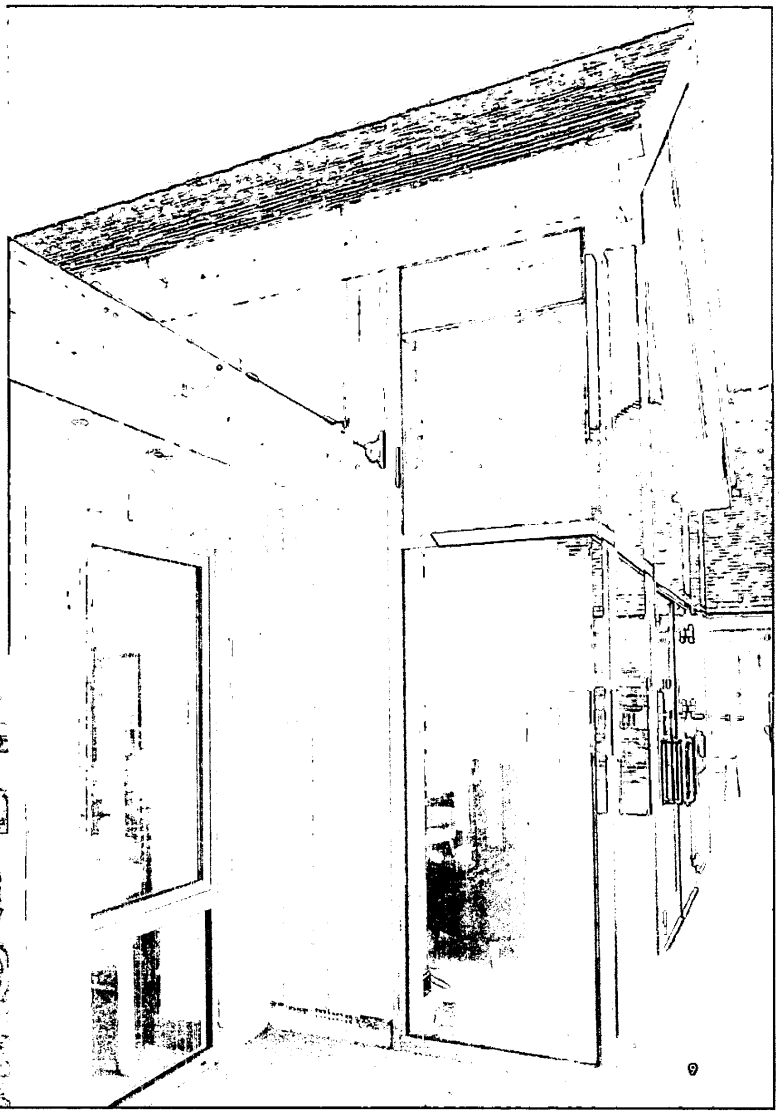
The Veterans Service Nurse, re-deployed to the Community Specialist Palliative Care team during the pandemic, was able to re-engage with other service agencies, enabling a wider reach and signposting to the LWC.



647 **contacts through drop-in attending groups or virtual**







Community Care Service - Dementia Clinical Nurse Specialist

Portsmouth City Council invited local charities to tender to provide services that would contribute to sustaining and improving quality of life for those living with dementia, and those caring for them, to enable the City to become a Dementia Friendly City.

Rowans Hospice Charity employs two dementia Clinical Nurse Specialists (CNS) who work in partnership and alongside Remind (Portsmouth Dementia Support Service) to support people with moderate and severe dementia, and those who are at the end of life or have complex needs. The service supports people to remain in an appropriate place of care up until and including the end of life, recognising that people with dementia often have other comorbidities.

CNSs managed *67* **referrals during the reporting period**

Throughout the Pandemic, the CNSs have continued to visit patients and carers, recognising the increased isolation many felt during this time. The service has also worked closely with OPMH (Older Peoples Mental Health) in addition to meeting with the Remind IESWs (Intensive Engagement Support Workers) fortnightly for a case review enabling the IESWs to discuss patients and their care pathway. This has resulted in patients being able to receive specialist CNS support throughout the reporting period.

Remind
Supporting you through your dementia journey

Social Care Service

93 **Reablement referrals**

The Social Care team hold strong Social Work core values alongside specialist skills and knowledge, representing the Social Work perspective within the Multi-Disciplinary Team (MDT) and delivering the team's vision to focus on the personal, psychological, social, cultural and spiritual needs of every patient.

The team is made up of two parts: Social Workers who work within the In-patient Unit (IPU) at the Hospice, and the Reablement team who support patients living at home in Portsmouth City with a palliative diagnosis or life-limiting illness. Both teams work alongside each other with the same ethos of supporting a person to live well for as long as possible, maintaining autonomy and independence and finding creative ways to achieve the person's wishes and manage risk.

During the reporting period, the team continued to practise holistically, combining engagement and communication skills with practical advice to enable people to achieve what matters most to them. The team has ensured patients receive appropriate benefit entitlements and signposted them to partnership agencies where required, in addition to sensitively applying social care legislation and practice to safeguard people when needed.

"Social workers often see relationships at their most strained as families struggle to cope with the challenges end of life care can bring."

147 referrals

51 patients were discharged home

13 patients were discharged to a nursing home

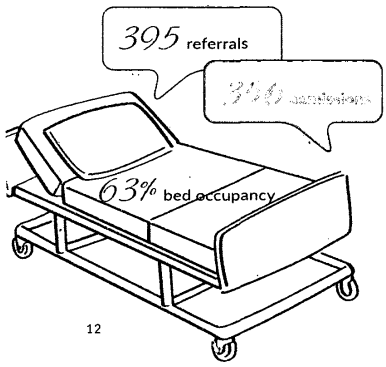
In-Patient Care Service

The In-patient Unit (IPU) provides specialist assessment, treatments and interventions from a multi-professional team. People referred to the Service are often experiencing complex difficulties requiring a range of interventions from a variety of specialist professionals. This individual, holistic model of care and treatment attends to the physical, spiritual, social and emotional components of a person's health and wellbeing, with the aim of enhancing quality of life and maximising the potential to live as fully as possible for as long as possible.

This includes helping patients remain in their preferred place of care and avoiding unnecessary hospital admissions. A significant challenge during the reporting period was the need to restrict the number of people visiting their loved ones at the Hospice, this proved to be one of the most difficult aspects for the IPU staff and volunteer team during that time.

An important piece of work which began during the pandemic and titled 'What Matters' was further developed in the reporting period. The project centred on effectively recording, communicating and ensuring what is important to the patient, with the patient's wishes at the forefront of all care planning and decision making.

In effect, this development has meant that the multi-professional team was enabled to recognise and record the patient's priorities and for their needs to be appropriately shared across healthcare professionals, both internally and externally to the Hospice. Again, ensuring the patient's wishes are at the heart of their care planning.



"Every single person that works here, Doctors, Nurses, HCSW, Physiotherapists, Housekeeping, the Ladies in Pink and the volunteers are a major ingredient to helping the patient get well and feel safe and supported"

30 average admissions per month

74% people who died

26% people who were discharged

The March Family

The March family has taken on an array of challenges over the last year to fundraise a phenomenal £4,000 for Rowans Hospice Charity following the care Lee's Mum received within the IPU.

Lee's Mum, affectionately known as Nanny Chocolate because of the chocolate tin that was always overflowing and ready for her Grandchildren's visits, was looked after by the Rowans Hospice team during her fight against terminal cancer.

Lee described the level of care as *"beyond anything we could have imagined. They really looked after her and we felt like we were kind of a family here which definitely made her a lot more comfortable. After she passed I had a few sessions with the Bereavement Team who were just brilliant and really helped me come to terms with things and deal with my grief. We feel we owe the Charity a lot and just want to keep supporting them so they can help other people in the way they helped Mum."*

Lee and Natalie, along with a group of friends, then took on their most demanding challenge to date, the 'National 3 Peaks Challenge', where they climbed the three highest peaks of Scotland, England and Wales with a target of completing the challenge within just 24 hours.

Despite this being a gruelling test of stamina, determination and perseverance where only 40% of walkers complete the challenge within 24 hours, Lee and Natalie finished with 16 minutes to spare!

Lee and Natalie's children, Henry and Phoebe, got very creative when taking part in Rowans 'Great Big Bake Off'. Their finished masterpiece was a delicious chocolate cake complete with handmade figures of their family, who they were missing very much due to COVID-19 restrictions at the time. Through this virtual event, Henry and Phoebe raised a fantastic £302 and started off their family's year of fundraising.

The March family have been long-term supporters of the Hospice, with Natalie and Lee both previously taking part in running events such as the Great South Run and the Gosport Half Marathon, however, Natalie decided to take on her biggest running challenge yet; the Milton Keynes Marathon!

Hospice at Home Service

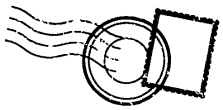
The Hospice at Home Service works alongside other healthcare professionals in the community to reinforce and enhance the provision of end of life care in the home. It provides support to patients, family members and carers, especially when there are complex needs; be that physical, psychological, social or spiritual. The Hospice at Home Service is able to respond rapidly when patients require the administration of medications or other interventions, and can also support those in an institutionalised setting who may wish to return to their homes as they approach the end of their lives.

Those dying in our communities are often fearful that their wishes will be overlooked or disregarded. Throughout the last year our aim has been to ensure this does not happen, by supporting honest and sensitive conversations with our patients at an early stage, so they can make well informed choices while they are still able. This has allowed people to retain as much control as they wish to have, and for some patients, that is distinguished by being able to remain at home. Some may want to stay at home for what remains of their life, while others choose to spend their final days in the Hospice In-patient Unit. Whatever their preference, each patient's care has been carefully co-ordinated by the Hospice at Home team, working alongside GPs, district nurses and other community professionals.

Our provision has continued to be vital in an emerging post-pandemic landscape, where demand for services remains high and resources can be scarce. Commissioning Groups of the NHS have recognised the vital work carried out by the Hospice at Home team, to underpin these services.

"We would like to thank you all personally as you cared for our mother at home in the final few days of her life. The care and compassion which your nurses showed was outstanding and you were able to ease her suffering in the last 48hrs so that she passed peacefully. We cannot thank you enough. There are no words which can express our gratitude."

"I was always included in any aspect of Mum's care and asked if I wanted to do any of it with the carers and this was important for me and much appreciated"



Dear Nick,

I am moved to tears when I think about the care and attention your team members gave to mum over the two months you attended her. Not one single time did I hear of something you couldn't or wouldn't do. Being on her own for the majority of the time, she very much looked forward to your visits both from an increasingly practical and personal care perspective. She spoke to me about the team in nothing but the most glowing terms. Please pass on my sincere thanks to every member of the team who visited her and got to know her.

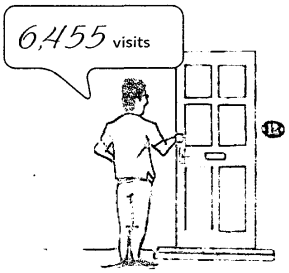
On my visits to her I met many of your staff myself - so I know from personal experience just how professional, dedicated and caring they were/are. In addition to being thankful for their work I consider it a privilege to have seen them at work and gain an insight into what they do with such humility and grace. I'd like to thank each and every one of your team.

She was of course reluctant to accept personal care from a gentleman, and I only hope that her refusals to you Nick were delivered and received in a convivial way. She was a private and 'old school' lady to the last. Nick, I am also personally in your debt and will remain ever thankful for the way you handled my call when we first spoke. After patiently listening to the case for care I put forward, you immediately actioned a home visit to assess mum and that very evening she had her first home visit from your team. By any standard that is remarkable.

So, from our call that morning, to her passing, she received what I consider to be gold standard care from all the Rowans team. Further, that extended to all our interactions with Rowans.

I have a voice in the back of my mind telling me you've heard all this before – but this strengthens my belief that what you do, and delivery is amazing, and you should all be very proud. My tears return as I review this letter – but they are tears of gratitude and thankfulness.

The Rowans Hospice at Home Team is amazing and I shall forever be grateful to you.



Psychology & Bereavement Service

We continued to provide education sessions to healthcare professionals, adapting training sessions to work virtually and in-person. Rowans Meerkat Bereavement Service has run groups and activities for children both online and through in-person events. The Bereavement Service also took time to re-invigorate and re-design the way the Bereavement Support Groups are run. Relaunching the sessions under the new name of 'Navigating Loss,' these groups are part of the LWC's programme and have been delivered online and in-person.

The Psychology & Bereavement Service delivers specialist therapeutic support to people living with a life-limiting illness, as well their carers, relatives and the bereaved. The Service delivers evidence-based therapies that promote coping, wellbeing and good communication with loved ones. Other priorities include providing advice to medical colleagues, and delivering training and education to other healthcare professionals.

Due to the changing demands as a result of the pandemic, the service became adept at adjusting its delivery by switching between periods of increased in-person work and at times, a greater proportion of virtual support. We refined a hybrid approach to providing support that included working in-person with clients in their homes, at the Hospice, and the Living Well Centre, or when it better meets a client's needs, via telephone, Zoom or Microsoft Teams. This enabled flexibility in our response to clients' needs, thereby enhancing our service.

"Without this service I do not know how I would have coped. I will always be indebted to the Rowans Services for their compassion, understanding and help"

107 young people benefitted from Rowans Meerkat Service support

239 specialist psychology referrals received

84 people attended our support groups

41 people were supported by one of our trained volunteers

From Meerkat to Mentor and Beyond... This is Amelia' story...

When Amelia was 12 years old her Dad, Brian, was diagnosed with cancer, he underwent treatment in hospital and managed to spend one last Christmas with the family, shortly afterwards he died. Amelia was introduced to Sophie from the Meerkat Service who would visit Amelia's house for one to one bereavement support where they would do a variety of activities such a colouring or making sand jars filled with Amelia's favourite memories of her Dad. These sessions were an informal way for Amelia to talk about her thoughts and feelings.

Amelia also attended the Meerkat group sessions where she met other children who were also bereaved. Amelia told us that through the group sessions she made lots of friends and was able to talk about her Dad with other children who had been through the same thing, which was really helpful for her.

An opportunity arose for a number of 'Meerkats' to help create a video, which would be used to help other bereaved children to know they are not alone. Amelia volunteered to tell her story on camera because she wanted to help other children who were going through what she had.

It was when working on the video that Amelia discovered her passion for supporting other children who were bereaved and she became a valued Meerkat Mentor (a young person who has been bereaved and helps facilitate group sessions and events as well as comes up with new ideas for the service).

Amelia told us that she knew from her own experience that sometimes children don't want to talk to adults, so thought it may be easier for children to connect with her as she was younger and understood what they were going through.

As Amelia grew up and started thinking about college and university, she knew that working in bereavement support for children was going to be particularly important to her because of losing her father as a child, and if it wasn't for the support she received from the Rowans Hospice Charity, she believes she would have struggled to come to terms with the death of her father.

Amelia enrolled at University to study Social Work and graduated with a Batchelor of Science Degree with Honours in Social Work. Amelia aims to work as a Social Worker before moving into bereavement support services for children in the future.

Human Resources and Learning & Development

The People Services team supports the Charity in its aim to enable the *right people* to be in the *right place* at the *right time*, and with the *right levels* of skill and training. This continued to prove challenging for the team throughout the reporting period, however, they continued to monitor the on-going impact of the pandemic and the implications for staff and volunteers throughout.

In this second year of COVID-19, when footfall to the Charity's clinical buildings was again restricted, staff and volunteers adopted a working pattern appropriate for their individual roles, in line with the restrictions, and their family and domestic arrangements. Often this meant a hybrid style of working for those whose role allowed such an arrangement.

Recruitment of staff and volunteers became very competitive in the period, and coupled with what has become termed the 'Great Resignation' there was an impact to the Charity in its ability to attract and retain staff and volunteers. Staff turnover was 16.2% for the 2021/22 year and volunteer turnover was 28.2% (this higher percentage for volunteer turnover includes a database cleansing exercise which may account for the higher number year over year).

With increasing competition to attract and retain staff, remuneration and benefits have been considered fully by the People Remuneration Governance Group. Clinical salaries are benchmarked against the NHS Framework, Agenda for Change with retail and business support services reviewed in line with colleague hospices, the local market and relevant professional bodies. The annual percentage pay award is aligned appropriately and benefits such as access to the Employee Assistance programme (EAP) has been valued over this period. COVID-19 related absences contributed to 1.1% of the Charity's staff absence total of 8.1%, albeit this was an improvement on the previous year. However, the management of these absences, because of their unpredictability and immediacy, made for a disruptive landscape operationally. Staff and volunteers were supported by an Occupational Health service and an Employee Assistance Programme.

The Charity successfully navigated its way through the COVID-19 vaccination requirements, with staff and volunteers proactively managing their own processes, 87% of all employees are recorded as fully vaccinated.

Training, education, learning and development for Trustees, internal staff and volunteers, and external clients and services, has continued throughout the reporting period and delivered in line with social distancing rules and/or via Microsoft Teams and Zoom. Line Managers accessed ACAS training, as well Mental Health First Aider training. Funding was secured to continue with SAGE & THYME, to enhance communication skills.

16.2% staff turnover

8.1% sickness absence total

87% staff vaccination total

28.2% volunteer turnover

1161 people attended training courses

The Charity recognises the importance of the Apprenticeship Scheme and continued to offer this opportunity in the reporting period. The scheme provides a very important stepping stone in helping people to begin their careers as is demonstrated with one of the Charity's Apprentices sharing his story and who qualified in the reporting period.

Joe's Apprenticeship Journey:

"I am 21 years old and have been at the Rowans Hospice Charity for four and a half years. I am now a qualified Finance Assistant after completing my Finance AAT Apprenticeship last year.

I did one day at college each week and the other four days working at the Charity. My course was supposed to be for three years however was extended to three and a half years, as College classes had to stop during part of the first Lockdown. During this six-month period, I worked full-time at the Charity and continued to learn and gain experience.

I chose an Apprenticeship as I didn't want to go to college full time and saw opportunities available at the Rowans Hospice Charity as a workplace. I was pleased to find that once my Apprenticeship started, I had a good split of training and working. I didn't want to sit in a classroom all the time and it's been good to be able to link the classroom work with real life work. I came away from the Apprenticeship feeling ready to start my role as a Finance Assistant. When I look back, I have learned so much over the last four and a half years.

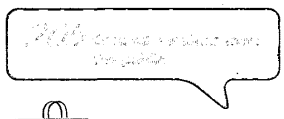
I would highly recommend an Apprenticeship as there is only so much you can learn in the classroom and I gained lots of work experience and enjoyed being in an office environment. If I had to go back to four and a half years ago, I would definitely choose this route all over again."

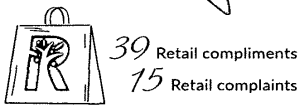
Income Generation

It is heart-warming to report that donations from our many and varied supporters remained at a significant level throughout this second year of the pandemic, despite the very difficult economic and unpredictable climate.

We were fortunate to receive a significant level of legacy income and we will be forever grateful to those who honoured the Charity by making a bequest in their Will. At the same time, we continued to lobby NHS Commissioners in an effort to increase Grant income. The Charity currently receives 11% of its income via this route; the national average is 34% for hospices nationwide.

As with the first year of the pandemic, many fundraising events were held virtually and we continued in our aim to engage participants via our website and social media channels in the reporting period. With the easing of some restrictions in summer 2021, we were able to hold in-person fundraising events once again. The Charity's well-loved Christmas events proved to be popular with our community, and also provided the opportunity to reach supporters that we had been unable to engage with in-person for nearly two years.





39 Retail compliments
15 Retail complaints

We successfully opened two additional retail shops in the summer of 2021: expanding our estate to the western perimeter of our catchment area with a new shop in Park Gate, and the second shop in Havant, an area very popular within our community. For wider appeal, we were proactive in the development of our online shopping platforms - eBay and Depop - and have seen great success at reaching customers nationally and internationally! Retail delivered a very positive return which is due to exceptional hard work and effort, and to the public who have continued to donate high quality items for the Charity to sell.

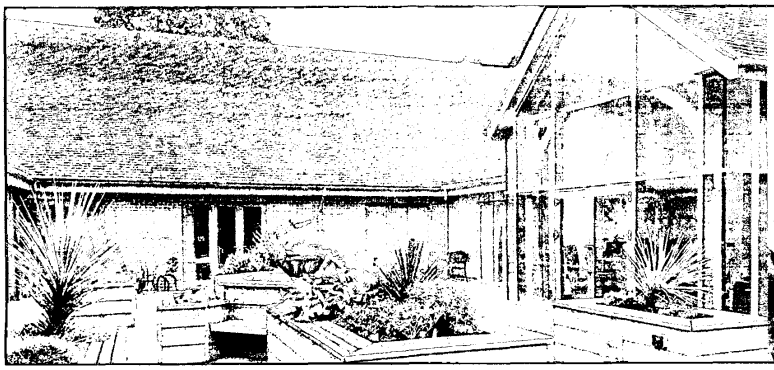
It has been through proactive management, particularly the growth of 'on-line' engagement, that our income streams have not been as negatively impacted as anticipated despite the continued constraints and restrictions in the year. However, in contrast to 2020 there is a new challenge on the horizon and our focus remains to rebuild and maximise income generation, but we are acutely aware how donations are likely to be negatively impacted, as the country heads towards recession.

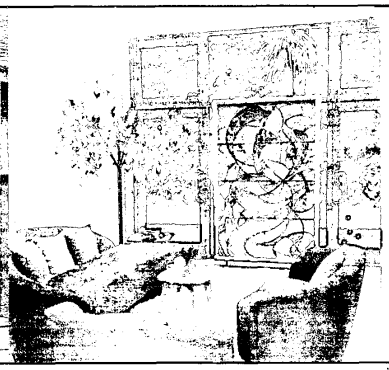
FUNDRAISING REGULATOR

We are registered with the Fundraising Regulator and comply with all the relevant standards set out in the Code of Fundraising Practice. The Code covers the requirements charities must follow as set out in The Charities (Protection and Social Investment) Act 2016 and outlines the behaviour we expect from our fundraisers. It includes treating people fairly and with respect, explaining our cause in a way which does not mislead people, and being sensitive to people who may be in vulnerable circumstances.

5,353 Communications sent eg: acknowledging and thanking for donation

7,000 Players in the LHLL lottery





"I am so proud of what has been achieved and the feedback from our patients, families, staff and volunteers is amazing."

Jenny Redman
Rowans Hospice Charity's Director of Quality and Estates

In-Patient Unit Refurbishment

On 29 July 2019, Phase One of an ambitious project to modernise and refurbish Rowans Hospice began. After 25 years of mainly aesthetic refreshes, many areas were beginning to look tired and outdated. When Rowans Hospice was built, a quarter of a century ago, the in-patient facility was classified 'state of the art,' but through the course of time had become outdated with a somewhat institutional feel. This now required rectification to revive and recreate a therapeutic ambience for the well-being of patients, family members and friends; an environment that would also be enjoyed by staff and volunteers too.

In recent years the Charity's strategy had focused on community engagement, with the building of the Living Well Centre in 2016 and the expansion of Hospice at Home, both of which became vital services during the pandemic. With the new Living Well Centre, adjacent to the main Hospice building, it was time to draw our attention to the refurbishment of the In-patient Unit and two years later, on 23 July 2021, Phase One of the planned transformation was eventually completed.

ROWANS HOSPICE
LIVING WELL CENTRE

Needless to say, undergoing a major refurbishment project during a pandemic, with the need to abide by all the necessary constraints and measurers, was anything but plain sailing. The Capital Appeal to fund the aspired Three Phases of the project needed to be shelved as we turned our attention on raising voluntary income to maintain vital care services, that in 'normal' times, would have been funded by many community events and income from our retail shops. With forced cancellations of events and shop closures the shelved Appeal was rebranded to maintain care services throughout the COVID-19 pandemic. Thankfully, as an essential health care service, emergency funding from the Government in 2020/2021 provided some funding to offset capital expenditure during that period, and eventually we were not only able to complete the clinical refurbishment, but we also increased bedded capacity from 19 to 22 single en-suite bedrooms.

Now, with Phase One completed we take great pleasure in sharing with you some images of the new patient care environment, and look forward to the future when we have reduced COVID constraints and can begin offering tours in appreciation to all those who donated to the Appeals to fulfil Phase One of this ambitious project.

Phase One summary of works is shown below:

- Renovating existing single en-suite bedrooms to include bedside operated remote controls to enable patients to self-adjust the curtains, lighting, heating and air-cooling system.
- Modernising the traditional Chapel to create a beautiful spiritual quiet space and area of reflection that is suitable for the diversity of people who access our services.
- Configuring two new seating areas that look out onto the main courtyard, with new raised flower beds and a unique hand-crafted water feature in the shape of a silver rose.
- Incorporating 'snugs', set back from the walkway where visitors can sit.
- Bespoke carpeting in walkways, designed to create a 'pathway' through town, county and city themed areas, which help orientate visitors through the In-patient Unit.
- Increasing the number of public toilets with disabled access; suitable for all ages and needs, as we begin to welcome back more visitors into the building.
- Modernising assisted bathrooms; one Jacuzzi and one aided bath to complement en-suit walk-in showers.
- Enhancing the physiotherapy gym and rehabilitation area.
- Privacy screening and seating created outside each bedroom with flush thresholds to support safe access to the outside and a smooth transition of beds and wheelchairs.

Following completion of Phase One in July 2021, contractors have continued to fulfil any requirements that have emerged during the rectification stage. A retention fee was held for this purpose and released over four stages, following approval and quality check by the Architect. At the end of the reporting period, Stages 1 and 2 had been completed.

Although operating within a 'fixed fee' contract variations, to include the development of three additional bedrooms and protracted project length, we did incur additional costs.

To date, the overall total cost to complete Phase One was £3.4m and allocated accordingly:

- £2,780,000 contractor fee; this included a negotiated fee to cover the variation requests and to mitigate additional costs incurred by unforeseeable delays.
- £289,000 for fixtures and fittings, to include clinical equipment and soft furnishings.
- £331,000 professional fees and insurance.

Financial Review

Overview

In what has proved to be a very unconventional year, the Rowans Hospice Charity (RHC) reported a surplus of £1.6m in contrast to the deficit of £0.8m that was predicted. The strategy was to utilise surplus financial reserves to offset the deficit until income streams improved.

However, due to significant legacy income; an increase on budgetary predictions for both retail income and charitable donations, along with unexpected emergency Government COVID-19 funding during the Omicron variant, the financial picture was reversed. For another year running, this has left RHC in a much stronger financial position to weather the future, however, another uncertain period where we will be challenged in maintaining our expenditure with rising costs associated with political tensions and economic uncertainty.

The emergency Government COVID-19 funding awarded £488,300 for the period 13 December 2021 to 31 March 2022. This was received in monthly instalments and although funding for February and March was received after the end of the financial year, it was income that was attracted in the reporting period and therefore pertinent to place into this Report and Accounts; and offsetting costs of clinical activity undertaken during this period. Activity was reimbursed at a rate of £165 per bed and £5.50 per community contact, per day. In order to avoid double paying for locally commissioned (CCG funded) services, NHS England then deducted an average 33% of activity from all adult beds (in-patient and hospice at home). Although RHC was very appreciative of this award, there was a disparity across the country due to the utilisation of an average. For RHC, statutory funding from grants and contracts equates to just 9.1 %, which is far short of the average and thus a disadvantage.

Job retention grants (Furlough Scheme) were claimed for all staff, whose roles were negatively impacted by the pandemic until the Scheme ended in August 2021, however by that time the majority of employees had returned to their roles in both clinical, retail and support services. The value of these grants was £35k and overall minimised job losses across RHC for this period, with the exception of a few positions within Charity Retail (distribution and logistics) following a necessary restructure in the wake of closures of seven shops in the previous financial year. With retail re-opening in April 2021, there was only a small amount of grant income (£27k) through Local Authority Grants.

Expenditure

The running costs of the Charity reduced year on year by £702k. A key element to this was a review of staffing structures within the business support services. RHC had undergone a major adjustment as roles and requirements changed in 2020/21 which were further enhanced to support the Charity to build back and support business functions.

In-patient care, comprising of 19 single bedded rooms, was the largest single cost at £3.3m which equates to £476 per room per night. The majority of this cost, is associated with the remuneration of the specialist professional, comprising physicians, nurses, allied health professionals, psychologists and chaplain.

Also, during this period RHC was able to complete the refurbishment and modernisation programme of the In-patient Unit which commenced in July 2019, with the completion of 22 in-patient bedrooms by autumn 2021. 19 beds remained operational throughout the reporting period, based and staffed to a 75% bed occupancy. However, all 22 rooms could be utilised to maintain 19 available beds. as bedrooms were closed for inspection and rectification, 12 months post refurbishment, from July 2020 and throughout the reporting period.

In-patient occupancy did improve slightly (63%) over the reporting period as more people felt confident about utilising in-patient facilities. Deaths in Care Homes and infection rates in hospitals had influenced many to stay at home and clinical staff were utilised flexibly to provide more care within Hospice at Home until confidence was restored. Therefore, clinical costs will compare differently when reviewed over 2019/2020, 2020/2021 and 2021/2022. The cost of the Living Well Centre also decreased for the second year running. The decrease this year equates to £15k, as clinical staff were re-deployed to complement In-Patient Care and Hospice at Home teams, as the need arose.

The truly transformative renovation of the clinical and patient facing areas (Phase One) was at the final stage of completion in the autumn of 2021. Other aspirations (Phase Two and three) to refurbish, develop and enhance therapeutic areas for the bereaved (adults, children and young people) are now 'on hold' for an indefinite period due to financial uncertainty and the need to utilise surplus reserves to off-set the likelihood of planned deficit budgets until income into RHC is increased.

It is however hoped that a proportion of the reserves can be utilised to blend adjacent areas to the In-Patient Unit, and all other 'public-facing' places (Stage Five), to include the Hospice Reception and what is planned to be a communal area for rest and refreshment for all visitors to the Hospice, to include staff and volunteers. This will be dependent on the financial outlook at mid-year 2022/2023. We do however appreciate that any further delay in completion of Phase One (Stage 5) will attract higher costs. Trustees will therefore consider both risk (financial) and opportunity when making this decision. An opportunity, as it could also attract grant funding and raise income via a small capital appeal as we promote the creation of a beautiful refurbished and modernised reception and enlarged communal refectory style restaurant to enhance the therapeutic environment.

£2.8m was invested at 1 April 2021 and a further £0.6m was invested to 31 March 2022. The final total value of investment finished at £3.4m which was £0.2m over the forecast from last year end, which is an extraordinary achievement due to the extended length of the project and the rising costs of materials.

The Financial Strategy to work towards a balanced budget over the next five years, whilst preserving reserves, remains paramount in Trustees' thinking. However, to achieve this, in an economic downturn, feels extremely challenging and therefore the negotiation for a greater amount of statutory income is a primary focus. Attracting the national average of 34% would help us to achieve this and is therefore our aim. The new Commissioning and Investment Framework for Palliative and End of Life (PEOL) Care provides hope for the future along with an amendment to the new Health and Care Act 2022, which places into statute the requirement to publicly fund PEOL Care, to include hospices.

The annual running cost of the services provided by the RHC was the sum of £6m in this fiscal year. This was a reduction from the previous financial year of £28k; reflecting the impact of COVID-19 as costs continued to rise.

In 2021/22 the cost of other trading activities, to include some aspects of fundraising, reduced by £264K, in contrast with the previous year, reflecting the many and varied changes that had to be made to traditional community fundraising activities. £102k of the cost reduction was due to a restructure of staff in the Income Generation department as RHC re-evaluated staff levels needed as we come out of the pandemic.

Income

Total income in 2021/22 was £9.6m; a decrease on levels in 2020/21 of £852k. The decrease is largely attributable to lower NHSE Emergency COVID-19 funding in 2021/22, which provided income of £488k compared to the £2.4m received in 2020/21.

The Charity received £3m income from legacies, which was a very healthy increase in contrast to £1.7m in 2021/22. However legacy income cannot be guaranteed and therefore the Legacy Contingency Fund is held to 'top-up' shortfalls as required; this fund has been held at £1.5m due to the current climate and the risk of recession.

NHS statutory Continuing Health Care (CHC) funding was £ 1.2m, representing 12.6% of total income or 20.3% of charitable costs, associated with the delivery of the Hospice at Home Service. This income has continued to increase with the expansion of the Hospice at Home team to meet the requirements for PEOL Care in South-East Hampshire.

The Charity's Retail arm forecast an operating profit of £225k in what has been a very tough year as we continue to live alongside the Coronavirus and it is therefore heartening to see income exceeding budget by £96k.

Reserves

At the end the financial year £17.3m was held in Reserves. This was an increase of 1.6m from the previous year. Of this value, £28k was restricted and £13.7m was designated for specific purposes (these designated funds are analysed in note 19 to the accounts). After accounting for restricted and designated funds, £3.6m of unrestricted funds were available. This exceeds the target set in the Reserves Policy to hold six months of charitable expenditure and may be suitable to consider for Stage 5 as long as this isn't required to offset predicted deficits until a balanced budget can be achieved.

Movement in Total Funds

The value of the RHC total funds increased by £2.1m in the financial year 2021/22. Restricted funds decreased to £28k as some expenditure, which was delayed due to COVID-19 restrictions previously, has now taken place.

General Reserves have been maintained at £3.6m as per the Reserves Policy to ensure that the RHC has sufficient funds to maintain services for a period of six months should all revenue generation cease. Designated Reserves increased from £12.1m to £13.7m. The Legacy Risk fund was maintained at £1.5m, the Fixed Asset Fund reflected the value of the assets of the organisation at £7.4m. The Hospice Renovation Fund was left with a value of £255k at the end of the year, following an investment gain of £250k during the year, which was reallocated to the fund to support Stage 5.

Key Risks and Opportunities

To manage key risks and opportunities, RHC maintains a Register for each Governance Group, albeit the Clinical and Ethics Governance Groups are amalgamated. The Registers are highlighted and reviewed at the beginning and end of each meeting respectively. The Hospice Executive Group and the Board also review separate Registers.

Potential Risk	Risk Mitigation
RHC's Reputation & Standing within the Community	• Regulatory compliance and reporting e.g. General Data Protection Regulations, Fundraising Regulator • Complaints Policy • Well publicised, efficient and effective external communication channels with stated response timelines • Clear reporting framework with accountabilities and responsibilities • All external communication and PR undergo a stringent review process prior to being published • Regular review of policies and procedures
Insufficient Income & Reserve Funds	• Income Generation Strategy • Financial Accounting & Management Strategy • Reserves Policy annual review • Budgetary Controls Policy • Financial Governance Policy • Budget setting process • Quarterly forecasting process • Monthly statement of assets and reserves to ensure sufficient cash backed re serves are in place should they be needed • Monthly consolidated balance sheet being completed and movements analysed • Weekly monitoring of cash flow and extended to a five-year horizon • Five-year plan to reach a balanced budget, utilising excess reserves to offset a decreasing deficit in tandem with an increase in income • Reserves Policy with contingency reserves to support loss in legacies, impact of Brexit and service investment • Designated Reserve funds set up to clearly show considered risks and deficits being funded through the fund.
Staff and Volunteer Recruitment and Retention	• People Strategy • To achieve accreditation of the Investors in People Wellbeing Assessment • To proactively develop RHC's attractiveness to Staff and Volunteers • To utilise best practice recruitment and onboarding methods • To proactively review People Services metrics • To offer Line Management development, e.g. ACAS, Coach to Lead and Mental Health First Aider certification • To appoint Speak-Up Guardian(s) • To offer Employee/Volunteer Assistance Programme (EAP) • To develop excellent internal communications, publications and engagement activity • To offer Staff and Volunteer Forums
Increased Need of Clinical Services post COVID-19	• To increase capacity through Hospice at Home • Maximise access to beds for patients, ensuring right patient is in the right place at the right time • Opportunity to open further three beds if funding is available
COVID-19 Endemic	• Staff & Volunteer vaccination programme • Government Guidance

Investments

RHC held £7.2m in investments across two platforms on the 31 March 2022, an increase of £1.5m in the year, but with minimal investment returns at just £121k.

One of the investment portfolios remained with CCLA for this financial year with formal bi-annual performance and global economic outlook reports submitted into the Investment Committee and annually into the Board of Trustees. Furthermore, detailed quarterly reports and monthly valuations were also received and reviewed. The investment at the end of the fiscal year was £5.5m, during the year £250k was withdrawn for the Hospice Refurbishment Fund.

RHC's Investment Policy states that investments cannot be made into any assets that derive more than 10% of its income directly or indirectly from tobacco. Details of all of the exclusions to this portfolio can be found on the CCLA website. The CCLA COIF Charities Deposit Fund does not invest directly as it deposits funds to counterparties. However, the fund is governed by the CCLA's in-house ESG integration criteria and environmental, social and governance factors and chimes with the ethical considerations held by Trustees.

RHC continues to hold investments across two CCLA products and aims to hold a value equal to its target level of general funds in the COIF Charities Ethical Investment Fund. This fund is a multi-asset investment portfolio that holds stocks, shares and other investment assets for long term returns. Secondly, funds are held in the COIF Charities Deposit Fund, which was selected to minimise downside risk in unstable markets and can be called upon in the short to medium term. The COIF Charities Deposit Fund has investments in many Banks and Building Societies and has a credit rating of AAA from Fitch, which is the highest possible rating. Whilst returns are comparatively low, the funds are as safely maintained as possible in what has been a very volatile period.

Funds were transferred to CCLA in September 2018 with the bulk being invested in the COIF Charities Ethical Investment Fund. The fund is currently projected to achieve the challenging return of CPI +3% over a five-year rolling period.

Recognising the differing requirements for pools of designated and general funds held by RHC, the Rowans Investment Policy provides two targets for investment returns; one for longer-term funds and a second for funds that might need to be drawn down in the near future. The long-term total return target is a CPI +3% over a five-year rolling period, the short-term return target is base rate + 0.5% over a three-year rolling period. Both of these returns are especially challenging in the current economic climate.

In September 2021, RHC made investments into the CAF Charity Deposit Platform. The initial investment made was £1.275m in 15 different FSC protected financial institutions. The deposit periods across the investments vary but all deposits are set to earn more than the CCLA investment or current bank interest rates.

RHC finished the financial year with £1.615m invested across 19 different FSC protected financial institutions with £93k awaiting investment.

Subsidiary

RHC owns 100% of the share capital of a trading subsidiary: The Rowans Hospice Trading Company Limited, Company Number 02300646. Activity in The Rowans Hospice Trading Company has started to pick up with an increase in income of £19k in comparison to FY21. The Hospice and LWC coffee shops are beginning to return to open up more as the COVID-19 regulations are being eased.

Structure, Governance and Management

The Rowans Hospice is a charitable company limited by Guarantee, registered in England and Wales, company number 02275068 and Registered Charity Number 299731. It was incorporated on the 7th July 1988 and is governed by the Articles of Association.

The object of RHC as established is the relief of sickness, suffering and distress of persons with a terminal illness, progressive chronic illness or increasing and irreversible frailty, in particular by the provision of medical and nursing care and facilities for their care, treatment and benefit.

RHC is governed by the Board of Trustees, which is responsible for the Strategy and Governance of the Hospice. Members of the Board of Trustees are also Directors under Company Law.

Not less than six or more than twelve trustees are appointed by the Members and annually one third retire; being those trustees who have been longest in office.

Full meetings of the Board took place on five occasions in 2021/22 and a Strategy day was held in October 2021. The Board is supported in decision making by detailed scrutiny and recommendations provided by the Governance Groups (sub-committees): Clinical Governance Group, Finance, Audit and Estates Governance Group, Investment Committee, Ethics Governance Group, Legacy Committee (virtual), People and Remuneration Governance Group, Income Generation Governance Group and Information Governance Group.

The following Trustees were in post during the year and up to the date the accounts are signed:

John Watkins (Honorary Chairman)

Louisa Burton (Interim Acting Honorary Treasurer from 16 May 2022)

Jude Diggins (from 01 September 2021)

Eva Dixon (until 01 April 2021)

Elizabeth Emms (until 01 September 2021)

Wendy Greenish (Honorary Vice Chairman)

John Hughes

Eric Norman (from 01 September 2021)

Geoff Page

Deborah Paris (Co-opted Trustee from January 2022)

John Reddy

Anthony Saunders (Honorary Treasurer)

John Taylor

Jacquie Vincent-Coulter (until 05 November 2021)

Ian Young

Trustee Recruitment and Training

Trustees Recruitment and Appointment

All Members of the Charity are notified in writing of Trustee vacancies. In consultation with the Honorary Chairman of Trustees, it is decided when external recruitment is pursued. This is determined based on the current skills of Trustees and identifying any gaps in skills or knowledge.

All candidates applying for the position of Trustee will follow a recruitment and selection process. Prospective Trustees will be interviewed by a panel consisting of Trustees and the Chief Executive. The Panel will produce a shortlist of suitable applicants prior to formal interviews.

The recommendations of the Interview Panel will be made to the full Board of Trustees and any successful applicants will be co-opted until the next AGM, when Members will have the opportunity to ratify the appointment.

Trustees Induction and Training

The Chairman of the Board of Trustees ensures that an appropriate Induction Training Programme is arranged and completed within three months of appointment.

The Induction comprises formal induction training including: clarification of legal responsibilities, Charity Commission requirements of Trustees, strategic issues, governance issues, familiarity with the Articles of Association and all relevant induction material to allow Trustees to understand the Charity's purpose, financial position and current issues.

Formal meetings are arranged for a new Trustee to meet with all Executive Team members. An appraisal meeting between the Chair and the new Trustee will be arranged six months after appointment.

Management Team

The Trustees are responsible for the overall Governance of the Hospice. To achieve this, they have appointed a management team who are full time paid employees of the Charity. The Chief Executive leads the team to spearhead the Charity's implementation of its objectives in a tough and ever-changing health and social care market.

The Hospice Executive Team comprises:

Ruth White Chief Executive

Susan Aistrope Director of Finance & Information Technology (until December 2021)

Samantha Jelliff Director of Finance & Information Technology (from March 2022)

Erika Lipscombe Director of Clinical Services (Matron)

Carol Milner Director of People Services & Income Generation

P-J Morey Medical Director

Jenny Redman Director of Quality and Estates

The Trustees have approved a detailed schedule of delegations to make it clear which decisions are reserved for the Board of Trustees and which can be made by Governance Groups or members of the Hospice Executive Team.

Setting Pay

The Rowans Hospice Board has a dedicated People and Remuneration Governance Group, which considers remuneration across the Charity and makes recommendations to the respective Boards. This Governance Group meets quarterly and in advance of budget setting.

Remunerated roles within the Rowans Hospice Charity are regularly benchmarked against a number of different channels; an Agenda for Change based scheme (NHS payment and awards scheme), Hospices locally and nationally and other business sectors. The Charity observes the Living Wage for all employees.

Related Parties and Relationships with other Organisations

Rowans Hospice Charity works in close partnership with NHS Trusts supporting the care pathway as patients transition between hospice, hospital and community settings. Namely Solent NHS Trust, Southern Health NHS Trust (SHFT) and Portsmouth Hospitals University Trust (PHU).

Charity and NHS employees provide a seamless service to patients and their families and where In-Patient Care is provided by NHS professionals e.g. Consultants in Palliative Medicine (SHFT) and Occupational Therapists (Solent and SHFT), that work both within the Hospice and the community, RHC contributes towards an agreed proportion of their salary, based on the amount of time that is devoted to care provided within the Hospice. A financial contribution is also given to SHFT for the provision of Clinical Specialist Nursing support to patients residing in West Hampshire, within the Charity's 'Area of Care 'but outside of the area for the SHFT CNS Team. These arrangements allow patients to receive a seamless service from specialist palliative care professional operating in partnership across organisational boundaries.

RHC is also a Member of Hospice UK and has formed a formal collaborative relationship with other independent Hospices across Hampshire and the Isle of Wight, with the exchange of financial resources to benefit the group.

Statement of Trustees' Responsibilities

Trustees are also Directors of the Rowans Hospice Charity for the purposes of Company Law, and are responsible for preparing the Trustees' report (including the Group Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Trustees are covered by Indemnity Insurance, which financially protects individuals in positions of authority if a claim is made against them for committing a wrongful act that is damaging to the organisation.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group as at the balance sheet date, and of the charitable company's net movement in funds, including income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities SORP. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the company and the Group's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

They are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees' report incorporating the Strategic Report was approved and authorised by the Board of Trustees on 20 July 2022 and is signed on their behalf by

John Watkins
Honorary Chairman of Trustees

Independent Auditor's Report to the Members of Rowans Hospice

Opinion
We have audited the financial statements of Rowans Hospice for the year-ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:
- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's 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.

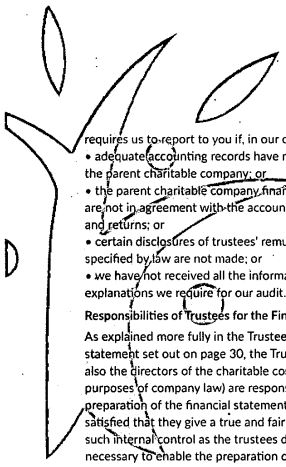
Other Information
The Trustees are responsible for the other information. The other information comprises the information included in the Trustee and Strategic Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in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

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

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Trustee and Strategic 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 and Strategic 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 Trustee and Strategic Report (which incorporates the strategic report and the directors' report prepared for the purpose of company law).

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
• 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 30, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
Irregularities, including fraud, are instances of noncompliance 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/charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to health and social care and to registered charities, 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 and the Charities Act 2011, and other factors such as income tax, payroll tax and sales 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 areas of estimation uncertainty and to manual accounting journals. Audit procedures performed by the engagement team included:
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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.

Siobhan Holmes (Senior Statutory Auditor)
For and behalf of Haysmacintyre LLP, Statutory Auditor
20 July 2022
10 Queen Street Place London EC4R 1AG

Financial Accounts

Consolidated Statement of Financial Activities Including Income and Expenditure Account for the Year Ended 31 March 2022

	Notes	Unrestricted funds	Designated funds	Restricted funds	Total funds 2022	Total funds 2021
		£	£	£	£	£
Income From:						
Donations and legacies	2	5,018,281	-	620,034	5,638,315	7,163,572
Charitable activities	3	1,463,356	-	-	1,463,356	1,815,519
Rowans Hospice Trading Company	4	79,370	-	-	79,370	40,102
Other Trading Activities	5	2,264,286	-	-	2,264,286	1,282,363
Investment income	6	121,256	-	-	121,256	116,874
Total Income		8,946,549	-	620,034	9,566,583	10,418,430
Expenditure on:						
Raising Funds						
Rowans Hospice Trading Company	4	36,934	-	-	36,934	164,186
Other Trading Activities	7	2,297,682	-	-	2,297,682	2,562,139
Charitable Activities:						
In-patient care	8	2,654,731	-	639,826	3,294,557	3,461,178
Hospice at Home	8	1,264,481	-	-	1,264,481	1,423,575
Living Well Centre	8	603,473	-	-	603,473	617,776
Community care	8	253,337	-	-	253,337	264,944
Bereavement support	8	371,607	-	-	371,607	362,568
Clinical education and training	8	177,139	-	-	177,139	145,286
Total Expenditure		7,659,384	-	639,826	8,299,210	9,001,652
Net Gains/(Losses) on Investments	13	351,823	-	-	351,823	671,248
Net Income/(Expenditure)		1,638,988	-	(19,792)	1,619,196	2,088,026
Transfers between funds		(1,638,988)	1,638,988	-	-	-
Net Movement in Funds		-	1,638,988	(19,792)	1,619,196	2,088,026
Reconciliation of Funds						
Total funds brought forward		3,600,000	12,069,901	47,662	15,717,563	13,629,537
Total funds carried forward		3,600,000	13,708,889	27,870	17,336,759	15,717,563

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Comparative figures by fund for the year to 31 March 2021 are detailed in notes 19 and 25.

Consolidated and Charity Balance Sheet as at 31 March 2022

	Notes	Group 2022	Group 2021	Charity 2022	Charity 2021
		£	£	£	£
Fixed Assets					
Tangible assets	12	3,995,450	4,129,835	3,995,450	4,129,835
Investments	13	7,176,409	5,663,793	7,176,409	5,663,795
Assets under construction	12	3,411,335	2,779,835	3,411,335	2,779,835
Total Fixed Assets		14,583,194	12,573,463	14,583,194	12,573,465
Current Assets					
Stock		310	2,408	-	-
Debtors	14	2,612,167	2,212,576	2,611,413	2,194,626
Cash at bank and in hand		917,412	1,902,634	871,340	1,892,120
Total Current Assets		3,529,889	4,117,618	3,482,753	4,086,746
Liabilities					
Creditors: amounts falling due within one year	15	(776,324)	(973,518)	(801,396)	(972,417)
Net Current Assets		2,753,565	3,144,100	2,681,357	3,114,329
Total assets less current liabilities		17,336,759	15,717,563	17,264,551	15,687,795
Total Net Assets		17,336,759	15,717,563	17,264,551	15,687,795
Reserves					
Restricted funds	18	27,870	47,662	27,870	47,662
Unrestricted funds					
General funds	19	3,600,000	3,600,000	3,527,792	3,570,232
Designated funds	19	13,708,889	12,069,901	13,708,889	12,069,901
		17,336,759	15,717,563	17,264,551	15,687,795

On behalf of the Board

Mr J Watkins
Honorary Chairman

Ms L Burton
Interim Acting Honorary Treasurer

Company Registration Number: 02275068
Charity Registration Number: 299731

The turnover for the Charity (i.e. excluding The Rowans Trading Company) was £9.5m (2021: £11.1m) and the net movement in funds in the Charity was £1.6m (2021: £2.2m).

Statement of Cash Flows and Consolidated Statement of Cash Flows for The Year Ended 31 March 2022

	Notes	Group 2022	Group 2021
		£	£
Cash Flows from Operating Activities			
Net cash provided by operating activities	21	1,068,421	1,922,257
Cash Flows from Investing Activities			
Dividends and interest from investments		121,256	116,874
Purchase of property, plant and equipment and AUC		(731,854)	(1,351,448)
Cash transferred to/(from) investments		(1,443,045)	500,000
Net cash used in investing activities		(2,053,643)	(734,574)
Change in cash and cash equivalents in the reporting period		(985,222)	1,187,683
Cash and cash equivalents at the beginning of the reporting period		1,902,634	714,951
Cash and cash equivalents at the end of the reporting period		917,412	1,902,634

Notes to the Financial Statements for the Year Ended 31 March 2022

1. Accounting policies

Company Information

The Rowans Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Purbrook Heath Road, Purbrook, Waterlooville, Hampshire, PO7 5RU.

Accounting Convention:

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 2015 (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. Rowans Hospice meets the definition of a public benefit entity under FRS 102. The accounts are prepared in Sterling, which is the functional currency of the Charity. The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Legal Status - The Charity is incorporated as a company limited by guarantee having no share capital and so in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

Group financial statements - The accounts consolidate the financial statements of The Rowans Hospice and its wholly-owned subsidiary on a line by line basis. The Rowans Hospice Trading Company Ltd (02300646). Transactions and balances between the Charity and its subsidiary have been eliminated from the consolidated financial statements.

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the Charity alone.

Going Concern - At the time of approving the accounts, the trustees believe the Charity and group has adequate financial resources and is well placed to manage its business risks. The Trustees believe there are no material uncertainties that call into doubt the charity's ability to continue. The COVID-19 pandemic has impacted the Charity's finances in 2021/22 although government assistance via NHSE grants, local authority retail grants and the Job Retention Scheme have all helped mitigate the effect. The trustees are satisfied that this will not impact the sustainability of the Charity in the long term. The accounts therefore have been prepared on the basis that the charity and group is a going concern.

Fund Accounting:

The Charity maintains various types of funds as follows:

Restricted Funds - Restricted income funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

General Unrestricted Funds - General unrestricted funds represent unrestricted income which is expendable at the discretion of the Trustees in the furtherance of the objects of the Charity.

Designated Funds - Designated funds represent amounts which have been set aside out of unrestricted funds at the discretion of the Trustees to fund specific planned future expenditure or manage identified risks.

Income

All income is accounted for when the Charity has entitlement, the receipt is probable and the amount is measurable.

Donations - Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported separately in note 7 to the financial statements.

Legacies - Legacies are recognised when all the three criteria below are met:

a. Establish entitlement - being when Probate is granted and the will becomes a public document.

b. Where receipt is probable - being named in a will makes a receipt probable.

c. The amount is measurable - in practice this could come from estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed. Measurability will also be met where a reasonably accurate assessment can be made of the value.

Grants (Including Government Grants) - Grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance. Where the grant is received in advance of performance its recognition is deferred and included in creditors.

Where entitlement occurs before the grant is received, it is accrued in debtors.

Volunteers - No amounts are included in the financial statements for services donated by volunteers as COVID continued to challenge fundraising through 2021 and 2022.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities: namely fundraising, In-Patient Care, Hospice at Home, The Living Well Centre, Bereavement Support, Community Support and Education and Training. Where expenditure relates to more than one cost category, it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs, which include governance costs and are shown in note 8, support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings. The method of apportionment uses the most appropriate basis for each department. Support costs include People Services, Information Technology, Finance, Facilities, and Governance costs.

Tangible fixed assets - Tangible fixed assets are included at cost, assets at below £500 in value are not capitalised.

Depreciation is provided on a straight line basis, in order to write off the assets over their useful lives.

Land and Buildings	50 years or the expected life of the lease
Fixtures and Fittings	5 years
Computer Equipment	3 years
Motor Vehicles	6 years

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value.

Any impairment is recognised in the Consolidated Statement of Financial Activities in the year in which it occurs.

Investments - Investments are valued at the mid-market price. Realised and unrealised gains and losses for the year are shown in the statement of financial activities.

Stock - Stock is valued at the lower of cost and net realisable value.

Cash and cash equivalents - Cash and cash equivalents include cash in hand and deposits held in Rowans bank accounts.

Financial instruments - The Charity operates basic financial instruments in terms of its assets and liabilities.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when the company's contractual obligations expire or are discharged, or cancelled.

Basic financial assets - Basic financial assets, which include trade and other receivables and cash and bank balances, are measured at settlement amount.

Basic financial liabilities - Basic financial liabilities, including trade and other payables, are recognised at settlement amount.

Leasing - Operating lease rentals are recognised in the statement of financial activities as incurred. All of the Charity's leases and hire agreements are considered to be operating leases.

Pensions - The charity contributes to the NHS pension scheme or, employees not entitled to join the NHS scheme are auto-enrolled into the Group defined contribution pension schemes. Contributions are charged to the profit and loss account as they become payable.

Employee Benefits - Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Donated Goods - The Trustees consider that the valuation of goods donated 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.

Critical accounting judgements and estimates - In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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. The key areas that are deemed to be material for these financial statements are as follows:

Accruing for income derived from legacies where complicated issues surrounding the measurement of the Group's entitlement to income existed at the year end.

2. Donations and Legacies

	Unrestricted funds	Restricted funds	2022	Unrestricted funds	Restricted funds	2021
	£	£	£	£	£	£
Retail gift aid donations	609,405	-	609,405	140,037	-	140,037
NHSE Emergency COVID-19 funding	-	488,300	488,300	-	2,377,325	2,377,325
COVID-19 Furlough funding	34,880	-	34,880	783,167	-	783,167
COVID-19 local authority grants (retail)	26,670	-	26,670	217,886	-	217,886
Legacies	3,006,718	-	3,006,718	1,713,244	-	1,713,244
Grant Making Trusts	192,111	131,734	323,845	188,097	77,000	265,097
Other donations	1,148,497	-	1,148,497	1,666,816	-	1,666,816
	5,018,281	620,034	5,638,315	4,709,247	2,454,325	7,163,572

3. Income from Charitable Activities

	Unrestricted funds	Restricted funds	2022	Unrestricted funds	Restricted funds	2021
	£	£	£	£	£	£
NHS CCG Grants	878,827	-	878,827	766,553	-	766,553
NHS contracts	21,509	-	21,509	62,116	-	62,116
Local Authority contracts	202,289	-	202,289	202,289	-	202,289
CHC Contract	334,329	-	334,329	749,650	-	749,650
Education Income	26,402	-	26,402	34,911	-	34,911
	1,463,356	-	1,463,356	1,815,519	-	1,815,519

4. Income from Trading Activities of Subsidiaries

The Rowans Hospice Trading Company Limited (02300646) operates selling new goods from the Hospice Retail outlets. The Trading company also runs two coffee shops for staff and visitors at the Rowans Hospice and Living Well Centre. The registered address of The Rowans Hospice Trading Company is Rowans Hospice, Purbrook Heath Road, Waterlooville, Hants, PO7 5RU.

The Rowans Hospice Trading Company Limited covenants its profit to the Charity. A summary of its trading results is shown below.

	2022 Trading Co Accounts	2022 Consolidated Accounts	2021 Trading Co Accounts	2021 Consolidated Accounts
Income	£	£	£	£
Sale of new goods	23,082	23,082	13,199	13,199
Catering income	30,158	30,158	21,009	21,009
Turnover	53,240	53,240	34,208	34,208
Less Intercompany Transactions				
Commission on retail gift aid	26,130	26,130	5,894	5,894
Income Excluding Intercompany Transactions	79,370	79,370	40,102	40,102
Expenditure				
Cost of sales	17,430	17,430	95,401	95,401
Less Intercompany Transactions				
Charges for services provided by Rowans Hospice	19,504	-	68,785	-
Expenditure Excluding Intercompany Transactions	36,934	17,430	164,186	95,401
Profit/(Loss)	42,436	61,940	(124,084)	(55,299)
Total Contribution to the Hospice				
Profit/(loss)	42,436	61,940	(124,084)	(55,299)
Charges for services provided by Rowans Hospice		(19,504)		(68,785)
Total Contribution to Hospice		42,436		(124,084)

4. Income from Trading Activities of Subsidiaries continued

	2022	2021
	£	£
Net Profit/(loss)	61,940	(55,299)
Net charge to the Hospice	(19,504)	(68,785)
Retained in subsidiary	42,436	(124,084)

	2022	2021
	£	£
Total assets	79,070	45,732
Total liabilities	(6,865)	(16,054)
Funds (representing share capital and reserves)	72,205	29,678

5. Other Trading Activities

	Unrestricted funds	Restricted funds	2022	Unrestricted funds	Restricted funds	2021
	£	£	£	£	£	£
Support Groups	32,336	-	32,336	30,747	-	30,747
Rowans Retail revenue	1,589,996	-	1,589,996	426,600	-	426,600
Hospice events	109,492	-	109,492	104,886	-	104,886
Rowans Hospice raffles and lottery	432,249	-	432,249	613,631	-	613,631
Other activities	85,453	-	85,453	82,002	-	82,002
Insurance proceeds	14,760	-	14,760	24,497	-	24,497
	2,264,286	-	2,264,286	1,282,363	-	1,282,363

6. Investment Income

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
UK bank interest receivable	150	-	150	2,968
Income from UK listed investments	121,106	-	121,106	113,906
Hospice events	121,256	-	121,256	116,874

7. Fundraising Expenditure

	2022	2021
	£	£
Fundraising staff	193,686	296,204
Hospice events	10,356	6,799
Lottery and raffle operating costs	21,475	91,549
Investment management costs	32,254	32,215
Other fundraising costs	82,573	57,561
Rowans Retail operating costs	1,676,111	1,766,703
Support Costs (note 8)	281,226	311,108
	2,297,682	2,562,139

Support costs have been allocated to fundraising this year to reflect the usage of these resources, as explained in the accounting policies in note 1.

8. Analysis of Expenditure on Charitable Activities and Fundraising 2021-2022

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical, Education and Training	Fundraising	Total costs	
	£	£	£	£	£	£	£	£	
Direct Costs	1,764,110	1,041,198	326,880	149,100	244,914	24,062	2,016,455	5,566,718	
Consultants and doctors	447,069	-	-	-	-	-	-	447,069	1
Physiotherapists	56,079	-	62,309	-	-	6,231	-	124,619	1
Social work team	123,710	-	3,299	36,288	-	1,649	-	164,947	1
Chaplaincy	33,678	591	7,681	4,136	12,998	-	-	59,084	1
Occupational therapist	27,149	-	11,295	-	-	1,189	-	39,633	1
Clinical support costs and consumables	43,041	25,403	7,975	3,638	5,975	587	-	86,619	4
Premises and equipment	260,675	42,968	44,401	30,078	37,239	14,323	3,581	433,265	2
Catering	217,968	-	-	-	-	-	-	217,968	1
	2,973,477	1,110,160	463,840	223,239	301,127	48,042	2,020,036	7,139,921	
Support Costs									
People services	39,267	37,061	31,326	-	24,707	94,859	81,623	308,843	3
IT	83,147	43,393	51,135	2,469	12,529	6,644	32,534	231,851	3
Finance	70,209	46,524	31,431	11,687	13,378	15,738	145,381	334,348	3
Property and F&F depreciation	120,333	19,835	20,496	13,885	17,190	6,612	1,653	200,004	2
Governance	8,125	7,508	5,245	2,057	2,674	5,245	16,455	47,308	3
Total	**3,294,557**	**1,264,481**	**603,473**	**253,337**	**371,607**	**177,139**	**2,297,682**	**8,262,275**	

1 Apportioned based on staff work plans/usage
2 Apportioned based on square footage occupied by team
3 Apportioned based on number of team members
4 Apportioned based on direct costs

8. Analysis of Expenditure on Charitable Activities and Fundraising 2020-2021

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical, Education and Training	Fundraising	Total costs	
	£	£	£	£	£	£	£	£	
Direct Costs	1,725,810	1,139,754	334,982	143,167	235,057	24,975	2,251,030	5,854,775	
Consultants and doctors	528,492	-	-	-	-	-	-	528,492	1
Physiotherapists	54,832	-	60,926	-	-	6,093	-	121,851	1
Social work team	144,921	-	3,865	42,510	-	1,932	-	193,227	1
Chaplaincy	44,086	2,939	2,939	2,939	5,878	-	-	58,781	1
Occupational therapist	38,369	-	15,964	-	-	1,680	-	56,013	1
Clinical support costs and consumables	52,237	34,498	10,139	4,333	7,115	756	-	109,078	4
Premises and equipment	270,053	44,514	45,998	31,160	38,579	14,838	3,710	448,852	2
Catering	209,898	-	-	-	-	-	-	209,898	1
	3,068,698	1,221,705	474,812	224,109	286,629	50,274	2,254,740	7,580,968	
Support Costs									
People services	56,425	39,497	25,705	5,642	22,570	58,305	117,865	326,009	3
IT	80,173	54,271	43,992	5,345	18,227	9,730	37,688	249,427	3
Finance	123,109	78,612	47,526	13,905	15,883	16,810	114,519	410,364	3
Property and F&F depreciation	120,752	19,904	20,568	13,933	17,250	6,635	1,659	200,701	2
Governance	12,021	9,587	5,174	2,009	2,009	3,530	35,668	69,997	3
Total	**3,461,178**	**1,423,575**	**617,776**	**264,944**	**362,568**	**145,286**	**2,562,139**	**8,837,465**	

1 Apportioned based on staff work plans/usage
2 Apportioned based on square footage occupied by team
3 Apportioned based on number of team members
4 Apportioned based on direct costs

9. Net Income

	2022	2021
Consolidated net income/(expenditure) is stated after charging:	£	£
Operating lease rentals		
- land and buildings	338,752	335,209
- photocopier	12,578	12,141
Depreciation - owned assets	200,004	243,276
Auditors' remuneration		
- audit - Charity	13,000	12,350
- audit - Trading Company	3,000	2,100
- tax advice	1,100	350

10. Staff Costs

	2022	2021
	£	£
Wages and salaries	5,314,204	5,514,605
NI and PAYE	428,283	431,355
Other pension costs	381,600	409,456
Termination payment	-	86,385
	6,124,087	6,441,801

The average head count was 244 (2021: 259). The average number of employees, calculated on a whole-time equivalent basis, analysed by function was:

	2022	2021
	Number	Number
Charitable activities	92	85
Cost of generating funds	76	73
	168	158

Number of employees whose remuneration fell within the following ranges:

	2022	2021
	Number	Number
£60,000 - £70,000	2	1
£70,000 - £80,000	2	2
£80,000 - £90,000	-	1
£90,000 - £100,000	1	-

Pension contributions in respect of employees earning £60,000 or more were £35,295 (2021: £32,991).

Total employee benefits for key management personnel £414,250 (2021: £386,806).

Volunteers - No amounts are included in the financial statements for services donated by volunteers. Volunteers contributed 38,532 hours in 2021/22.

11. Trustees

No member of the Board of Trustees received any emoluments during the year (2021: £Nil). Expenses to the value of £260 were paid to trustees in the year (2021: £Nil)

Trustees donated £1,650 unrestricted income (2021: £1,265).

12. Tangible Fixed Assets

	AUC Hospice Refurb	Land and Buildings	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2021	2,779,835	5,944,727	465,737	257,483	73,443	9,521,225
Additions	631,500	32,717	33,953	33,384	-	731,854
Disposals	-	-	-	-	-	-
At 31 March 2022	3,411,335	5,977,444	499,690	291,167	73,443	10,253,079
Depreciation						
At 1 April 2021	-	1,973,071	367,734	227,618	43,134	2,611,556
Charge for the year	-	144,152	47,328	33,940	9,318	234,738
Disposals	-	-	-	-	-	-
At 31 March 2022	-	2,117,223	415,062	261,558	52,451	2,846,294
Net book value						
At 31 March 2022	3,411,335	3,860,221	84,628	29,609	20,992	7,406,785
At 31 March 2021	2,779,835	3,971,656	98,003	29,865	30,310	6,909,669

In the event that the Freehold Property ceased to be owned by the Rowans, there is a restrictive covenant in favour of the donor of the land. Land and Buildings includes Freehold interests of £2,455k, long leasehold interests of £1,924k and short leasehold interests of £24k.

Historically costs of the Hospice refurbishment have been included within the Land and Buildings category. Going forward any AUC will be identified separately as above.

13. Investments (Charity only)

	2022	2021
	£	£
Fair value at 1 April 2021	3,817,604	3,179,570
Disposals	(250,000)	-
Unrealised gains on investments	351,823	671,248
Investment management fees (netted off)	(32,254)	(33,214)
Market value at 31 March 2022	3,887,173	3,817,604
Cash held in investment portfolio	3,289,234	1,846,189
Fair value of listed investments and cash held at 31 March 2022	7,176,407	5,663,793
Unlisted investment in subsidiaries	2	2
Total Investments	7,176,409	5,663,795
Represented by		
UK listed investments	3,887,173	3,817,604
Unlisted investment in subsidiary	2	2
Cash held as part of portfolio	3,289,234	1,846,189
	7,176,409	5,663,795

Cash held as part of portfolio has increased in the year due to the investment in the CAF Charity Deposit Platform as discussed on page 27.

14. Debtors

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Debtors falling due within one year				
Accrued legacy income	1,654,374	1,351,162	1,654,374	1,351,162
Other debtors	800,499	713,450	799,745	695,500
Prepayments	157,294	147,964	157,294	147,964
	2,612,167	2,212,576	2,611,413	2,194,626

15. Creditors: Amounts falling due within one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Trade creditors	234,037	245,318	232,816	231,365
Accrued expenses and deferred income	397,930	515,514	394,766	513,414
Monies held as agents	33,092	32,572	33,092	32,572
Other tax and social security	111,265	98,987	111,265	98,987
Intercompany	-	76,351	29,457	91,303
Other creditors	-	4,776	-	4,776
	776,324	973,518	801,396	972,417

Deferred Income

Income is deferred to the extent that it relates to an event or activity that occurs in a subsequent accounting period.

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Brought forward	82,293	63,885	82,293	63,885
Deferred in the year	486,832	331,832	486,832	331,832
Released in the year	(509,443)	(313,424)	(509,443)	(313,424)
Carried forward at 1 April	59,682	82,293	59,682	82,293

Deferred income consists of lottery payments made in advance £32,390 (2021: £37,605) also Continuing Health Care payments claimed in advance as agreed £27,292 (2021: £32,000).

16. Capital Commitment note

	2022	2021
	£	£
Hospice Refurbishment	603,555	565,061

17. Operating lease commitments

The following operating leases are subject to future commitments and are the same for both the Group and the Charity

	2022	2021
	£	£
Expiring:		
Within one year	294,004	283,884
Between two and five years	878,878	855,413
In more than five years	83,591	235,328
	1,256,473	1,374,625

18. Restricted Funds

	Balance 1 April 2021	Income	Expenditure	Transfers	Balance 31 March 2022
	£	£	£	£	£
Group and Charity					
NHS Emergency Covid Funding	-	488,300	(488,300)	-	-
Violet Squire Love of Roses Bursary Fund	8,098	-	(618)	-	7,480
Aged Veterans Fund	17,271	600	(17,871)	-	-
Heart Failure Workshops	1,000	7,750	-	-	8,750
Other restricted funds	21,293	123,384	(133,038)	-	11,639
	47,662	620,034	(639,826)	-	27,870

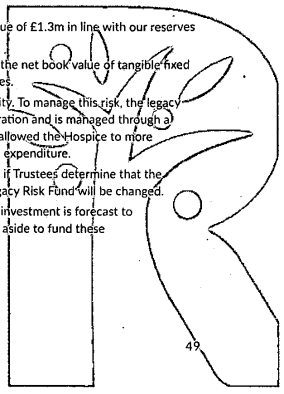
- Emergency funding was provided by the NHS through Hospice UK to enable the hospice to be able to provide capacity through 2021/22
- The Violet Squires Love of Roses Bursary Fund was set up on 26 June 1996 with a donation of £14,000 from Mr D J Squire to fund nurse training by the payment of bursaries. This is currently being used to fund a PhD qualification.
- The Aged Veterans Fund uses Libor funding to support service veterans as they near the end of life.
- Heart Failure Workshops will be hosted in the Living Well Centre.
- Other restricted funds represent donations and fundraising given for specific projects.

	Balance 1 April 2020	Income	Expenditure	Transfers	Balance 31 March 2021
	£	£	£	£	£
Group and Charity					
NHS Emergency Covid Funding	-	2,366,150	(2,366,150)	-	-
Violet Squire Love of Roses Bursary Fund	10,300	-	(2,202)	-	8,098
Hospice Renovation	-	88,177	(88,177)	-	-
Education Facilitator Grant - Health Education England	11,650	-	(11,650)	-	-
Aged Veterans Fund	33,813	-	(16,543)	-	17,271
Other restricted funds	22,293	-	-	-	22,293
	78,056	2,454,327	(2,484,721)	-	47,662

19. Summary of funds 2022

	Balance 1 April 2021	Income	Expenditure	Transfers	Balance 31 March 2022
	£	£	£	£	£
Group					
Restricted funds	47,662	620,034	(639,826)	-	27,870
General funds	3,600,000	8,946,549	(7,659,384)	(1,287,165)	3,600,000
Designated funds:					
Fixed asset fund	6,909,670	-	-	497,115	7,406,785
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	3,024,368	-	-	1,522,938	4,547,306
Hospice Renovation Fund	635,863	-	-	(381,065)	254,798
	12,069,901	-	-	1,638,988	13,708,889
Total funds (Group)	15,717,563	9,566,583	(8,299,210)	351,823	17,336,759
Charity					
Restricted funds	47,662	620,034	(639,826)	-	27,870
General funds	3,570,232	8,867,179	(7,622,454)	(1,287,165)	3,527,792
Designated funds:					
Fixed Asset Fund	6,909,670	-	-	497,115	7,406,785
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	3,024,368	-	-	1,522,938	4,547,306
Hospice Renovation Fund	635,863	-	-	(381,065)	254,798
	12,069,901	-	-	1,638,988	13,708,889
Total funds (Charity)	15,687,795	9,487,213	(8,262,280)	351,823	17,264,551

- Funds have been moved from general funds to designated funds to the value of £1.3m in line with our reserves policy which maintains general funds at £3.6m.
- The Fixed Asset Fund has been set up to show those funds that represent the net book value of tangible fixed assets and are therefore not freely available to spend on charitable activities.
- Legacy income risk is amongst the most significant risks faced by the Charity. To manage this risk, the legacy income risk element has been removed from the general reserves consideration and is managed through a dedicated designated fund. The Legacy Income Risk Designated Fund has allowed the Hospice to more confidently budget legacy income and thus commit to increased charitable expenditure.
- The legacy risk is reviewed annually during the budget setting process and if Trustees determine that the risk associated with legacies has changed, then the amount held in the Legacy Risk Fund will be changed.
- The Trustees have approved a five-year plan to invest in the Hospice. This investment is forecast to spend over £3 million over the five years, the Service Investment Fund set aside to fund these investment activities.



19. Summary of funds 2021

	Balance 1 April 2020	Income	Expenditure	Transfers	Balance 31 March 2021
	£	£	£	£	£
Group					
Restricted funds	78,057	2,454,325	(2,484,720)	-	47,662
General funds	2,282,432	7,964,105	(6,516,932)	(129,605)	3,600,000
Designated funds:					
Fixed asset fund	5,769,048	-	-	1,140,622	6,909,670
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	-	524,368	3,024,368
Hospice Renovation Fund	1,500,000	-	-	(864,137)	635,863
	11,269,048	-	-	800,853	12,069,901
Total funds (Group)	13,629,537	10,418,430	(9,001,652)	671,248	15,717,563
Charity					
Restricted funds	78,057	2,454,325	(2,484,720)	-	47,662
General funds	2,128,576	8,034,310	(6,463,049)	(129,605)	3,570,232
Designated funds:					
Fixed Asset Fund	5,769,048	-	-	1,140,622	6,909,670
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	-	524,368	3,024,368
Hospice Renovation Fund	1,500,000	-	-	(864,137)	635,863
	11,269,048	-	-	800,853	12,069,901
Total funds (Charity)	13,475,681	10,488,635	(8,947,769)	671,248	15,687,795

20. Analysis of Net Assets Between Funds 2022

	Restricted funds	Designated funds	General Funds	Total
	£	£	£	£
Group				
Tangible fixed assets	-	7,406,785	-	7,406,785
Investments	-	4,802,104	2,374,305	7,176,409
Net current assets	27,870	1,500,000	1,225,695	2,753,565
Total net assets	27,870	13,708,889	3,600,000	17,336,759
Charity				
Tangible fixed assets	-	7,406,785	-	7,406,785
Investments	-	4,802,104	2,374,305	7,176,409
Net current assets	27,870	1,500,000	1,153,487	2,681,357
Total net assets	27,870	13,708,889	3,527,792	17,264,551

Analysis of Net Assets Between Funds 2021

	Restricted funds	Designated funds	General Funds	Total
	£	£	£	£
Group				
Tangible fixed assets	-	6,909,670	-	6,909,670
Investments	-	1,926,839	3,736,955	5,663,794
Net current assets	47,662	3,233,392	(136,955)	3,144,099
Total net assets	47,662	12,069,901	3,600,000	15,717,563
Charity				
Tangible fixed assets	-	6,909,670	-	6,909,670
Investments	-	1,926,839	3,736,955	5,663,794
Net current assets	47,662	3,233,392	(166,723)	3,114,331
Total net assets	47,662	12,069,901	3,570,232	15,687,795

21. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	Group 2022	Group 2021
	£	£
Net movement in funds	1,619,196	2,088,026
Adjustment for:		
Depreciation charges	234,738	243,277
Loss on disposal of tangible fixed asset	-	8,252
Proceeds from investment sales	250,000	-
(Gains) on investment	(351,823)	(671,248)
Dividends and interest from investments	(121,256)	(116,874)
Investment management fees	32,254	33,214
(Increase)/decrease in stocks	2,098	(1,835)
(Increase)/decrease in debtors	(399,591)	354,933
(Decrease) in creditors	(197,195)	(15,486)
	1,068,421	1,922,259

22. The Charity has no borrowing and consequently no net debt. Therefore, no statement of movement in net debt has been presented.

23. Pension Schemes

a. NHS Pension Scheme

Rowans Hospice has an arrangement with the NHS that permits members of the NHS pension scheme to maintain their membership when they are subsequently employed by the Hospice. The contribution of the Hospice was 14.38% to the NHS scheme. The Hospice paid contributions of £237k in 2022 (£2021: £264k).

56 Members of staff paid into this scheme in 2022 (2021: 83)

b. Rowans Defined Contribution Scheme

The Charity offers to match employee contributions up to a maximum of 7% to any other eligible member of staff of the Group choosing to belong to the Group pension scheme with Royal London. Rowans contributions to the defined contribution scheme were £144k in 2022 (2021: £146k).

151 members of staff paid into the defined contribution scheme in 2022 (2021: 157)

Total employer contributions for the group for the year ended 31 March 2022 were £381k (2021: £410k)

24. Related Party Disclosures

Other than those transactions already disclosed between the Charity and its wholly owned subsidiary, there were no other related party transactions which require disclosure. Details of payments to the management team and all transactions with the Trustees are shown in notes 10 and 11.

25. Financial Instruments

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Financial assets measured at fair value (a)	3,887,173	3,817,604	3,887,175	3,817,606
Financial assets measured at amortised cost (b)	6,818,813	5,961,399	6,771,987	5,932,935
Financial liabilities measured at amortised cost (c)	(776,324)	(973,518)	(801,396)	(972,417)
Net financial assets measured at amortised cost	9,929,662	8,805,485	9,857,766	8,778,124

(a) Financial assets measured at fair value cost includes investments held at fair value.

(b) Financial assets measured at amortised cost include: short term deposits and cash in hand, trade debtors, other debtors, accrued income, legacies and amounts owed by group undertakings.

(c) Financial liabilities measured at amortised cost include: trade creditors, other creditors, money held as agents and deferred income.

26. Taxation

The company meets the definition of a charitable company for UK corporation tax purposes. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Company Information

Registered Company Name:	The Rowans Hospice	
Registered Company Number:	02275068 (England and Wales)	
Registered Charity Number:	299731	
Board Of Trustees:	John Watkins	(Honorary Chairman)
	Louisa Burton	(Interim Acting Honorary Treasurer from 16 May 2022)
	Jude Diggins	(from 01 September 2021)
	Eva Dixon	(until 01 April 2021)
	Elizabeth Emms	(until 01 September 2021)
	Wendy Greenish	(Honorary Vice Chairman)
	John Hughes	
	Eric Norman	(from 01 September 2021)
	Geoff Page	
	Deborah Paris	(Co-opted Trustee from January 2022)
	John Reddy	
	Anthony Saunders	(Honorary Treasurer)
	John Taylor	
	Jacqui Vincent-Coulter	(until 05 November 2021)
	Ian Young	
Honorary Vice President:	Ian Bott	
Company Secretary:	Ruth White	Chief Executive
Hospice Executive Team:	Ruth White	Chief Executive
	Susan Aistrope	Director of Finance & Information Technology (until December 2021)
	Samantha Jelliff	Director of Finance & Information Technology (from March 2022)
	Erika Lipscombe	Director of Clinical Services (Matron)
	Carol Milner	Director of People Services & Income Generation
	P-J Morey	Medical Director
	Jenny Redman	Director of Quality and Estates
Registered Office:	The Rowans Hospice, Purbrook Heath Road, Purbrook, Waterlooville, Hampshire PO7 5RU	
Bankers:	Barclays Bank Plc PO Box 612 Ocean Way Southampton Hampshire, SO14 2ZP	
Auditors:	Siobhan Holmes, Director RI, Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG	
Investment Managers:	CCLA, Senator House, 85 Queen Victoria Street, London EC4V 4ET	
Insurance Agents:	PIB	

Rowans Hospice

England & Wales - Charity number 299731

Accounts

Rowans
Hospice

Annual Report and Accounts
2020-2021

quality care
delivered with compassion

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Strategic Priorities 2020/2021

1. To continue to develop the Rowans Hospice Charity to remain strong, dynamic and responsive to the needs of more people with a life-limiting illness
2. To extend our reach and enable Hospice quality care to be delivered in any setting
3. To tackle inequality and widen access to Hospice Care
4. To work with communities to build capacity and resilience to care for those at the end of life

Chairman's Statement

This last year presented challenges for our Trustees with the Pandemic abruptly curtailing their oversight function. Within a month, the Government and Charity Commission published advice which included a check to confirm the Charity's governing documents allowed online Board meetings and AGMs. Fortunately ours did and virtual Board meetings followed which ensured Trustees remained fully informed and engaged with critical operational and strategic decisions.

With almost all of our charitable income streams halted, the guidance relating to financial considerations enabled us to receive business rate relief support, rent rebates and furlough leave allowance for our staff. An essential review of our workforce and expenditure sadly led to redundancies. Our financial position was sustained by generous local support through our Covid Appeal, and significant emergency funding from Central Government and the local health economy.

The Board is enormously proud that all of the Charity's Clinical Services remained open and actually increased activities, which took pressure off Acute NHS Healthcare Services.

The Board remained committed to maintaining oversight of the Charity's operations, ensuring it had the resources to operate safely and effectively, while being mindful of the legal responsibility to limit operations if necessary. Using the Charity Governance Code for smaller charities, we were able to benchmark our governance procedures in several domains:

Organisational Purpose: We remained satisfied the Charity continued to meet its original objectives, sustainably and effectively.

Leadership and Board Effectiveness: We were satisfied the Board had been effectively engaged in decisions relating to the core business and strategy of the Charity.

Equality, Diversity and Inclusion: We operate a skills-based Board. One third of the 12 members are replaced or re-appointed each year. The Board also aspired to make appointments that represented the wider community we serve. There is a rigorous and transparent procedure to appoint Trustees with virtual inductions for new Trustees and annual appraisals held thereafter.

Integrity: We remained confident the Board acted in the best interests of the Charity's stated purposes by creating a safe, respectful and welcoming environment. Decisions remained independent and objective. An annually updated register of Trustee interests is held and Board Members are required to disclose conflicts of interest relating to meeting agenda items.

Decision Making, Risk and Control: We reviewed our Schedule of Delegation so as to give the executive team flexibility in managing their areas of responsibility whilst retaining Trustee oversight. We wished to avoid delays by needing to obtain Board approval for urgent decisions, particularly where patient care or staff/patient safety may be affected. Board and Governance Group meetings reviewed the associated risk register as a matter of course and consideration was given to the balanced scorecard which reports across the Charity's services and operations.

Openness and Accountability: Throughout the Pandemic, our staff, volunteers and supporters received regular e-Newsletters about Charity news and developments. Social media enabled us to reach a wider audience and our website contains Trustee details, contact information and the complaints procedure.

We recognise a Charity's reputation is dependent on its ability to fulfil these governance objectives and the Board has continued to meet them all despite the unprecedented circumstances in which we have operated.

John Watkins
Honorary Chairman of Trustees

Chief Executive's Statement

Rowans Hospice Charity has had a year like no other due to the COVID-19 Pandemic, which has had a significant impact on all its services.

Whilst this report will reassure the reader that the Charity remains strong and viable, it will not convey the physical and emotional toll experienced by staff, volunteers and all those associated with the service.

Hospices are classified as independent voluntary sector providers, however during the Pandemic our association with the NHS has been critical and we are proud to have been recognised as an essential clinical service that has supported NHS resilience.

Two tranches of national emergency Government funding, coinciding with the first and second wave, enabled the Charity to maintain its Clinical Services, albeit some in virtual forms and others reconfigured. For example, care delivery to people in their own homes, to include nursing homes, expanded as care, support and treatments were transferred into community settings.

A proportion of Government funding also enabled the continuation of the Hospice building development programme, to complete the refurbishment of clinical and public facing areas, to include three additional bedrooms to support the aftermath of the Pandemic.

Alongside adaptations to clinical practice we have also critically reviewed and restructured support service areas, maximising the use of the Furlough Scheme but sadly resulting in some redundancies too.

Contingency planning has been constant across the Charity, continually adapting to legislative and regulatory changes, alongside recommendations and best practice advice across care services, fundraising and retail operations.

Although challenging, this has created new learning and service innovation, much of which will be embedded into future practice; remodelling our services with 'blended' approaches to therapeutic intervention and creating new ways of working to support resilience and future sustainability.

The utilisation of digital communication has been instrumental in supporting people at home; helping family members connect to patients shielding; and with those residing in the Hospice when visiting was restricted. Social media, as a form of communication, was also vital in maintaining public engagement, with an array of income generation and awareness activity, including the promotion of a COVID-19 Appeal to compensate for lost income.

A further positive catalyst from the Pandemic was the increase in local NHS funding for Hospice at Home; a proportion of which will continue and forms part of our financial resilience strategy. There is also further hope that in being recognised as part of the NHS COVID-19 effort, the work to secure the longer-term financial sustainability of independent Hospice care will be re-ignited and bring about a fair and more equitable funding model for Hospices in the future.

Being part of the COVID-19 effort has also fostered greater integration with our NHS colleagues and paves the way for the development of integrated care pathways, where statutory and charitable funding combines to benefit all.

The Pandemic has had a devastating impact on all people and especially those whose treatments have been delayed, diagnoses made late and for those who are grieving. We are therefore anticipating a different type of surge as more people will likely need Hospice care and support in the future.

Throughout this year we have done everything possible to equip ourselves with resources for the future and hope the Pandemic will continue fostering the relationship with the wider health and social care integrated system for those who are impacted by life-limiting and progressive illness.

Ruth White
Chief Executive

Living Well Centre Service

The Living Well Centre (LWC) provides support, and therapeutic interventions for people with life limiting illness, their carers and family members through diagnosis, in care and in bereavement. The Service supports any life limiting diagnosis such as Motor Neurone Disease (MND) and heart failure. Our care model is co-ordinated by nursing and Allied Health Professionals along with volunteers who provide support with elements of our programme.

In the year before COVID-19 (2019), the LWC saw its highest levels of attendance with support to 906 new patients and carers. People walked through the LWC doors more than 8,600 times.

The National Lockdown resulted in our doors being closed overnight. With a reduced team, we were faced with the challenge of adapting our services to continue to support the people in our community in a different and more creative way.

From this we have set up and developed a dedicated telephone line, and created virtual appointments via Microsoft teams, to speak to a member of the team or join a virtual group. Callers are registered for an individualised support plan which could include a weekly telephone call, a virtual video call or attendance at one of our virtual groups.

Throughout the Pandemic, our telephone line has proved to be a significant success, it has been a much-needed lifeline for those struggling with their situation during these difficult times. The need for the support calls increased steadily throughout the COVID-19 year and the LWC team continues to register new patients, carers and bereaved. We experienced a significant increase in calls from April 2020 to March 2021:

calls in April 2020 180

calls in March 2021 873

At times, callers talked about the challenges and struggles in coping with the ever changing advice on managing COVID-19 alongside either a diagnosis, being a Carer or being bereaved.

return bereavement attendance	return patient attendance	return Carer attendance
1,312	2,388	4,789

Virtual groups such as the Coffee and Chat Social Group and facilitated by a LWC team member, has been very popular in providing support to patients, carers and the bereaved who have come together to support each other.

The Carer Group was first developed following feedback from users of the Centre and the education virtual session has ensured those in need are able to meet other carers to share questions and their individual experiences. In turn, this has enabled sessions to be run consecutively providing support and information during a very different and difficult year, and we have been able to further develop the Carers Support Group as a consequence.

Social Media and the development and production of an email newsletter, covering different themes, including mental health and wellbeing and how to join a virtual group was developed in the year. The request to receive the newsletter has grown each month since it was first produced in May 2020.

2021 has seen a slow start as we have re-introduced a selection of face to face groups whilst continuing to offer the opportunity of virtual group meetings. Our goal is to increase the groups within the Centre following the national guidelines and ensuring everyone feels safe.

The support we have provided has included:

- adjusting to news of a diagnosis
- managing symptoms, including anxiety
- helping with distress associated with appointments and reduced community support
- forward planning for end of life care
- managing as a Carer
- dealing with a crisis
- re-connecting with others through group activities
- dealing with social isolation
- referrals to our Hospice Services
- support in bereavement prior to and during the Pandemic
- the Physiotherapy team has provided virtual 'Wellbeing' exercise groups facilitated by the Physiotherapy Team

During Lockdown we have registered

Physiotherapy referrals 165 reflects redeployment to ward to deliver care

87 new patients

2,388 patient contact

180 new carers

4,789 carer contact

58 new bereaved

1,312 bereaved contacts

59 new veterans

8,489 total contacts

Referrals reflect change in service delivery due to COVID-19 – high intensity support required

Karen's story

"From the first time we came into the Hospice you extended your generosity through kindness, caring and emotional support along with cups of tea and tissues."

Ian and Karen Court met when Ian joined the company where Karen worked. Ian would bring Karen work to do and she fondly remembers listening out for Ian's heavy boots coming along the corridor. It was at the work's Christmas party and after plenty of 'Dutch courage' Ian asked Karen out on a date... from then on they were inseparable, like 'two peas in a pod'.

Over their 34 years of marriage, Ian and Karen enjoyed going on holidays, day trips, and cooking. Ian was a brilliant cook and so food was a central part of their life. Ian was also an avid Chelsea FC fan, a passion that Karen did not particularly share, often teasing him on the days they did not win.

Three years ago, Ian was diagnosed with oesophageal cancer. Struggling with the news, Karen asked her GP for advice, who recommended visiting the Living Well Centre. Ian and Karen came along and met Nurse Collette who told them about the support available to them both. Karen tells us, *"when we came into the Living Well Centre it was like having a great big hug"*.

Ian used to enjoy spending the day at the Day Centre and Karen enjoyed complimentary therapies such as hypnotherapy and reiki. Karen tells us she enjoyed being able to relax.

The Living Well Centre also offered an Arts and Crafts Group, which Ian and Karen attended together. Karen said Ian was never interested in arts and crafts until he joined the Group, but embraced it fully and underwent an unbelievable transformation. Karen said Ian was never particularly patient, but always had patience when it came to arts and crafts.

As Ian's illness progressed the Hospice at Home Team started to visit him at home to look after all of Ian's personal care needs and work in conjunction with the District Nurses to ensure Ian's pain management was under control.

Karen feels their experiences with the Living Well Centre helped them when the time came for Ian to move to the In-Patient Unit at the Hospice. She told us, *"From the first time we came into the Hospice you extended your generosity through kindness, caring and emotional support along with cups of tea and tissues. I was not scared of Ian going into the Hospice because I knew he would be safe, cared for and loved."* Ian was not worried either despite his self-confessed allergy to pain. Smiling at the memory, Karen remembers Ian telling anyone who asked that he was allergic to pain and Arsenal Supporters!

Karen told us *"I do not think I would be how I am now, if I did not have the Rowans' support from the beginning. There is always someone there for you and the Charity has become part of my family."*

Sadly, in May 2020, Ian passed away and Karen joined the Bereavement Support Group, which was being run virtually due to the Lockdown restrictions. As Karen was living by herself, she found the Group a real comfort.

The Bereavement Group is an opportunity for those who have been recently bereaved to talk with others who understand having been in similar situations. Karen said the Group might just have a general chat and good giggle, or someone might ask for advice on how to deal with certain feelings. Everyone supports each other with suggestions and learn different ways to think about things.

"From my heart, I think Rowans Hospice Charity is amazing, I have met some wonderful people including staff and volunteers. Ian and I were eternally grateful for all the help and support you gave to us and the continued support I still receive. Thank you."

21
new veterans
2020/21

Veterans Service

We have continued to support Veterans who were registered with the Charity and others who were signposted to our Service throughout the Pandemic.

Prior to the COVID-19 Pandemic, we offered a dedicated Veteran weekly drop-in group with support from our Veterans Service nurse, however she was redeployed to support the Community Specialist Palliative Care Team during the year. On this basis, the Charity continued to support Veterans in a more creative way. A virtual Coffee and Banter Group was developed so that Veterans could participate for ongoing social support, and to provide some continuity and connection with each other.

Twenty-one new Veterans registered and continue to be supported by the Charity with telephone contact and video calls. Some have chosen to attend additional virtual groups, including a new men's virtual group, mindfulness and our user groups.

virtually:
149 times

telephone calls:
36 times

Returned for support 2020 – 2021

Unfortunately, some of the Veterans were unable to join the virtual group due to the nature of their illness, or they may have been unable to use IT equipment, in such cases we tried to facilitate for them.

As a result of the Veteran's feedback, we have moved from a virtual group setting to meeting face to face within the LWC. This has naturally involved a risk assessment and the group is relatively small at present but gaining interest as we move forward.

Amid all the banter and laughter, the group is able to support each other in a more personal way.

A Veteran's Personal Experience

"It all started in November 2020 when my wife was taken into Rowans Hospice. They were really good in finding her a room to herself, which she didn't have at Southampton General Hospital. Even though she had started end of life treatment, she was in a room with 5 other patients.

The 6 days they looked after her at the Hospice, they were really kind and thoughtful. They not only looked after my wife and me, but all her visitors as well. The day she passed, when she was in a lot of pain, we don't know how we would have managed without them.

The aftercare for the first 4 months was on a 1-1 basis and the ladies really were very helpful and I looked forward to them phoning, as they seem to know how I'd be feeling, especially Jan. It wasn't just about my wife, we talked about everything.

I've attended a Bereavement Group with 3 other people for the last 4 weeks, which is run by Dr Steph and we all seem to benefit from the discussions. I know the pain will never go away but Rowans are with me and are helping me get through the day.

On a Monday there is a Veterans meeting, and it is not a bereavement group but more for people with health issues themselves, and as a former Royal Marine I would highly recommend this group as the banter and camaraderie is what I need at this time.

With VE day coming up it's nice to get together with other service personnel to reminisce our time in the Armed Forces as this was always a very special time for us. With thoughts of lost comrades and all those that have fallen during both Great Wars being remembered."

"I know the pain will never go away but Rowans are with me and are helping me get through the day."

In-Patient Care Service

The In-Patient Unit (IPU) provides specialist assessment, treatments and interventions from a multi-professional team. The people who are referred to the Service are often experiencing complex difficulties requiring a range of interventions, from a variety of specialist professionals. This individual, holistic model of care and treatment attends to the physical, spiritual, social and emotional components of a person's health and wellbeing, with the aim of enhancing quality of life and maximising potential to live as fully as possible, for as long as this may be possible. This includes helping patients remain in their preferred place of care and avoiding unnecessary hospital admissions, which is monitored and a measure of the Charity's success.

One positive outcome to this is that there have been new and strong relationships formed and increased understanding of roles and responsibilities across the Charity.

A significant difficulty to the COVID-19 year within the IPU has been the need to restrict the number of people visiting patients. This has had to change throughout the year, but it has, without doubt, been the hardest and most difficult aspect to work with for staff and all those associated with the IPU.

The 'What Matters' work, which began last year, has continued to develop with the introduction of new areas in the Electronic Patient Records system. This enables the Multi-Disciplinary Team to record what is important to the patient in one place and in turn, informs the team of the aspects that are most important to the patient and what they would wish the focus to be for them. Alongside this work, a review of the recording and approach to 'handover' was carried out by a team of nurses which has resulted in the information from 'What Matters' being incorporated into every handover.

It was anticipated there would be an increase in admissions to the IPU, which would naturally require an increase in staffing. With this in mind, the Charity redeployed staff from other services who received appropriate education and re-validation from the Learning and Development team.

413
referrals

359
admissions

we had reduced beds due to refurb

an average
30
admissions per month

70%
bed occupancy

69%
of people died

31%
of people were discharged

"Goodbye Dolly Gray"

Harry ("Dolly") Gray senior, died at Rowans Hospice on the 17 April 2020 at the grand age of 92, eleven days following his admission.

A Royal Marine during WW2 and later the Queens' Mounted Drummer in the Royal Horse Guards, Dolly maintained a military pride in his appearance throughout his civilian life, always well turned out and complete with manicured moustache. Dolly knew he was dying and his choice and preference was to die at Rowans Hospice, relieving his wife and family from caring for him in their Southsea home.

During the time Dolly was at the Rowans, we got to know his son, Harry, an artist and sculptor, who sat by his bedside for many an hour during those final days of his father's life.

Harry had also been hospitalised after fracturing his leg and it was during his confinement, coinciding with the first wave of the Coronavirus, that Harry bore witness to the anxiety, stress and enormity of work experienced by NHS staff at that time. Mindful of his father's military and decorated career, the concept of a medal for those caring for the sick came to mind, and the COVID STAR was conceived.

It was then, whilst sitting by Dolly's bedside, the design took shape; with inspiration from his father and Rowans' nurses, with regard to the size and fastening, the drawings were complete and, in the summer of 2020, Harry showed the first prototype medal to the Rowans' nurses previously involved. The Covid Star is featured on the front cover of this Annual Report.

"It was the perfect mixture of professionalism and good humour of the staff that meant my father was not only made comfortable but also had some laughter when he was at the Rowans. It is hard to put into words how special the staff are at the Rowans so I hope the little Covid Star medal will express my gratitude instead."

Now, a year after Dolly's death, Harry has received his first order for the COVID Star from an NHS Trust and Rowans Hospice will also be recognising front-line care staff who have supported people like Dolly and his family throughout the Pandemic with a medal.

Harry senior was nick-named "Dolly" whilst in the Army, as was tradition and derived from a British Music Hall classic written during the Spanish - American war in 1900 and adopted as a marching song and Boer War Anthem. The song was entitled, "Goodbye Dolly Gray" and how fitting this now seems as we remember Dolly and his incredible legacy in inspiring his son's creation of the COVID Star.

Community Care – Remind Dementia Service

Portsmouth City Council invited local charities to tender to provide services that would contribute to sustaining and improving dementia diagnosis rates, and enable the city to become a dementia friendly city.

The Service was named Remind, but initially three charities, including Rowans Hospice, came together to propose and create an initiative whereby a named contact would facilitate people living with dementia, and their carers, to access and use local services. Solent Mind employed Intensive Engagement Support Workers and an Activity Co-Ordinator to support those newly diagnosed. The Hospice employed two Clinical Nurse Specialists (CNS) who lead the complex dementia and end of life care support pathway aspect. Referrals are via a single point of access, including self-referrals and are prioritised according to a 'RAG' system which leads to either 'social' support or the support of a CNS.

The CNS's role is to work alongside patients and their families, ideally from early diagnosis to end of life; supporting those who have complex needs whatever those may be. Early involvement allows the person with dementia and their carer the opportunity to have sensitive conversations regarding future planning in a timely manner; enabling people to live as well and as independently as possible, and when the time comes, to die well.

We recognise that each person and family is unique and each person's dementia manifests itself in different ways and progresses differently. Each person's view of living well looks different, as does their view of a good death. A key focus of the care that is offered is to support people to remain in their preferred place for care and the close connections established with loved ones continue following death, where bereavement support is then offered. During COVID, the service continued to offer safe face to face support. The CNSs were a life line for some people at a time when all structure and routine was stopped. An example of this was the Saturday morning support group for women working full time who were caring for someone with dementia; this group continued to meet via virtual routes as opposed to meeting in person. At times during COVID the CNSs were the only people visiting a person's home; as the majority of community work by other services moved to virtual support, these visits for some people in the community were an absolute life line.

The Service reports through Key Performance Indicators to the Clinical Commissioning Group; since 2016, the two CNSs have seen nearly 400 people with complex dementia, and have supported many people to die within their appropriate 'preferred' place of care, working alongside the carers pre and post bereavement. Despite the increased volume of work with people affected by dementia, the numbers of those people with dementia needing in-patient care through the Hospice has not increased, highlighting quality care can continue to be delivered in the community, even for people with complex conditions, where the majority of people want to remain for as long as possible.

CNSs had 55 referrals

Remind
Supporting you through your dementia journey

Social Care Service

Advocacy is a core value of social work and is embedded in every aspect of practice, while supporting patients and family members referred for in-patient care. The aim is to help plan future care needs following discharge from the In-Patient Unit.

"Social workers often see relationships at their most strained as families struggle to cope with the challenges end of life care can bring."

Not always a straight forward process, however, the team will support patients and families in decision making, providing information and support to each person to reach the best possible outcome. The premise is always to foster hope even in the bleakest of situations and to attempt to make the impossible become possible. This is particularly pertinent when caring for a person at home in difficult circumstances, or after a prolonged stay in hospital. In offering psychological support and compassionate conversations, the aim is to foster resilience and to re-enable patients and their family members to feel more in control of the situation. Social Workers look for strengths and listen to families without judgement and by offering patients and their carers space to talk through the practical and emotional struggles, they grow and develop resilience.

On occasion, the Social Work team will meet patients who may be unable to make informed decisions. In these circumstances the team ensures if appropriate, that the Deprivation of Liberty Safeguarding is in place; seeking a best interest outcome for even the most vulnerable patient and acting as a strong advocate to ensure their voice is heard.

All patients and carers are likely to need advice from a Social Worker and this may include support with financial matters, housing, Will writing or pre-arranging a funeral. Patients often find themselves confused by the complex health and social care systems surrounding them, as such a Social Worker's task is to help navigate and to find the most appropriate solutions and funding streams. Through the provision of expert advice and sign posting to relevant services the team aims to reduce the financial burden of the patients and families, thereby relieving stress and anxiety.

Social Workers often see relationships at their most strained as families struggle to cope with the challenges end of life care can bring. However, in contrast they also see relationships at their strongest with families going far beyond what they thought they could achieve in order to support the person in the last weeks and months of life. None more so than throughout this year with the challenges that COVID-19 has led to. Challenges that have involved working with patients and families transition into a different place of care, be that home or a nursing home.

Social Workers aim to help people to live as they choose for as long as they can and improving quality of life wherever possible, recognising the improvements may be small but will still make a difference. This approach fosters resilience not only through illness but also for carers and family members as they move into bereavement.

85
Reablement team referrals

Social Work referrals 132 of which

17% discharged to a nursing home

35% discharged home

48% died in RH prior to discharge

Hospice at Home Service

The Hospice at Home Service offers end of life care in the community. It provides support to patients, family members and carers, especially when there is intense need - be that physical, psychological or spiritual. The Hospice at Home team is able to respond rapidly when patients require the administration of medications or other interventions, and can also support those in an institutionalised setting, who may wish to return to their homes as they approach the end of their lives. The aim of the Service is to allow people to retain as much control as they wish to have, and for some patients that is distinguished by being able to remain at home. To that end, each patient's care is carefully coordinated by the Hospice at Home team, working alongside GPs, district nurses and other community professionals.

"Your kindness, compassion and professionalism were incredible ... it means the world to your patients and families."

352 Referrals seen

Hospital admission avoidance became an increasingly important element of the Service, against the background of the COVID-19 Pandemic. The reduction in pressure on hospital beds that this delivered has been recognised by the Commissioning Groups of the NHS, who have worked closely with the Service so that patients continued to be effectively supported in the community. One way this was achieved and sustained was to recruit help from other Service areas within the Charity, such as the Living Well Centre and elsewhere.

The additional expertise that these colleagues brought to the team proved invaluable in many ways and has subsequently inspired everyone to think about ways we can work even more collaboratively across our organisation, as we begin to address a post Pandemic world.

7,924 Visits

"It's hard to find words good enough to express thanks for all the wonderful care you gave to my husband."

Psychology & Bereavement Service

"I had not expected the therapy to be as beneficial as it was. It has helped me talk through some very complex issues surrounding my loss. I now feel able to move forward in life again"

The Psychology & Bereavement Service delivers specialist therapeutic support to people living with a life-limiting illness, to their carers, and the bereaved.

The Service delivers evidence-based therapies that promote coping, wellbeing, and good communication with loved ones. Other priorities of the team are to provide advice to our medical colleagues, and to deliver training and education to other healthcare professionals. The team is made up of Clinical Psychologists, Psychotherapists, Counsellors, and Family Support Volunteers.

This year has been a year like no other, and the Service has needed to continuously adapt service delivery to ensure the best quality care and support at a time when people have needed it more than ever.

The Service was mobilised to work remotely within days of the first Lockdown, going on to deliver the majority of therapeutic support through telephone and video calls, thereby ensuring patient safety. It was evident that people were able to adjust to these changes more readily than anticipated, and people told us that they continued to feel well supported by the team.

Throughout the Pandemic, the Service has remained busy, with **352 referrals supported** and conducting **1,876 therapy sessions**. The team is made up of circa four clinicians, so being able to deliver nearly 2,000 sessions of therapy during the crisis has been a motivating and positive achievement for the Service.

Another key element of the psychological care delivered by Rowans Hospice, is the work of the Meerkat Service, which provides support, advice and therapy to children and families impacted by a loved one's life-limiting illness. The Meerkats have also continued their work throughout the Pandemic. As they adapted to the crisis, they rolled out online children's and young people's support and activity groups, which were positively received by the children and their parents.

The Psychology, Bereavement and Meerkat Services also worked effectively to adapt the provision of training and education. In the course of the Pandemic, they designed and delivered bereavement support training courses for schools, advanced communication training courses for healthcare professionals, and revamped the Bereavement Support Group (renaming it 'Navigating Loss'), and launched this virtually.

A further focus for the Service during this time was the development of an online bereavement training resource designed to help people supporting the bereaved to feel more confident in their skills. The training is available to anyone, free of charge, via the education section of Rowans Hospice website.

214 psychology referrals

31 bereaved people were supported by trained volunteers

58 young people were referred to the Meerkat Service

Human Resources and Learning & Development

Overnight, COVID-19 forced HR and L&D teams everywhere to work very differently on a number of levels. The Charity continued to work towards its People Strategy to ensure the right people in the right place, at the right time with appropriate levels of skill and competency. However, the year was like no other and creativity was the 'order of the day', without doubt.

One of the first priorities for the People Services team (HR and L&D collective term) was to train and update all clinical staff working in a non-patient facing role to be competent and confident to work in a patient facing role. Many staff were redeployed across the Charity into patient facing roles. A comprehensive training programme was organised whilst the HR team found creative ways to support staff in what fast became an unknown state.

The Charity proactively monitored the on-going impact of the Pandemic, including the way staff and volunteers were affected and the requirement for some teams to utilise the support of the Government's Furlough Scheme and/or to work remotely where the role allowed.

Many staff did work remotely, which itself brought a different perspective to the working day and many challenges for the various individuals involved. Staff and volunteers completed over 700 training sessions, either on a socially distanced face to face basis or virtual/online workshops and sessions. An on-line elearning platform was utilised more than ever before and, in the last year, some 640 sessions were accessed.

Throughout the Pandemic and in various stages of Lockdown, education and training for some local care services continued via virtual platforms.

The financial review, necessitated because of the devastating impact of the Pandemic on the Charity's income levels, required the HR team's involvement in the re-structuring programme which was, as always, a very difficult time for those involved. Ultimately, a number of Support Service teams were significantly reduced, and whilst this action protected the provision of Clinical Services, it was none the less a very difficult and sad period for the Charity.

People Services has maintained communication, alongside managers, with all staff and volunteers throughout the Pandemic. This includes those working or volunteering at the Hospice, those working from home, on Furlough Leave or shielding by continuing its monthly newsletter – HosGoss. The Charity also continued its recognition of milestone service achievements and issued video messages from the CEO and Honorary Chairman of Trustees on three occasions throughout the period. Social media played a significant part in keeping in touch for those users of the main social media platforms.

Staff and Volunteers completed over

700 training sessions

Session	Total sessions	Total attendees
Clinical Education and Skills Competency	**114**	**529**
Regulatory	**18**	**71**
Mandatory	**21**	**135**

Income Generation

A primary focus for the Income Generation team (Retail, Fundraising, Marketing, Legacy and Trusts) was to maintain and build the Charity's profile throughout the Pandemic, primarily via social media platforms, press, media and ongoing engagement activity so as to retain interest and involvement for existing supporters, and to attract new people to support the Charity. All whilst undergoing several periods of National Lockdown and with severe restrictions in place!

The COVID-19 Appeal was well received and raised circa **£500,000** which helped to support the shortfall in income alongside the Government grant schemes for Clinical Services, shops and staff. The Charity was fortunate to receive a number of financial grants from various Grant Making Trusts to whom a number of applications were made. Fundraising events, cancelled or delayed at the start of the Pandemic, were re-created to virtual events and to engage as wide an audience as possible. Events such as Rowans' Got Talent and Rowans' Great Big Bake-Off attracted a wide age range of participants and supporters, as did the online auction and regular virtual quiz events.

The Charity's lottery was transferred to an outsourced provider (Local Hospice Lottery) so as to save costs and to gain wider opportunity by being part of a group of Hospices with broader marketing capability. The Charity's Raffles proved very successful through the year and served as an alternative way for people to support Rowans Hospice Charity during difficult times. Retail shops were opened and closed in line with the National Lockdowns and were fortunate to receive Government funding in the form of grants, which significantly supported the Charity at a time when prospects were very bleak. Seven of the twenty-one retail shops were closed following a critical review of their income and lease credentials.

Ideas and activity involving staff and volunteers was further developed in the year, with the opportunity for them to support the Charity's effort to save costs. An Income Generation Register was introduced which records inverted income generation (cost savings) as well as generation of income. The Register is reviewed monthly by the Executive team and everyone from across the organisation has the opportunity to input and generate ideas to save money.

There has been significant activity to lobby NHS Commissioning Groups; currently the Charity receives 11% of its costs as an income from the local NHS Commissioning Groups, whereas other Hospices may receive substantially more, or less.

Further lobbying is in place to seek support to bring financial parity across Hospices in relation to these commissioned monies.

The COVID-19 Pandemic year highlighted the need for Hospice Services and the Rowans played its part throughout the Pandemic and was classified as an essential service alongside NHS partners.

As always, the Charity's aim is to fundraise within the boundaries of the Fundraising Regulator, the Fundraising Code of Practice and GDPR. The Charity has again been compliant throughout this year with no complaints brought to our attention, and our key aim is to consistently comply with our supporters' wishes and requirements.

In-Patient Unit Refurbishment

On 29 July 2019, work began on the Hospice In-Patient Unit refurbishment. To reduce the impact on the bed occupancy, we planned the works over a four-stage approach, closing a limited number of beds at any one time. We expected the works to be completed by February 2021.

We had not expected any delay, however COVID-19 was an unknown back then and landed on our doorstep in 2020. As a result, works ceased for a period due to the first National Lockdown until national guidance and advice was provided that allowed the contractors to return to site in a COVID-19 safe and controlled way.

We were able to support our Contractors return to work safely with a 'special status', as it was essential the works continued on our In-Patient Unit without further delay.

In June 2020, Stage 1 was completed with nine bedrooms renovated.

Stage 2 commenced shortly thereafter and was completed in October 2020 with a further seven bedrooms renovated.

Stage 3 has just been completed and handed over.

To date we have:

- 19 newly refurbished and themed bedrooms with en-suite bathrooms and we have introduced independent bedside controls for curtains, lighting, heating and air cooling
- a beautifully renovated quiet space which can be used as a Chapel or a space for quiet reflection
- created two new day areas overlooking the main courtyard that has undergone a wonderful transformation
- snug areas for family members to take time for themselves
- increased the number of public toilets
- two newly refurbished bathrooms along with two new baths – one Jacuzzi and one patient-assisted bath
- refreshed corridors, using colour and flooring to help navigate around the In-Patient Unit

Due to COVID-19 and the financial impact, it was necessary to review and consider all aspects and ways to preserve our services, including the renovation. In September 2020, a value engineering exercise was undertaken working closely with the Architect and Quantity Surveyor to seek ways to further reduce costs for Stage 4, (the final stage which was due to commence in February 2021), without compromising the original concept and overall quality.

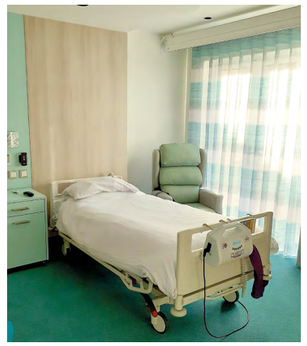
The options considered and potential savings for Stage 4 included :

1. stop and terminate contract after completion of Stage 3
2. light refurbishment in all areas
3. a major redesign to simplify Stage 4, keeping three bedrooms to same specification as the other stages

In considering the losses against the potential savings if the contract were to be terminated after Stage 3, the review concluded that there would be too much of a loss to Charity funds if the contract was to cease or to reduce its scope to a minimum.

Option 3 was favoured; leaving three bedrooms that could be utilised differently e.g. for those with longer term complex health care needs. However, the specification would be the same as the other renovated bedrooms. This was agreed by the Board of Trustees in November 2020.

Stage 4 commenced in March 2021 and the expected outcome is three renovated bedrooms, a day area space created for families and visitors, as well as an upgrade of the Patient Entrance. This stage is due for completion in July 2021.



Financial Review

Overview

In what proved to be a very unconventional year in many respects, the Rowans Hospice Charity (RHC) reported a surplus of £2.1m. This result was very much in contrast to the budget that had been set at a deficit of £1.1m in line with the Trustee approved strategy to reduce surplus Reserves. This leaves the the Charity in a much stronger position to weather the next uncertain financial period.

Although fundraising, retail income and legacy receipts were markedly negatively impacted by the Pandemic, new funding in the form of COVID-19 relief more than made up for the shortfalls in traditional income sources.

Specifically, the Government awarded two tranches of emergency funding in monthly instalments, April – July 2020 and November - March 2021, to the independent Hospice sector to ensure clinical service capacity was maintained and where possible, exceeded to relieve pressure on the NHS during the first and second wave of the Coronavirus. The total value of this funding was £2.38m.

Job retention grants (Furlough) were claimed for all staff whose roles were negatively impacted by the Pandemic. The value of these grants was £783k and ensured that job losses at the Charity were kept to a minimum. Additionally, Local Authority grants were claimed, where possible, during charity shop closures. The value of these grants was £218k.

It is heart-warming to report that donations from our many and varied supporters were over half a million pounds higher in 2020/21 than the previous year, inspired by the COVID Appeal and in recognition of our ability to maintain high quality care services and equating to £1.7m.

Public Benefit

The Charity has provided significant services throughout the year to those living within Portsmouth and South East Hampshire and a full description of those services are included in the previous pages of this report. The Trustees review the strategy and approve the two-year business plan developed by the Executive Team annually. In undertaking this review the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit.

Expenditure

The running costs of the Hospice reduced year on year by £629k, as clinical operational costs reduced with the development of virtual therapeutic interventions.

The largest single cost was attributed to in-patient care, delivered within 19 single bedded rooms at a cost of £3.46m and equating to £499 per room per night. The majority of this cost is associated with the remuneration of the specialist multi-professional team, comprising physicians, nurses, allied health professionals, psychologists and Chaplain.

At times, and especially at the start of the Pandemic, the In-Patient Unit had a lower bed occupancy with many patients choosing to be cared for at home by the Hospice at Home team. This was reflected in the running costs of both departments.

The In-Patient Unit refurbishment of the clinical and patient facing areas was at the final stage of completion on the 31st March 2021 and will fully complete by mid-summer 2021. Other aspirations to refurbish and develop enhanced therapeutic areas for the bereaved are now 'on hold' for an indefinite period due to financial constraints and the need to work towards a balanced budget over the next five years, whist preserving reserves. In 2020/21, £1.3m was invested in this project and a further £565k will be expended in 2021/22. This will then mark the final investment at a total cost of £3.2m.

The annual cost of running the valued services that the RHC provides was £6.28m. This was a reduction from the previous financial year of £35k.

The cost of the Living Well Centre, decreased by £27k as clinical staff were redeployed to complement In-Patient and Hospice at Home teams.

The cost of non-charitable activities, to include some aspects of fundraising, reduced by £392K, in contrast with the previous year, reflecting the many and varied changes that had to be made to traditional community fundraising activities. Furthermore, the staffing structures within business support services required necessary adjustment as roles and requirements changed with a cost in both human and financial terms, as detailed in the notes to the accounts. Although difficult, RHC needed to ensure its charitable income was used wisely; reducing any unnecessary expense and maintaining and sustaining its resources to meet charitable objectives.

Income

Total Hospice income in 2020/21 was £10.4m; an increase on levels in 2019/20 of £1.4m and reversing anticipated and potentially catastrophic shortfall following the issue of emergency Government funding.

The largest individual source of income that the Rowans relies upon is from legacies; Gifts in Wills, with £1.7 million received in 2020/21. However Legacy income cannot be guaranteed and therefore a Legacy Contingency Fund is held to 'top-up' shortfalls as required; originally this was £1M, however the level was increased to £1.5M to mitigate any impact from Brexit.

NHS statutory Continuing Health Care (CHC) funding was £1.58m, representing 15% of total income or 25% of charitable costs, associated with the delivery of Hospice at Home. This income increased during 2020/21 and was further boosted in November by a sum of £400k from two local Clinical Commissioning Groups to maintain the trained nurse element of the Hospice at Home service, which was not covered by CHC funding and was arguably a statutory provision usually afforded by the NHS within community nursing contracts. It is now hoped that COVID-19 will become a much-needed catalyst to negotiate a more sustainable contract between the RHC and NHS Commissioners in the near future and one that is cognisant of inflation and activity levels.

The Silver Jubilee Appeal that was launched to fund the major refurbishment project in 2018 was terminated at the start of the Pandemic to concentrate all income generation initiatives to maintaining Clinical Services. However, still an impressive sum of £81k was generously received from committed supporters for this purpose along with £90K from the Wolfson Trust. This income, along with other designated funds and a proportion of the Government funding, enabled the project to move forward and to plan and build in another three bedrooms to increase clinical capacity in the wake of the Pandemic.

Rowans Retail estimated an operating loss of £14k in a very tough year, which grew to a loss of £729k once utilities and other overheads were allocated. However, with grants and other forms of Government funding, Rowans Retail made an overall operating profit of £721k and a notional surplus of £320k.

Reserves

At the financial year end £15.7m was held in Reserves. This was an increase of £2.1m from the previous financial year. Of this value, £48k was restricted and £12.1m was designated for specific purposes (these designated funds are analysed in note 19 to the accounts). After accounting for restricted and designated funds, £3.6 m of unrestricted funds were available. This equates to the target set in the Reserves Policy to hold six months of charitable expenditure.

Movement in Total Funds

The value of the RHC total funds increased by £2.1m in the financial year 2020/21. Restricted funds reduced to £48k as expenditure was incurred on specific relevant activities including the Veterans Service. General reserves were boosted to £3.6m as per the Reserves policy to ensure that the RHC has sufficient funds to maintain services for a period of six months should all revenue generation cease. Designated reserves increased from £11.3m to £12.1m. This Legacy Contingency Fund was maintained at £1.5m, the Fixed Asset Fund reflected the value of the assets of the organisation at £4.1m and the In-Patient Refurbishment fund reduced to £636k as monies were spent throughout the year on the Hospice refurbishment. The remainder of the funds have been set aside to allow the organisation to reach a balanced budget position within the five-year planning period as per the Trustee approved strategy. This sum increased to a value of £5.8m which will be utilised over the next five years to fund the reducing budget deficit.

Key Risks

The Charity maintains a Register for each Governance Group to manage key risks and opportunities. The Registers are highlighted and reviewed at the beginning and end of each Governance Group meeting respectively. The Hospice Executive Group and the Board also review separate Registers, which includes a Register for the Major Refurbishment Project.

Risk	Risk Mitigation
The Charity's reputation and standing within the community:	• To monitor the Charity's response to COVID-19 and public perception • To continue to drive external communication with the public through multi-media opportunities and specifically through social media to gain engagement and to raise awareness • To maintain responsive high-quality Clinical Services and connectivity between family members • To ensure COVID secure services, practices and environments across the Charity e.g. testing and promoting the vaccination programme • To develop digital communication to engage service users to include carers and the bereaved • Regulatory compliance • Complaints Policy
Coronavirus Pandemic; preparing for the aftermath:	• To complete the In-Patient Unit Refurbishment and increase capacity to 22 beds (additional 3)
Declining and/or Insufficient Funding:	• To maximise business and service development opportunities • To maximise grant funding opportunities • To grow the Retail estate • To engage and lobby commissioners to seek parity and equitable funding for Hospices • To continue the COVID-19 Appeal • To ensure comprehensive budgeting and authorisation procedures • To provide timely and accurate financial reporting for regular and consistent review • To monitor cash flow and financial forecasting • To restructure and review services for appropriate efficiency savings • Income Generation Strategy • Reserves Policy • Investment Policy • Legacy and Brexit Contingency Reserve
Clinical Service Disruption:	• To induct and utilise agency nurses and additional 'bank' nurses to maintain clinical capacity • To engage and partner with NHS colleagues to maximise resource to support patient care, specifically for those at home • To re-deploy clinical staff to work outside of 'normal' scope and with additional training, to maintain services within the Hospice and to people in their own homes • Clinical Governance Framework • To review Clinical metrics • Clinical Audit
Staff and Volunteer recruitment and Retention	• To use the recruitment and onboarding practice and process • To use the Charity's performance management processes e.g. review and appraisal • To continue to develop line management competence eg ACAS, Coach to Lead • To regularly review People Services metrics • To ensure good internal communications and publications • To develop ISO or IiP review and / or accreditation • People Strategy

Investments

The Charity held £5.7m in investments on the 31st March 2021 and grew by £671k, with £117k in investment returns; equating to over 35% of the consolidated year end surplus and a bounce back from the same time the year before, created by the uncertainty emanating from the start of the Pandemic.

The investment portfolio remained with CCLA throughout the financial year with formal bi-annual performance and global economic outlook reports submitted into the Investment Committee and annually into the Board of Trustees. Furthermore, detailed quarterly reports and monthly valuations were also received and reviewed.

The Hospice Investment Policy states that investments cannot be made into any assets that derive more than 10% of its income directly or indirectly from tobacco. Details of all of the exclusions to this portfolio can be found on the CCLA website. The CCLA COIF Charities Deposit Fund does not invest directly as it deposits funds to counterparties. However, the fund is governed by the CCLA's in-house ESG integration criteria and environmental, social and governance factors and chimes with the ethical considerations held by Trustees.

The Charity continues to hold investments across two CCLA products and aims to hold a value equal to its target level of general funds in the COIF Charities Ethical Investment Fund. This fund is a multi-asset investment portfolio that holds stocks, shares and other investment assets for long term returns. Secondly, funds are held in the COIF Charities Deposit Fund, which was selected to minimise downside risk in unstable markets and can be called upon in the short to medium term. The COIF Charities Deposit Fund has investments in many Banks and Building Societies and has a credit rating of AAA from Fitch, which is the highest possible rating. Whilst returns are comparatively low, the funds are safely maintained.

Funds were transferred to CCLA in September 2018 with the bulk being invested in the COIF Charities Ethical Investment Fund. The fund is currently projected to achieve the challenging return of CPI +3% over a five-year rolling period. This growth will be both as a result of income yield and also increase in the value of the holding. Long term investments have recovered from the position they were in at the end of the financial year 2019/20 as a result of the COVID-19 Pandemic.

Recognising the differing requirements for pools of designated and general funds held by the Charity, the Rowans Investment Policy provides two targets for investment returns; one for longer-term funds and a second for funds that might need to be drawn down in the near future. The long-term total return target is a CPI +3% over a five-year rolling period, the short-term return target is base rate + 0.5% over a three-year rolling period. Both of these returns are especially challenging in the current economic climate.

Subsidiaries

RHC owns 100% of the share capital of a trading subsidiary: the Rowans Hospice Trading Company. Activity in the Rowans Hospice Trading Company is much reduced from previous years following a business decision to move some trading aspects into the Charity. The Rowans Care Agency was delisted in 2020.

Structure, Governance and Management

Rowans Hospice is a Charitable Company Limited by Guarantee, registered in England and Wales, company number 22757068 and a Registered Charity Number 299731. It was incorporated on the 7th July 1988 and is Governed by the Articles of Association.

Structure, Governance and Management

The Charity's main objective is to provide care and support to people living in Portsmouth and South East Hampshire who may be living with life-limiting illness; this care support extends to families and carers.

The Charity is governed by the Board of Trustees, which is responsible for the Strategy and Governance of the Hospice. Members of the Board of Trustees are also Directors under Company Law.

Not less than six or more than twelve Trustees are appointed by the Members and annually one third retire; being those Trustees who have been longest in office.

Full meetings of the Board took place on eight occasions in 2020/21. The Board is supported in decision making by detailed scrutiny and recommendations provided by the Board sub-committees: Clinical Governance Group, Ethics Governance Group, People and Remuneration Governance Group, Income Generation Governance Group, Finance, Audit and Estates Governance Group, Information Governance Group, Investment Committee, and Legacy Committee. The Governance Groups were suspended from March until September 2020 with full COVID-19 monthly Board Meetings replacing them.

During the year and up to the date these accounts are signed, the following Trustees were in post.

John Watkins Honorary Chairman

Wendy Greenish Honorary Vice Chairman

Anthony Saunders Honorary Treasurer

Louisa Burton

Eva Dixon

Elizabeth Emms

Roger Harrison (until 8th December 2020)

John Hughes

Geoff Page

John Reddy

John Taylor (from the 8th December 2020)

Jacquie Vincent-Coulter

Ian Young

Trustee Recruitment and Training

Trustees Recruitment and Appointment

All Members of the Charity are notified in writing of Trustee vacancies. In consultation with the Honorary Chairman of Trustees, it is decided when external recruitment is pursued. This is determined based on the current skills of Trustees and identifying any gaps in skills or knowledge.

All candidates applying for the position of Trustee will follow a recruitment and selection process. Prospective Trustees will be interviewed by a panel consisting of Trustees and the Chief Executive. The Panel will produce a shortlist of suitable applicants prior to formal interviews.

The recommendations of the Interview Panel will be made to the full Board of Trustees and any successful applicants will be co-opted until the next AGM, when Members will have the opportunity to ratify the appointment.

Trustees Induction and Training

The Chairman of the Board of Trustees ensures that an appropriate Induction Training Programme is arranged and completed within three months of appointment.

The Induction comprises formal induction training including: clarification of legal responsibilities, Charity Commission requirements of Trustees, strategic issues, governance issues, familiarity with the Articles of Association and all relevant induction material to allow Trustees to understand the Charity's purpose, financial position and current issues.

Formal meetings are arranged for a new Trustee to meet with all Executive Team members. An appraisal meeting between the Chair and the new Trustee will be arranged six months after appointment.

Management Team

The Trustees are responsible for the overall Governance of the Hospice. To achieve this, they have appointed a management team who are full time paid employees of the Charity. The Chief Executive leads the team to spearhead the Charity's implementation of its objectives in a tough and ever-changing health and social care market.

The Hospice Executive Team comprises:

Ruth White	Chief Executive
Susan Aistrope	Director of Finance & Information Technology
Erika Lipscombe	Director of Clinical Services (Matron)
Carol Milner	Director of People Services & Income Generation
P-J Morey	Medical Director
Jenny Redman	Director of Quality

The Trustees have approved a detailed schedule of delegations to make it clear which decisions are reserved for the Board of Trustees and which can be made by Governance Groups or members of the Hospice Executive Team.

Setting Pay

The Rowans Hospice Board has a dedicated People and Remuneration Governance Group, which considers remuneration across the Charity and makes recommendations to the respective Boards. This Governance Group meets quarterly and in advance of budget setting.

Remunerated roles within the Rowans Hospice Charity are regularly benchmarked against a number of different channels; an Agenda for Change based scheme (NHS payment and awards scheme), Hospices locally and nationally and other business sectors. The Charity observes the Living Wage for all employees.

Relationships with Other Organisations

Part of the success of the Charity and its Services can be attributed to the partnership between the voluntary independent sector, the NHS and Adult Social Care.

The local community-based NHS Specialist Palliative Care Services and the Hospital NHS Specialist Palliative Care Team at Queen Alexandra Hospital (Portsmouth University Trust) and Rowans Hospice work in partnership to provide a seamless service across Hospice, hospital and community for the benefit of the patients and their families/carers. A high standard of care and specialist treatments are offered by a skilled and experienced multi professional team.

The level of collaboration is demonstrated by NHS staff being based out of the Hospice and a number of roles within the Hospice being jointly funded by NHS trusts, Adult Social Care and the Charity.

Statement of Trustees' Responsibilities

Trustees are also Directors of the Rowans Hospice Charity for the purposes of Company Law, and are responsible for preparing the Trustees' report (including the Group Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group as at the balance sheet date, and of the charitable company's net movement in funds, including income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities SORP. They are also responsible for safeguarding the assets of the charitable company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the company and the Group's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

They are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees' report incorporating the Strategic Report was approved and authorised by the Board of Trustees on 14 July 2021 and is signed on their behalf by

John Watkins
Honorary Chairman of Trustees

Independent Auditor's Report to the Members of Rowans Hospice

Opinion

We have audited the financial statements of Rowans Hospice for the year-ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's 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 Trustee and Strategic Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustee and Strategic 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 and Strategic 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 Trustee and Strategic Report (which incorporates the strategic report and the directors' report prepared for the purpose of company law).

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

- 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 26, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

Based on our understanding of the group/charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to health and social care and to registered charities, 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 and the Charities Act 2011, and other factors such as income tax, payroll tax and sales 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 areas of estimation uncertainty and to manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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.

Siobhan Holmes
(Senior Statutory Auditor)
For and on behalf of
Haysmacintyre LLP,
Statutory Auditor
14 July 2021

10 Queen Street Place
London
EC4R 1AG

Financial Accounts

Consolidated Statement of Financial Activities Including Income and Expenditure Account for the Year Ended 31 March 2021

	Notes	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
		£	£	£	£	£
Income From:						
Donations and legacies	**2**	4,709,247	-	2,454,325	7,163,572	4,652,536
Charitable activities	**3**	1,815,519	-	-	1,815,519	1,150,876
Rowans Hospice Trading Company	**4**	40,102	-	-	40,102	134,245
Other Trading Activities	**5**	1,282,363	-	-	1,282,363	2,921,692
Investment income	**6**	116,874	-	-	116,874	147,618
Total Income		7,964,105	-	2,454,325	10,418,430	9,006,967
Expenditure on:						
Raising Funds						
The Rowans Hospice Trading Company	**4**	164,187	-	-	164,187	49,405
Other Trading Activities	**7**	2,562,139	-	-	2,562,139	2,954,439
Charitable Activities						
In-patient care	**8**	976,457	-	2,484,722	3,461,178	3,721,981
Hospice at Home	**8**	1,423,575	-	-	1,423,575	1,364,047
Living Well Centre	**8**	617,776	-	-	617,776	645,231
Community care	**8**	264,944	-	-	264,944	254,232
Bereavement support	**8**	362,568	-	-	362,568	424,265
Clinical education and training	**8**	145,286	-	-	145,286	216,852
Total Expenditure		6,516,931	-	2,484,722	9,001,653	9,630,451
Net Gains/(Losses) on Investments	**13**	671,248	-	-	671,248	17,962
Net Income		2,118,422	-	(30,397)	2,088,025	(605,523)
Transfer between funds		(800,851)	800,851	-	-	-
Net Movement in Funds		1,317,571	800,851	(30,397)	2,088,025	(605,522)
Reconciliation of Funds						
Total funds brought forward		2,282,430	11,269,049	78,059	13,629,538	14,235,061
Total funds carried forward		3,600,000	12,069,900	47,662	15,717,563	13,629,538

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Comparative figures by fund for the year to 31 March 2020 are detailed in notes 19 and 25.

Consolidated and Charity Balance Sheet as at 31 March 2021

	Notes	Group 2021	Group 2020	Charity 2021	Charity 2020
Fixed Assets		£	£	£	£
Tangible assets	**12**	4,129,835	5,769,048	4,129,835	5,769,049
Investments	**13**	5,663,793	5,524,758	5,663,795	5,525,761
Construction in Progress	**12**	2,779,835	-	2,779,835	-
Total Fixed Assets		12,573,463	11,293,806	12,573,465	11,294,810
Current Assets					
Stocks		2,408	573	-	-
Debtors	**14**	2,212,576	2,586,395	2,194,626	2,586,395
Cash at bank and in hand		1,902,634	737,769	1,892,120	714,563
Total Current Assets		4,117,619	3,324,737	4,086,746	3,300,958
Liabilities					
Creditors: amounts falling due within one year	**15**	(973,520)	(989,005)	(972,417)	(1,119,082)
Net Current Assets		3,144,099	2,335,732	3,114,329	2,181,876
Total assets less current liabilities		15,717,563	13,629,538	15,687,794	13,476,686
Total Net Assets		15,717,563	13,629,538	15,687,794	13,476,686
Reserves					
Restricted funds	**18**	47,662	78,057	47,662	78,057
Unrestricted funds					
General funds	**19**	3,600,000	2,282,432	3,570,232	2,128,576
		3,600,000	2,282,432	3,570,232	2,128,576
Designated funds	**19**	12,069,900	11,269,048	12,069,900	11,269,052
		15,717,563	13,629,536	15,687,795	13,475,685

On behalf of the Board

Mr J Watkins
Honorary Chairman

Mr A Saunders
Honorary Treasurer

Company Registration Number: 2275068
Charity Registration Number: 299731

The turnover for the charity (i.e. excluding The Rowans Trading Company) was £11.1m (2020 £7.7m) and the net movement in funds in the charity was £2.2m (2020:(£0.9m)).

Statement of Cash Flows and Consolidated Statement of Cash Flows for The Year Ended 31 March 2021

	Notes	Group 2021	Group 2020
		£	£
Cash Flows from Operating Activities			
Net cash provided by operating activities	**21**	1,922,257	(752,501)
Cash Flows from Investing Activities			
Dividends and interest from investments		116,874	147,618
Purchase of property, plant and equipment and WIP		(1,351,448)	(1,426,161)
Cash transferred from investments		500,000	1,285,475
WIP		-	
Net cash used in investing activities		(734,574)	6,932
Change in cash and cash equivalents in the reporting period		1,187,683	(745,569)
Cash and cash equivalents at the beginning of the reporting period		714,951	1,460,520
Cash and cash equivalents at the end of the reporting period		**1,902,634**	**714,951**

The notes form part of these financial statements

Notes to the Financial Statements for the Year Ended 31 March 2021

1 Accounting policies

Company information

The Rowans Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Purbrook Heath Road, Purbrook, Waterlooville, Hampshire, PO7 5RU.

Accounting convention

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 2015 (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.

The accounts are prepared in Sterling, which is the functional currency of the Charity.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Legal Status - The Charity is incorporated as a company limited by guarantee having no share capital and, in accordance with the Memorandum of Association, every member is liable to contribute a sum of £1 in the event of the company being wound up.

Group financial statements - The accounts consolidate the financial statements of The Rowans Hospice and its wholly-owned subsidiary on a line by line basis; The Rowans Hospice Trading Company Ltd (02300646). Transactions and balances between the Charity and its subsidiary have been eliminated from the consolidated financial statements.

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the Charity alone.

Going concern - At the time of approving the accounts, the Trustees believe the Charity and Group has adequate financial resources and is well placed to manage its business risks. The Trustees believe there are no material uncertainties that call into doubt the Charity's ability to continue. The accounts therefore have been prepared on the basis that the Charity and Group is a going concern.

Fund Accounting

The Charity maintains various types of funds as follows:

Restricted Funds - Restricted income funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

General Unrestricted Funds - General unrestricted funds represent unrestricted income which is expendable at the discretion of the Trustees in the furtherance of the objects of the Charity.

Designated Funds - Designated funds represent amounts which have been set aside out of unrestricted funds at the discretion of the Trustees to fund specific planned future expenditure or manage identified risks.

Income

All income is accounted for when the Charity has entitlement, the receipt is probable and the amount is measurable.

Donations - Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported separately in note 7 to the financial statements.

Legacies - Legacies are recognised when all the three criteria below are met:

a. Establish entitlement – being when Probate is granted and the will becomes a public document.

b. Where receipt is probable – being named in a will makes a receipt probable.

c. The amount is measurable – in practice this could come from estate accounts, cash received or correspondence from executors/solicitors confirming an amount to be distributed. Measurability will also be met where a reasonably accurate assessment can be made of the value.

Grants (Including Government Grants) - Grants, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance. Where the grant is received in advance of performance, its recognition is deferred and included in creditors.

Where entitlement occurs before the grant is received, it is accrued in debtors.

Volunteers - No amounts are included in the financial statements for services donated by volunteers – with volunteers contributing over 26,282 hours during 2021 (2020 136,637). The amount involved is significant but difficult to quantify. This amount was much reduced in 2021 due to Covid-19.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, In-Patient Care, Hospice at Home, The Living Well Centre, Bereavement Support, Community Support and Education and Training. Where expenditure relates to more than one cost category, it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs, which include governance costs and are shown in note 8, support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings. The method of apportionment uses the most appropriate basis for each department. Support costs include People Services, Information Technology, Finance, Facilities, and Governance costs.

Tangible fixed assets - Tangible fixed assets are included at cost, assets at below £500 in value are not capitalised.

Depreciation is provided on a straight line basis, in order to write off the assets over their useful lives.

Land and Buildings	50 years or the expected life of the lease
Fixtures and Fittings	5 years
Computer Equipment	3 years
Motor Vehicles	6 years

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value.

Any impairment is recognised in the Consolidated Statement of Financial Activities in the year in which it occurs.

Investments - Investments are valued at the mid-market price. Realised and unrealised gains and losses for the year are shown in the statement of financial activities.

Stock - Stock is valued at the lower of cost and net realisable value.

Cash and cash equivalents - Cash and cash equivalents include cash in hand and deposits held in Rowans bank accounts.

Financial instruments - The Charity operates basic financial instruments in terms of its assets and liabilities.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when the company's contractual obligations expire or are discharged or cancelled.

Basic financial assets - Basic financial assets, which include trade and other receivables and cash and bank balances, are measured at settlement amount.

Basic financial liabilities - Basic financial liabilities, including trade and other payables, are recognised at settlement amount.

Leasing - Operating lease rentals are recognised in the statement of financial activities as incurred. All of the Charity's leases and hire agreements are considered to be operating leases.

Pensions - The Charity contributes to the NHS pension scheme or, employees not entitled to join the NHS scheme are auto-enrolled into the Group defined contribution pension schemes. Contributions are charged to the profit and loss account as they become payable.

Critical accounting judgements and estimates - In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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. The key areas that are deemed to be material for these financial statements are as follows:

Accruing for income derived from legacies where complicated issues surrounding the measurement of the Group's entitlement to income existed at the year end.

2. Donations and Legacies

	Unrestricted Funds	Restricted Funds	2021	Unrestricted Funds	Restricted Funds	2020
	£	£	£	£	£	£
Donations						
Retail gift aid donations	140,037	-	140,037	918,133	-	918,133
NHSE Emergency COVID-19 funding	-	2,377,325	2,377,325	-	-	-
COVID-19 Furlough funding	783,167	-	783,167	-	-	-
COVID-19 local authority grants (retail)	217,886	-	217,886	335,000	-	335,000
Other donations	1,666,816	-	1,666,816	905,951	252,472	1,158,423
Legacies	1,713,244	-	1,713,244	1,875,891	-	1,875,891
Grant Making Trusts	188,097	77,000	265,097	281,767	83,323	365,090
	4,709,247	2,454,325	7,163,572	4,316,742	335,795	4,652,536

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2021	Unrestricted Funds	Restricted Funds	2020
	£	£	£	£	£	£
NHS CCG grants	766,554	-	766,554	42,406	40,000	82,406
NHS contracts	62,116	-	62,116	923,717	-	923,717
Local authority contracts	202,289	-	202,289	24,042	51,706	75,748
CHC contract	749,650	-	749,650	-	-	-
Education Income	34,910	-	34,910	31,355	37,650	69,005
	1,815,519	-	1,815,519	1,021,520	129,356	1,150,876

4. Income from Trading Activities of Subsidiaries

The Rowans Hospice Trading Company Limited (02300646) operates selling new goods from the Hospice Retail outlets. The Trading Company also runs two coffee shops for staff and visitors at the Rowans Hospice and Living Well Centre. The registered address of The Rowans Hospice Trading Company is Rowans Hospice, Purbrook Heath Road, Waterlooville, Hants, PO7 5RU.

The Rowans Hospice Trading Company Limited covenants its profit to the Charity. A summary of its trading results is shown below.

	2021 Trading Co Accounts	2021 Consolidated Accounts	2020 Trading Co Accounts	2020 Consolidated Accounts
Income	£	£	£	£
Sale of new goods	13,199	13,199		
Catering income	21,009	21,009		
Turnover	34,208	34,208	134,245	134,245
Less Intercompany Transactions				
Commission on retail gift aid	5,894	5,894	-	-
Income Excluding Intercompany Transactions	40,102	40,102	134,245	134,245
Expenditure				
Cost of sales	95,401	95,401	100,155	100,155
Less Intercompany Transactions				
Charges for services provided by Rowans Hospice	68,785		(50,750)	
Expenditure excluding Intercompany Transactions	164,186	95,401	49,405	100,155
Profit	(124,085)	(55,300)	84,840	34,090
Total Contribution to the Hospice				
Profit	(124,085)	(55,300)	84,840	34,090
Charges for services provided by Rowans Hospice		(68,785)		50,750
Donations generated via the retail gift aid scheme		-		-
Gift aid on these donations		-		-
Total Contribution to Hospice		(124,085)		84,840

4. Income from Trading Activities of Subsidiaries continued

	2021	2020
	£	£
Net Profit/(loss)	(55,300)	(34,090)
Amount distributed to Charity as gift aid	-	-
Net charge to the Hospice	(68,785)	(50,750)
Retained in subsidiary	(124,085)	(84,840)

	2021	2020
	£	£
Total assets	45,823	159,908
Total liabilities	(16,054)	(6,053)
Funds (representing share capital and reserves)	29,768	153,855

5. Other Trading Activities

	Unrestricted Funds	Restricted Funds	2021	Unrestricted Funds	Restricted Funds	2020
	£	£	£	£	£	£
Support Groups	30,747	-	30,747	85,711	-	85,711
Rowans Retail revenue	426,600	-	426,600	1,900,300	-	1,900,300
Hospice events	104,886	-	104,886	95,616	236,562	332,178
Rowans Hospice raffles and lottery	613,631	-	613,631	602,589	-	602,589
Other activities	82,002	-	82,002	914	-	914
Insurance proceeds	24,497	-	24,497	-	-	-
	1,282,363	-	1,282,363	2,685,130	236,562	2,921,692

6. Investment Income

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
UK bank interest receivable	2,968	-	2,968	1,195
Income from UK listed investments	113,906	-	113,906	146,423
	116,874	-	116,874	147,618

7. Fundraising Expenditure

	2021	2020
	£	£
Fundraising staff	296,204	234,096
Hospice events	6,799	67,887
Support group expenditure	-	12,498
Lottery and raffle operating costs	91,549	149,663
Investment management costs	32,215	36,475
Other fundraising costs	57,561	43,495
Silver Jubilee Appeal	-	55,713
Rowans Retail operating costs	1,766,703	2,116,570
Support Costs (note 8)	311,108	238,042
Support Costs (note 8)	311,108	238,042
Investment management costs offset against investment gains (£32,215)	2,562,139	2,954,439

Support costs have been allocated to fundraising this year to reflect the usage of these resources, as explained in the accounting policies in note 1.

8. Analysis of Expenditure on Charitable Activities and Fundraising 2020-21

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical Education and Training	Fundraising	Total Costs	
Direct Costs	1,725,810	1,139,754	334,982	143,167	235,057	24,975	2,251,030	5,854,775	
Consultants and doctors	528,492	-	-	-	-	-	-	528,492	1
Physiotherapists	54,833	-	60,926	-	-	6,093	-	121,851	1
Social work team	144,921	-	3,865	42,510	-	1,932	-	193,227	1
Chaplaincy	44,087	2,939	2,939	2,939	5,878	-	-	58,782	1
Ocupational therapist	38,369	-	15,964	-	-	1,680	-	56,013	1
Clinical support costs and consumables	52,237	34,498	10,139	4,333	7,115	756	-	109,078	4
Premises and equipment	270,053	44,514	45,998	31,160	38,579	14,838	3,710	448,852	2
Catering	209,898	-	-	-	-	-	-	209,898	
Communications									5
	3,068,698	1,221,705	474,812	224,109	286,629	50,275	2,254,740	7,580,968	
Support Costs									
People Services	56,425	39,497	25,705	5,642	22,570	58,305	117,865	326,009	3
IT	80,173	54,271	43,992	5,345	18,227	9,730	37,688	249,427	1
Finance	123,109	78,612	47,526	13,905	15,883	16,810	114,519	410,364	4
Property and F&F depreciation	120,752	19,904	20,568	13,933	17,250	6,635	1,659	200,701	2
Governance	12,021	9,587	5,174	2,009	2,009	3,530	35,668	69,997	3
Total	**3,461,178**	**1,423,575**	**617,776**	**264,944**	**362,568**	**145,286**	**2,562,139**	**8,837,465**	

1 Apportioned based on staff work plans/usage

2 Apportioned based on square footage occupied by team

3 Apportioned based on number of team members

4 Apportioned based on direct costs

8. Analysis of Expenditure on Charitable Activities and Fundraising 2019-20

	In-Patient Care	Hospice at Home	Living Well Centre	Community	Bereavement Support	Clinical Education and Training	Fundraising	Total Costs	
Direct Costs	1,776,318	1,068,900	367,354	130,621	273,605	146,846	2,716,397	6,480,040	
Consultants and doctors	506,036	-	-	-	-	-	-	506,036	1
Physiotherapists	54,027	-	60,030	-	-	6,003	-	120,060	1
Social work team	142,145	-	3,791	41,696	-	1,895	-	189,527	1
Chaplaincy	23,846	1,626	11,381	1,626	14,091	1,626	-	54,196	1
Ocupational therapist	36,211	-	15,066	-	-	1,586	-	52,863	1
Clinical support costs and consumables	39,466	23,748	8,162	2,902	6,079	3,263	-	83,619	4
Premises and equipment	268,384	13,272	45,714	30,967	38,341	14,746	3,687	415,110	2
Catering	307,821	-	-	-	-	-	-	307,821	
Communications	94,151	42,891	12,553	3,138	10,461	3,138	6,277	172,610	4
	3,248,404	1,150,437	524,050	210,951	342,576	179,103	2,726,360	8,381,882	
Support Costs									
People Services	155,661	70,912	20,755	5,189	17,296	5,189	30,267	305,268	3
IT	66,131	56,334	46,537	4,899	19,594	7,348	28,850	229,693	1
Finance	112,377	78,687	30,216	17,266	24,944	17,595	117,931	398,931	4
Property and F&F depreciation	137,479	6,798	23,417	15,863	19,640	7,554	50,655	261,406	2
Governance	1,928	879	257	64	214	64	375	3,782	3
Total	**3,721,981**	**1,364,047**	**645,231**	**254,232**	**424,265**	**216,852**	**2,954,439**	**9,580,961**	

1 Apportioned based on staff work plans/usage

2 Apportioned based on square footage occupied by team

3 Apportioned based on number of team members

4 Apportioned based on direct costs

9. Net Income

		2021	2020
Consolidated net income is stated after charging:		£	£
Operating lease rentals	- land and buildings	335,209	433,726
	- photocopier	12,141	12,394
Depreciation – owned assets		243,276	261,406
Auditors' remuneration	- audit - Charity	12,350	12,500
	- audit - Trading Company	2,100	2,500
	- tax advice	350	1,500

10. Staff Costs

	2021	2020
	£	£
Wages and salaries	5,514,605	6,003,646
NI and PAYE	431,355	460,289
Other pension costs	409,456	429,806
Termination payment	86,385	18,102
	6,441,801	6,911,843

The average head count was 259 (2020: 322). The average number of employees, calculated on a whole-time equivalent basis, analysed by function was:

	2021	2020
	Number	Number
Charitable activities	85	129
Cost of generating funds	73	10
Trading Company	-	46
Trading Company staff (Retail) now employed by the Hospice.	158	185

Number of employees whose remuneration fell within the following ranges:

	2021	2020
	Number	Number
£60,000 - £70,000	1	-
£70,000 - £80,000	2	2
£80,000 - £90,000	1	1

Pension contributions in respect of employees earning £60,000 or more were £32,991 (2020: £30,094).

Total employee benefits for key management personnel £386,806 (2020: £419,409).

Volunteers - No amounts are included in the financial statements for services donated by volunteers – with volunteers contributing 26,282 hours in 2020/21. This was unusually low due to the impact of Covid-19 (2019/20 -136,637 hours) during the year, the amount involved is significant but difficult to quantify.

11. Trustees

No member of the Board of Trustees received any emoluments during the year (2020: £Nil). No expenses were paid to any Trustee (2020: £310 relating to two Trustees).

Trustees donated £1,265 unrestricted income (2020: £478).

12. Tangible Fixed Assets

Tangible Fixed Assets	WIP Hospice Refurb	Land and Buildings	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
		£	£	£	£	£
Cost						
At 1 April 2020	1,453,395	5,944,727	409,405	256,357	73,443	8,137,327
Additions	1,326,440	-	58,350	3,754	-	1,388,543
Disposals	-	-	(2,018)	(2,628)	-	(4,646)
Balance at 31 March 2021	2,779,835	5,944,727	465,737	257,483	73,443	9,521,226
Depreciation						
At 1 April 2020	-	1,823,177	318,992	195,334	30,779	2,368,282
Charge for the year	-	149,894	48,742	32,284	12,355	243,275
Balance at 31 March 2021	-	1,973,071	367,734	227,618	43,134	2,611,556
Net book value at 31 March 2021	2,779,835	3,971,656	98,003	29,865	30,310	6,909,669
Net book value at 31 March 2020	1,453,395	4,121,550	90,416	61,023	42,665	5,769,049

In the event that the Freehold Property ceased to be owned by the Rowans, there is a restrictive covenant in favour of the donor of the land. Land and Buildings includes Freehold interests of £2,455K, long leasehold interests of £1,924K and short leasehold interests of £24K.

Historically costs of the Hospice refurbishment have been included within the Land and Buildings category. Going forward any WIP will be identified separately as above.

13. Investments (Charity only)

	2021	2020
	£	£
Fair Value at 1 April 2020	3,179,570	4,200,270
Additions	-	-
Disposals	-	(1,038,662)
Unrealised gains/(losses) on investments	671,248	17,962
Investment management fees (netted off)	(33,214)	-
Market value at 31 March 2021	3,817,604	3,179,570
Cash held in investment portfolio	1,846,187	2,346,187
Fair Value of listed investments and cash held at 31 March 2021	5,663,791	5,525,757
Unlisted investment in subsidiaries	2	3
Total Investments	5,663,793	5,525,760
Represented by		
UK listed investments	3,817,604	3,179,570
Unlisted investment in subsidiary	2	3
Cash held as part of portfolio	1,846,187	2,346,187
	5,663,793	5,525,760

14. Debtors

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Debtors falling due within one year				
Accrued legacy income	1,351,162	1,437,851	1,351,162	1,437,851
Other debtors	713,450	948,691	695,500	948,691
Prepayments	147,964	199,853	147,964	199,853
	2,212,576	2,586,395	2,194,626	2,586,395
	2,212,576	2,586,395	2,194,626	2,586,395

15. Creditors: Amounts falling due within one year

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Other creditors	4,776	528,021	4,776	526,461
Trade Creditors	245,319	-	231,365	-
Accrued expenses and deferred income	515,514	305,363	513,414	302,637
Monies held as agents	32,572	33,644	32,572	33,644
Other tax and social security	98,987	121,352	98,987	119,586
Amounts owed by group undertakings	-	625	-	136,754
Intercompany	76,351		91,303	
	973,519	989,005	972,417	1,119,082

Deferred income consists of lottery payments made in advance £37,605 (2020 £53,390) also Continuing Health Care payments claimed in advance as agreed £32k.

16. Capital Commitment note

	2022	2021
	£	£
Hospice Refurbishment - Stage 1	565,061	1,297,380

17. Operating lease commitments

The following operating leases are subject to future commitments and are the same for both the Group and the Charity

	2021	2020
	£	£
Expiring:		
Within one year	283,884	295,444
Between two and five years	855,413	803,634
In more than five years	235,328	365,160
	1,374,625	1,464,238

18. Restricted Funds

	Balance 01 April 2020	Income	Expenditure	Transfers	Balance 31 March 2021
	£	£	£	£	£
Group and Charity					
NHS Emergency Covid Funding	0	2,366,150	(2,366,150)		-
Violet Squire Love of Roses Bursary Fund	10,300		(2,202)	-	8,098
Hospice Renovation	-	88,175	(88,177)		(2)
Education Facilitator Grant - Health Education England	11,650	-	(11,650)	-	-
Aged Veterans Fund Funding	33,813	-	(16,543)	-	17,271
Other restricted funds	22,294	-	-	-	22,294
	78,057	2,454,325	(2,484,721)	-	47,661

- Emergency funding was provided by the NHS through Hospice UK to enable the Hospice to be able to provide capacity through 2020/21
- The Violet Squires Love of Roses Bursary Fund was set up on 26 June 1996 with a donation of £14,000 from Mr D J Squire to fund nurse training by the payment of bursaries. This is currently being used to fund a PhD qualification.
- The Hospice is fundraising for the costs of renovating the hospice, the restricted fund represents the total raised to date to fund this project and was all spent in the financial year.
- Funds received from Health Education England have been used to provide clinical training.
- The Aged Veterans Fund uses Libor funding to support service veterans as they near the end of life.
- Harnessing Technology funding has been provided to support the ongoing development and widening footprint of the Future Planning Template.
- Other restricted funds represent donations and fundraising given for specific projects.

19. Summary of funds 2021

	Balance 01 April 2020	Income	Expenditure	Transfers, gains and losses	Balance 31 March 2021
	£	£	£	£	£
Group					
Restricted funds	78,057	2,454,325	(2,484,721)	-	47,662
General funds	2,282,432	5,398,211	(3,279,792)	(800,851)	3,600,000
Designated funds:					
Fixed Asset Fund	5,769,048	2,529,166	(1,388,543)	-	6,909,670
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	(917,981)	1,442,349	3,024,368
Hospice Renovation Fund	1,500,000	-	(864,136)	-	635,863
	11,269,048	2,529,166	(3,170,660)	1,442,349	12,069,902
Total funds (Group)	13,629,537	10,381,701	(8,935,173)	641,498	15,717,563

Restricted funds	78,057	2,454,325	(2,484,721)	-	47,662
General funds	2,282,432	5,398,211	(3,279,792)	(800,851)	3,600,000
Designated funds:					
Fixed Asset Fund	5,769,048	2,529,166	(1,388,543)	-	6,909,670
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	(917,981)	1,412,581	2,994,600
In-Patient Refurbishment Fund	1,500,000	-	(864,136)	-	635,863
	11,269,048	2,529,166	(3,170,660)	1,412,581	12,040,134
Total funds (Charity)	13,629,537	10,381,701	(8,935,173)	611,730	15,687,795

- Funds have been moved from general funds to designated to the value of £800k in line with our reserves policy.
- The Fixed Asset Fund has been set up to show those funds that represent the net book value of tangible fixed assets and are therefore not freely available to spend on charitable activities.
- Legacy income risk is amongst the most significant risks faced by the Charity. To manage this risk, the Legacy income risk element has been removed from the general reserves consideration and is managed through a dedicated designated fund. The Legacy Contingency Fund has allowed the Hospice to more confidently budget legacy income and thus commit to increased charitable expenditure.
- The legacy risk is reviewed annually during the budget setting process and if Trustees determine that the risk associated with legacies has changed, then the amount held in the Legacy Contingency Fund will be changed.
- The Trustees have approved a five-year plan to invest in the Hospice. This investment is forecast to spend over £3 million over the five years, the Service Investment Fund set aside to fund these investment activities.
- The balance on the Hospice Renovation Fund is to fund the remains of Phase 1.

19. Summary of funds 2020 continued

	Balance 01 April 2019	Income	Expenditure	Transfers gains and losses	Balance 31 March 2020
	£	£	£	£	£
Group					
Restricted funds	346,585	722,628	(241,833)	(749,323)	78,057
General funds	3,049,027	8,305,226	(9,445,009)	(379,931)	1,529,314
Revaluation reserve	735,156	-	-	17,962	753,118
Designated funds:					
Fixed Asset Fund	4,604,293	-	-	1,164,756	5,769,049
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	-	-	2,500,000
Hospice Renovation Fund	1,500,000	-	-	-	1,500,000
	10,104,293	-	-	53,464	11,269,049
Total funds (Group)	14,235,061	9,027,854	(9,686,842)	53,464	13,629,538
Charity					
Restricted funds	346,585	722,628	(241,833)	(749,323)	78,057
General funds	2,929,241	8,221,731	(9,339,181)	(436,333)	1,375,458
Revaluation reserve	735,156	-	-	17,962	753,118
Designated funds:					
Fixed Asset Fund	4,604,293	-	-	1,164,756	5,769,049
Legacy Contingency Fund	1,500,000	-	-	-	1,500,000
Service Investment Fund	2,500,000	-	-	-	2,500,000
Hospice Renovation Fund	1,500,000	-	-	-	1,500,000
	10,104,293	-	-	1,164,756	11,269,049
Total funds (Charity)	14,115,274	8,944,359	(9,581,014)	(2,938)	13,475,682

20. Analysis of Net Assets Between Funds 2021

	Restricted Funds	Designated Funds	General Funds	Total
Group	£	£	£	£
Tangible fixed assets	-	6,909,670	-	6,909,670
Investments	-	1,926,838	3,736,955	5,663,793
Net current assets	47,662	3,233,392	(136,955)	3,144,099
Total net assets	47,662	12,069,900	3,600,000	15,717,562
Charity				
Tangible fixed assets	-	6,909,670	-	6,909,670
Investments	-	1,926,838	3,736,955	5,633,793
Net current assets	47,662	3,233,392	(166,723)	3,144,331
Total net assets	47,662	12,069,900	3,570,232	15,687,794

Analysis of Net Assets Between Funds 2020

	Restricted Funds	Designated Funds	General Funds	Total
Group	£	£	£	£
Tangible fixed assets	-	5,769,048	-	5,769,048
Investments	-	1,835,031	3,689,727	5,524,758
Net current assets	78,057	3,664,969	(1,407,295)	2,335,731
Total net assets	78,057	11,269,048	2,282,430	13,629,538
Charity				
Tangible fixed assets	-	5,769,049	-	5,769,049
Investments	-	1,835,028	3,689,727	5,524,755
Net current assets	78,057	3,664,972	(1,561,153)	2,181,877
Total net assets	78,057	11,269,049	2,128,574	13,475,680

21. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	Group 2021	Group 2020
	£	£
Net movement in funds	2,088,026	(605,522)
Adjustment for:		
Depreciation charges	243,277	239,582
Loss on disposal of tangible fixed asset	8,252	-
Losses/(gains) on investments	(671,248)	(17,962)
Dividends and interest from investments	(116,874)	(147,618)
(Increase)/decrease in stocks	(1,835)	2,856
(Increase)/decrease in debtors	388,147	(396,113)
Increase/(decrease) in creditors	(15,486)	172,275
Net cash provided by operating activities	1,922,257	(752,502)

22. Pension Schemes

a. NHS Pension Scheme

Rowans Hospice has an arrangement with the NHS that permits members of the NHS pension scheme to maintain their membership when they are subsequently employed by the Hospice. The contribution of the hospice was 14.38% to the NHS scheme. The Hospice paid contributions of £264K in 2021 (£2020: £274K).

83 Members of staff paid into this scheme in 2021 (2020 - 83)

b. Rowans Defined Contribution Scheme

The Charity offers to match employee contributions up to a maximum of 7% to any other eligible member of staff of the Group choosing to belong to the Group pension scheme with Royal London. Rowans contributions to the defined contribution scheme were £146K in 2021 (2020: £163K).

157 members of staff paid into the defined contribution scheme in 2021 (2020 - 170).

Total employer contributions for the group for the year ended 31 March 2021 were £410K (2020: £437K)

23. Related Party Disclosures

Other than those transactions already disclosed between the Charity and its wholly owned subsidiary, there were no other related party transactions which require disclosure. Details of payments to the management team and all transactions with the Trustees are shown in notes 10 and 11.

24. Financial Instruments

	Group 2021	Group 2020	Charity 2021	Charity 2020
Financial assets measured at Fair Value (a)	3,817,604	3,179,570	3,817,606	3,178,574
Financial assets measured at amortised cost (b)	5,961,397	5,670,351	5,932,934	5,647,145
Financial liabilities measured at amortised cost (c)	(973,519)	(989,005)	(972,417)	(1,119,082)
Net financial assets measured at amortised cost	8,805,482	7,860,916	8,778,123	7,706,637

(a) Financial assets measured at Fair Value cost includes investments held at Fair Value.

(b) Financial assets measured at amortised cost include: short term deposits and cash in hand, trade debtors, other debtors, accrued income, legacies and amounts owed by Group undertakings.

(c) Financial liabilities measured at amortised cost include: trade creditors, other creditors, money held as agents and deferred income.

25. Taxation

The Company meets the definition of a charitable company for UK corporation tax purposes. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

26. The Charity has no borrowing and consequently no net debt. Therefore, no statement of movement in net debt has been presented.

Company Information

Registered Company Name	The Rowans Hospice	
Registered Company Number:	2275068 (England and Wales)	
Registered Charity Number:	299731	
Board Of Trustees:	John Watkins Honorary Chairman	
	Wendy Greenish Honorary Vice Chairman	
	Anthony Saunders Honorary Treasurer	
	Geoff Page	
	Louisa Burton	
	Eva Dixon	
	Roger Harrison (until 8th December 2020)	
	Elizabeth Emms	
	John Hughes	
	John Reddy	
	John Taylor (from the 8th December 2020)	
	Jacquie Vincent-Coulter	
	Ian Young	
Honorary Vice President:	Ian Bott	
Company Secretary:	Susan Aistrope	
Hospice Executive Team:	Ruth White	Chief Executive
	Susan Aistrope	Director of Finance & Information Technology
	Erika Lipscombe	Director of Clinical Services (Matron)
	Carol Milner	Director of People Services & Income Generation
	P-J Morey	Medical Director
	Jenny Redman	Director of Quality
Registered Office:	The Rowans Hospice, Purbrook, Heath Road, Purbrook, Waterlooville, Hampshire PO7 5RU	
Bankers:	Barclays Bank Plc PO Box 612 Ocean Way Southampton Hampshire, SO14 2ZP	
Auditors:	Siobhan Holmes, Director RI, Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG	
Investment Managers:	CCLA, Senator House, 85 Queen Victoria Street, London EC4V 4ET	
Insurance Agents:	PIB	

Rowans Hospice

Registered Charity Number: 299731
Company Number: 2275068

Some photographs in this publication were taken prior to social distancing measures being in place.

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