ST GILES HOSPICE

England & Wales · Charity number 509014

Details

Other names	ST GILES HOME LIMITED, ST GILES
Status	Registered
Legal form	Charitable company
Company number	01430090
Registered	1979-07-25
Register	View on the Charity Commission register

Contact

Address	St. Giles Hospice Fisherwick Road Lichfield WS14 9LH
Phone	01543434537
Email	exec.assistant@stgileshospice.com
Website	www.stgileshospice.com

Activities

Objects: THE OBJECTS OF THE CHARITY ARE SPECIFICALLY RESTRICTED TO THE RELIEF OF SICKNESS AND THE PRESERVATION OF HEALTH, IN SUCH WAYS AS THE CHARITY SHALL FROM TIME TO TIME DETERMINE, WITHIN ENGLAND AND WALES.

Activities: St Giles Hospice provides excellent palliative care and enables our communities to support each other in living the best life they can to the very end, focusing on what matters most to individuals, families and our community on issues relating to terminal illness, death, dying and loss. Services: IPU, Community Nursing, 24/7 Advice, Therapies/Clinics, Education, Bereavement Support & Physiotherapy

Classification

- **How:** Provides Services, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

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Geography

- Birmingham City
- Derbyshire
- Leicestershire
- Staffordshire
- Walsall
- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,793,047	£13,012,954	£20,550,124	262
2024-03-31	£12,282,931	£13,143,832	£20,851,234	221
2023-03-31	£12,878,664	£12,976,576	£21,396,937	225
2022-03-31	£13,576,551	£12,198,996	£21,728,774	342
2021-03-31	£16,149,149	£13,064,817	£20,023,286	339

Trustees

Name	Role	Appointed
Caroline Louise Barclay		2025-07-31
David John Payne		2025-07-31
Dr Peter Ingham		2022-12-12
Helen White		2025-07-31
Logan Aslam Khan		2025-07-31
Paul Jennings		2020-11-25
Richard Crawley		2025-07-31
Sally Jean Bedford		2024-03-25
Simon James		2020-11-25
Valerie Jones		2021-11-04

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ST GILES HOSPICE

England & Wales - Charity number 509014

Accounts

Registered number: 01430090
Charity number: 509014

ST. GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

ST. GILES HOSPICE
(A company limited by guarantee)

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ST. GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	Robin Vickers, Chair (resigned 1 January 2025) Sally Bedford, Chair Stephen Ridler Catherine Finn (resigned 31 March 2025) Simon James Paul Jennings Val Jones Sarbjit Basi (resigned 28 November 2024) Nighat Hussain (resigned 31 March 2025) Peter Ingham Nicholas Shanahan Emma Roderick (resigned 31 May 2025)
Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Joanne Marie Lowe
Chief executive officer	Elinor Kathryn Eustace
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Bankers	Lloyds Bank PLC 25 Gresham Street London EC2V 7HN

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA
Investment Advisor	Cannacord Genuity Wealth Management 41 Lothbury London EC2R 7AE CCLA Investment Management Ltd Senator House 85 Queen Victoria Street London EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2025.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1st January 2019). The Trustees also have due regard to the requirements of the Charities Act 2022, which amends the Charities Act 2011, and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering specialist palliative and end of life care, free of charge, for people living with terminal illnesses, as well as providing support for their families and careers. Our services are rated as 'Outstanding' by the Care Quality Commission.

We care for patients from across our catchment area, which includes Staffordshire, North Birmingham and surrounding areas. Care is offered at our hospice's centres in Whittington and Sutton Coldfield, as well as in patients' own homes across the region.

We spend close to £10 million a year providing our specialist services. With less than a quarter of this funded by the Government, we rely heavily on donations and income generation from the local community to continue our vital care.

The Board of Trustees, the Executive Leadership Team (ELT) and all staff and volunteers at the Charity are committed to providing individualised care for patients and their loved ones. The Charity aims to achieve this by providing consistent high-quality, cost-effective care underpinned by sound governance across all aspects of the organisation.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15th June 1979 and received its first inpatient on 12th April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in December 2023. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, a comprehensive induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the Group Chief Executive Officer (Group CEO) on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT and the Senior Leadership Team (SLT) to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chair and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter; plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were one hundred and six out of a possible total of one hundred and thirty-seven in 2024/2025. In addition to this, the Chair and Group CEO meet on a monthly basis or more if required. Trustees may also attend monthly strategic leadership meetings are frequently onsite spending time with ELT and service leads when needed.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of two times, the maximum term of office being nine years. The maximum term of nine years was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2024 Annual General Meeting, one Trustee was re-elected, Val Jones and there were no resignations. There were two appointments at the 2024 Annual General Meeting, Emma Roderick and Sally Bedford. As of 31st March 2025, the Board consisted of eight Trustees.

In 2024/2025, the Board and the ELT focused on the financial sustainability of the charity, the continuous challenges as a result of the cost-of-living crisis and additional financial challenges facing the hospice group with effect from April 2025 due to the General Election/change in Government. There were three extra-ordinary Board meetings in this financial year.

The Remuneration Committee meet as a sub-committee to ensure that the Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Board regarding the appointment of new Trustees and members of the ELT/SLT.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently 31 members of the Company.

During 2024/2025, there were four main governance committees: Strategy and Delivery Assurance; Finance, Audit and Risk Assurance; Research Assurance and the Combined Trading Companies (CTC) Board. Each committee, chaired by a Trustee, comprises of some Trustees and members of the ELT. The Assurance Committees meet four times a year or more frequently, if required.

In addition, the Board oversees Corporate Governance Assurance. The Trustees agree strategy and supporting objectives, delegating their execution to the Group CEO and the ELT.

During 2024/2025, financial sustainability became a key priority as the hospice sector nationally grappled with a collective deficit of £77 million, unfortunately St Giles was not immune to those challenges and entered 2024/2025 with a budgeted deficit of over £1.5m. This was due to many factors including a real-terms reduction in statutory funding, while simultaneously managing significant increases in operational costs. The ongoing cost-of-living crisis also impacted our ability to raise voluntary income, as supporters faced their own financial challenges.

It was therefore necessary in 2024/2025 to address the hospice's budgeted £1.5 million operational deficit position, and we launched a Transformation Programme with the aim of reducing the deficit by £1m in the 2024/25 year. The Transformation Delivery Group (TDG), consisting of the ELT and members of the SLT, met regularly. There was a strong focus on how to achieve financial sustainability whilst keeping our patients, and their loved ones, at the heart of every decision.

The three main priorities for the group were:

- To increase our income, both voluntary and statutory
- To identify areas for improvement in operational effectiveness and efficiency
- To identify opportunities for decreasing our costs

Recognising the importance of our workforce in such a challenging time for St Giles, we implemented our People and Organisational Development Programme Framework. This framework was developed through feedback from our workforce survey to support two-way communication, engagement and continuous development. The Transformation Programme reviewed all aspects of how we deliver our services, the support services needed for delivery and the workforce required to do so. We recognised the importance of communication with and supporting our workforce through this incredibly challenging time. With this in mind, we introduced the 'POD Hub' – a dedicated area on our Intranet for all our People and Organisational Development (POD) information and updates.

Feedback from our staff survey and engagement sessions identified five key themes important to our staff:

- Communication and engagement - in listening to staff feedback and, to complement our monthly Hospice Brief sessions and weekly Hospice Round-Up emails, we introduced a monthly Managers' Update with the aim of improving communication flow through the organisation. Additionally, and where important updates were needed, the ELT and SLT ran a series of face-to-face sessions with all departments to ensure staff and volunteers received the right information in a timely manner and had chance to ask questions and offer feedback.

- Pay and Benefits - we continuously assessed our pay and associated policy, benchmarking against others in the hospice sector whilst also recognising that we are a charitable organisation in a budget deficit. We reviewed the hospice pension provider to offer the best value for money to our employees, as well as the organisation, and to give employees ease of access to their pension information at any given time.

- Workplace Wellbeing - we introduced our Employee Assistance Programme (EAP), which is available through our scheme with Legal & General. This valuable resource is designed to support wellbeing both at and outside of work and offers a free and confidential wellbeing and counselling service for volunteers, staff and their immediate families. Support can be accessed 24/7 via phone, WhatsApp or text message, or through the digital wellbeing platform and app.

- Equality, Diversity and Inclusion - we reviewed our onboarding process to include better introductions and time with teams across the hospice and actioned feedback from our engagement sessions to ensure we are more accessible to the communities we serve.

- Learning and Development - we introduced a transparent and fair process for accessing learning and development opportunities for all staff across the organisation. We launched a new staff appraisal process and training needs analysis, and a full review of statutory and mandatory training was undertaken to ensure its relevance to roles.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, currently under consultation, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable Company. This cover is up to £5 million and cost £1,364.40.

c. Subsidiary Companies

The Company had three subsidiary companies during the financial year 2024/2025 - St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, and Walsall Hospice Trading Ltd, all limited by shares wholly owned by the Hospice.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming Gift Aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought-in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade.

Oversight of the trading companies controlled by St Giles is through the Combined Trading Companies Board (CTC). The CTC Board has influence over the strategy and operational management of the businesses. The Board is chaired by a Trustee, comprises of some Trustees, Non-Executive Directors (NEDs) and the ELT. The Board meets quarterly or more frequently, as required.

d. Pay policy for key management personnel

Remuneration of the ELT is approved by a Remuneration Committee made up of the Chair of the Board of Trustees, and Chairs of the Finance, Audit and Risk Committee, Strategy and Delivery Committee and CTC Board. For clinical staff, we attempt to match the salary and conditions of those employed in the NHS, wherever possible

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles of Association, are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individualised care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care incorporates a range of services including specialist care at home, inpatient care, lymphoedema services, outpatient services, bereavement services and a range of therapies. In addition to direct patient care services, St Giles has a proactive community engagement agenda and an education and research agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of all that St Giles does. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the feedback we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their loved ones. This commitment runs throughout St Giles at all levels, and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. The majority of care that we provide is in the community.

St Giles is committed to offering care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure.

In each of the strategic aims, the Charity seeks partnerships with others who share our aims in order to address increasing complexity of health and social need in an environment of limited resources.

b. Clinical Effectiveness & Activity

A total of 1,670 referrals were received for our Community Palliative Care team (CPCT), of which 886 patients went on to receive care, and 138 were offered but declined our service.

From start of triage:

- 97% of referrals received were triaged within the two-day, five-day or -day urgency allocation of the referrer.
- 95% of urgent two-day referrals were contacted within one day.
- 94% of five-day referrals were contacted within two days.
- 96% of 10-day referrals were contacted within four days.

Of the referrals not proceeding, 138 patients died whilst their referral was being processed within the urgency allocated by the referrer, and 371 referrals without identified specialist palliative care needs were signposted to other services.

b. Charitable Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2024/2025. The data includes key quality measures that are reportable to statutory commissioners.

2024/2025	
Total number outpatient attendances/telephone appointments	1,845
Total number of visits with patients by the community service	3,636
Total number of Hospice at Home sessions provided (two HCA = two visits)	3,524
Referrals received across our clinical departments	3,270
Calls handled by our Advice and Referrals Centre (ARC) – April to October 2024	7,136
Calls handled by our Community Palliative Care team to/regarding patients known	20,868
Total number of complaints Whittington	4
The number of complaints which were investigated and upheld in full	0
The number of complaints which were investigated, resolved but only upheld in part	4
The number of complaints which were investigated and not upheld	0
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).	0
Total number of patients admitted to Whittington Inpatient Unit	240
% of patients who went home	23%
% bed occupancy	81%
Patients diagnosed with reportable infections whilst on the Inpatient Unit	0
Average length of stay on the inpatient unit (days) – Specialist admissions	14.90
Number of falls per occupied bed in a year (number of beds multiplied by bed occupancy)	0.68

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

Number of volunteers by activity	2024/25
Bereavement Help Point	27
Clinical Admin	4
Complementary Therapy	3
Drivers and Drivers Mates	11
Estates, Whittington	25
Events	112
Family Support	13
Finance	1
Fundraising	35
Lymphoedema	12
Main Reception and Calligraphy	27
Marketing and Communications	0
POD	0
Quality and Audit	0
Sutton	21
Trustees/NEDs	10
Ward Befriender	0
Ward Clerk	1
Ward Helper	13
Ward Reception	19
Ward Spiritual	3
Total	**337**

Subsidiary Company Volunteers	
Retail	**630**

Combined Total	**967**

d. Research

St Giles Hospice has continued to implement research processes and activity over the past twelve months and is now an established research active hospice. In line with our research strategy, the past year has seen an increase in:

- research capacity (through research projects, quarterly research governance meetings, an increase in grant submissions and St Giles receiving its first National Institute for Health and Care Research (NIHR) research grant).

- building an evidence base (through academic papers, service improvement and evaluation and research events e.g. Journal Club and 'Research Spotlight' e-newsletter).

- creating and strengthening research partnerships and reputation (through public engagement events, collaborating with other hospices, universities and organisations and hosting visiting academics and internships), to promote evidence-based hospice care.

The following research studies have recruited at St Giles, and are now completed with dissemination activities being circulated to staff and volunteers involved:

- Davies, A. Surrey University – "A cluster randomised trial of clinically assisted hydration in patients in the last days of life". CHELsea II Trial (CHELsea II study). Investigates the use of clinically assisted hydration in patients who are end of life. Achieved target recruitment.

- Bailey, C. St Giles Hospice/University of Birmingham – "Accelerated Hospice Beds Service Evaluation". Findings presented at Hospice UK National Conference in November 2024 (academic poster) and Palliative Care Congress in March 2025 (academic poster).

- Weetman, K. University of Birmingham – "Discharge communication from hospices and hospitals". Achieved maximum recruitment. Findings presented at Palliative Care Congress (academic poster) and EAPC 2025 (Oral presentation).

St Giles is currently recruiting, or has been approved by the Research Governance Committee at St Giles to commence recruitment (date of data collection) for the following studies (*currently active):

- Bailey, C. NIHR Service Improvement: Lymphoedema and BMI. Dec 2024*

- Bailey, C. St Giles Hospice. Service Improvement: Run-PC Triage to improve hospice community referrals. April 2025*

- Flanagan, C. University College London. Using virtual reality in hospices: a national survey*. June 2025

- Bailey, C. St Giles Hospice. Service Improvement: Assessing patient complexity on IPU. June 2025.

- Millard, A. University of Birmingham (PhD under Bailey's supervision). Assessing and implementing spirituality at the end-of-life. July 2025

- Bailey, C. University of Birmingham/ SGH. Exploring communication between people living with Motor Neurone Disease and their close persons with healthcare professionals: a longitudinal qualitative study. Jan 2026

- Flannagan, T. Hospice workforce recruitment and retention (PhD under Bailey's supervision). Mar 2026

Plans for next year include further growth and sustainability to see St Giles Hospice recognised as a University Hospice.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the two principal Integrated Care Boards (ICBs) with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, with the content of these reports forming the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year, there were no areas of concern raised which required action.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and is inspected under the CQC category of Independent Hospitals.

Greenhouse gas emissions, energy consumption and energy efficiency action

St Giles is in its fourth year of using the Streamlined Energy and Carbon Reporting (SECR) guidance to measure and report on our carbon footprint. This will be the standard against which we can gauge energy and carbon performance across the whole organisation. It will also highlight what we need to change and where.

Scope 1 of the SECR relates to the direct emissions from gas and transport fuel combustion. For St Giles this will include gas consumption from our Whittington and Sutton sites, as well as transport fuel used for our in-house fleet. Scope 2 of the SECR relates to the indirect emissions from electricity generation. For St Giles this will include gas consumption from our Whittington and Sutton sites.

For both Scope 1 and 2 reporting we have used energy and fuel consumption data from our suppliers and partners and used DEFRA 2020 conversion factors to calculate the CO2e emissions.

For Scope 2, electricity emissions only include bulk supplies from our electricity provider and do not include energy generated by solar photovoltaic (PV) panels. Energy generated from our PV panels typically feeds the National Grid and is not utilised by St Giles directly.

The chosen intensity measurement ratio is total gross emissions in metric tonnes per staff headcount.

Energy consumption used to calculate emissions (kWh)		*2024/2025*
Energy consumption breakdown:	*Gas (kWh):*	*1,380,589*
	Electricity (kWh):	*432,000*
	Water usage (m^3)	*971*
	Fleet Transport Fuel (diesel, litres)	*3,359*
	Employee owned (claimed mileage)	*112,858*
Associated GHG emissions:	*Gas consumption*	*253*
	Tonnes CO2 equivalent	
Indirect energy emissions:	*Purchased electricity*	*89*
	Tonnes CO2 equivalent	
Other indirect emissions:	*Water usage*	*0.15*
	Tonnes CO2 equivalent	
	Fuel used in Hospice owned vehicles	*8.4*
	Tonnes CO2 equivalent	
	Mileage travelled by Hospice employees in own vehicles	*30.3*
	Tonnes CO2 equivalent	
Total gross emissions in metric tonnes CO2e		*381*
Intensity ratio metric tonnes CO2e per staff FTE		*1.45*

Strategic report

a. Strategic Aims

The strategic direction we outlined in 2023 remains as relevant today as it did then and, as we enter into the final year of our current three-year strategy, our strategic objectives remain front and centre of all we want to achieve:

- To provide excellent care
- To be an outstanding team
- To be innovative
- To grow our income
- To be sustainable
- To communicate well

Financial sustainability for St Giles, like many hospices across the UK, remains a significant challenge. We have experienced a real-terms reduction in statutory funding, while simultaneously managing significant increases in operational costs. The ongoing cost of living crisis has also impacted on our ability to raise voluntary income, as supporters face their own financial challenges. Therefore, this second year of our three-year strategy focused heavily on our long-term financial sustainability. Data released in 2024 estimated that the UK hospice sector, which supports 300,000 people annually, was facing a collective deficit of £77 million in the financial year 2023/2024 and unfortunately, St Giles was not immune to the impact of this.

We have continued to actively engage with our Integrated Care Board (ICB) colleagues throughout 2024/2025 to raise awareness of the breadth and depth of services available to our community. Through this active engagement with statutory colleagues, we have seen small financial increases from our ICB funders averaging 2.5%.

At St Giles, our vision is for 'A world where everyone has fair access to specialist palliative and end of life care', and it is only with appropriate funding from the Government that we can meet this vision. We continue to work with our healthcare partners to negotiate adequate funding for hospice care, but in 2024/2025 the situation became critical.

We recognise that the landscape in which hospices operate is evolving, and we need to continually adapt to keep up with changes and challenges currently being faced in palliative and end-of-life care, whilst ensuring good financial management. Our priority throughout the year has been to maintain the highest possible level of care for our patients whilst ensuring the long-term sustainability of our services.

During 2024/2025 and following careful consideration and consultation through our Transformation Programme, we consolidated our services to focus on our core specialist palliative care provision. This consolidation led to a change in our Inpatient Unit bed provision, moving from 23 beds to 15. We continue to operate 12 specialist palliative care beds and have now opened an additional three end-of-life care beds. Our Inpatient Unit continues to be supported by a multidisciplinary team of nursing, medical, therapy and family support staff.

We have further consolidated our community care provision, combining our Advice and Referrals Centre, Hospice at Home, Respite and Community nursing services, to create a seamless journey for our patients.

Though these changes have led to significant efficiencies in our services, they also sadly resulted in the loss of valued and much-loved colleagues, with 23 redundancies made during this time.

Undoubtedly, 2024/2025 has been one of our toughest years on record. However, we remain fully committed to delivering the best possible care to our patients, and their loved ones and, whilst these decisions have been incredibly difficult, they have been essential to safeguard the future of our services and to ensure our long-term survival. We now enter 2025/2026 having significantly reduced our budget deficit by over £1 million.

In 2025/2026, we will continue to deliver on our strategic priorities as well as developing the strategic direction and vision for the next four years. As we move into a position of greater financial stability we must remain dedicated to maintaining financial health and committed to raising more funds in an innovative way, whilst continuing to seek a fair and sustainable funding model for the hospice sector.

We are also faced with the challenges that The Terminally Ill Adults (End of Life) Bill will present for our sector - we recognise that assisted dying represents a significant and complex issue that would fundamentally change our end-of-life care system in the UK. At St Giles, our immediate priority remains delivering compassionate, specialist care to our patients and their loved ones during what is an increasingly challenging period for hospice services nationwide. We acknowledge the emotionally charged debate surrounding this legislation and remain committed to supporting all those in our care with dignity and respect.

We continue to emphasise that sustainable funding for hospice care must be guaranteed, ensuring everyone can access the end of life care they need, regardless of any future legislative changes. As this Bill continues its parliamentary journey, we remain focused on excellence in palliative care whilst closely monitoring these important legislative developments.

b. Achievements and performance

Clinical services

Throughout 2024/2025, we continued to provide high-quality care and support to our local communities while undertaking a comprehensive review of all clinical services to ensure their effectiveness, sustainability, and alignment with patient needs.

Significant changes and outcomes included:

- **Strengthened leadership:** We reviewed the senior leadership structure within clinical services, introducing new roles to enhance operational oversight and maintain a strong focus on quality across all areas.

- **Inpatient bed reconfiguration:** As part of our Transformation Programme, our inpatient capacity was adjusted to 15 beds (12 specialist and three end-of-life beds) from October 2024. During this period, we also ceased providing continuing healthcare (CHC) funded beds.

- **Integrated care pathways:** Our Advice and Referral Centre merged with our Community Palliative Care team, reducing siloed working and ensuring a more coordinated approach.

- **Clearer referral criteria:** We reviewed and shared updated inpatient and community referral criteria with our system partners to ensure our services remain focused on specialist palliative care, keeping patients at the centre of our decision-making.

Our core aim remained the delivery of outstanding clinical care and support to patients, and their loved ones, in a responsive, equitable, and sustainable way. To evidence our impact and drive improvements, we began developing a refreshed programme of qualitative and quantitative indicators, shaped in consultation with key stakeholders. These measures focus on three priority areas: patient safety, clinical effectiveness, and patient experience.

By embedding these measures, we are better positioned to identify opportunities for improvement and prioritise changes that deliver the greatest benefit to the quality of care we provide.

Workforce

Following the Transformation Programme, and as we look to the future, our workforce is a key priority to delivering outstanding care to our patients. Having skilled staff and volunteers in the right roles is key for delivering our objectives and high-quality compassionate care as part of our strategy.

Our three-year strategic plan for 2023-2026 included the deliverable ambition objective 'to be an outstanding team' and to foster a positive and thriving culture, as well as the objective 'to be sustainable'.

During the Transformation Programme, we implemented our People and Organisational Development (POD) Programme Framework. This framework was developed through feedback from our workforce survey to support two-way communication, engagement and continuous development.

As we move forward, it is essential that all staff receive ongoing training and development to ensure they are always up to date with best practice. Working in end-of-life care can be emotionally challenging and therefore supporting staff wellbeing and resilience helps prevent burnout and improves employee wellbeing and retention.

By developing leadership at all levels, through our mandatory study and HR-led workshops, we will strengthen the hospice's succession planning and enable St Giles to be a sustainable organisation. The POD Hub will further evolve as we move into the third year of our strategy.

Finances

Financial sustainability remains a significant challenge for St Giles, as it does for many hospices across the UK. Reduced real-term NHS income, rising demand for services, increasing costs, and a challenging fundraising environment continue to put pressure on our operating model.

In 2024/2025, we undertook a comprehensive financial review, assessing every aspect of our income and expenditure. This included a full evaluation of contractual arrangements, cost structures, and operational efficiencies. As a result, we entered 2025/2026 with a clearer understanding of our financial position and achieved a break-even outcome by 31 March 2025—a significant milestone in stabilising the organisation.

While this represents important progress, the wider funding landscape remains complex and uncertain. Public funding, though vital, continues to fall short of covering the full cost of care, making long-term planning increasingly challenging.

In response, the Board has prioritised financial resilience as a strategic imperative. Key areas of focus include:

- **Diversifying income streams** through new fundraising models, innovative commercial opportunities, and strengthened partnerships.

- **Enhancing operational efficiency** to ensure resources are used effectively without compromising the quality of care.

- **Data-driven decision-making** to manage economic uncertainty and safeguard our services.

The transformation undertaken in 2024/2025 has created a more stable financial platform, but further evolution is essential. Our goal remains clear: to secure a sustainable future for St Giles and the people who rely on our care.

Governance

As a highly regulated organisation across all aspects of our work, ensuring we have the right governance and assurance framework in place is essential. During 2024/2025, we introduced a new top tier governance structure and developed a clinical and non-clinical governance framework for clinical and operational oversight to ensure robust systems are in place, compliance with all our statutory requirements and provide necessary assurances to our Board.

We continue to actively monitor, update and implement good organisational governance practices to ensure the safe and effective running of the hospice.

Communications

We have continued to focus on how we can improve our communication and engagement with our volunteers and staff. Our internal communications model includes our monthly Hospice Brief, led by our ELT and delivered face-to-face or accessed remotely online, and our weekly Hospice Round-Up email.

In 2024, we introduced a monthly Managers' Update, held face-to-face and accessed remotely, to equip our managers with information about our strategic direction ahead of wider communication to the organisation - in recognition that we need to empower our managers to support their teams and confidently answer any questions or queries.

We actively encourage colleagues to contribute, participate and feedback through these communication channels. They offer a platform to celebrate and share what we all deliver and contribute to, as well as raise questions and concerns.

Through our workforce survey and subsequent engagement sessions we are able to ensure that we accurately reflect the views and opinions expressed by colleagues to inform our strategic priorities and actions. The recent workforce survey has identified some common themes across the organisation with some clear areas on which to focus, that align with our strategic direction.

We recognise that whilst we have some good communication and engagement established, there is always room to review and improve on this to support the development of a positive and inclusive culture across all teams. Ensuring the voice of our volunteers, staff and community within our organisation is heard, is fundamental to the improvement of our services and organisational culture.

c. Other achievements

Other operational projects that St Giles has delivered in during 2024/2025 include:

Recruitment drive

Following the Transformation Programme and restructuring of services, St Giles received an unprecedented response to clinical recruitment. During 2024/2025, we implemented a variety of new roles and inducted a total of 17 new clinical staff into the organisation, having undertaken a complete review of the onboarding and induction programme for all staff.

E-referrals

Historically, referral into clinical services was via a paper process, however in January 2025 a new St Giles website was launched with the functionality to enable incoming referrals to be sent electronically. This streamlined the referral process whilst also ensuring that the incoming referral contained all appropriate information, increasing efficiency within the clinical administration team

System-wide working

St Giles plays a key role within the local and wider healthcare system. Forging closer links with our local NHS partners and other health care partners is fundamental to ensure that service delivery is dynamic and meets the needs of our patients, families and communities. During 2024/2025, ELT and senior clinical leads significantly strengthened relationships with system and integrated partners.

Integrated services

The transformation in 2024/2025 enabled a positive shift towards integrated working. Our clinical teams moved away from siloed working to ensure our patients and families could seamlessly navigate our clinical services.

Connected parties

Our Medical Director, whose employment arrangements were via an SLA with University Hospitals of Derby and Burton (UHDB) left St Giles in November 2024 and this SLA was subsequently terminated. We anticipate future Medical Consultant appointments may also require hosting of contracts within an NHS Trust, but we have no such arrangements at point of publishing this report.

Governance 2025-2026

The Strategy Delivery Group (SDG) was introduced in April 2025 and consists of the ELT and the SLT. It is responsible for the delivery of the current Hospice Strategy and setting the future hospice strategy, for approval by the Board. The group reports to the Strategy and Innovation Committee who in turn monitors the performance of key strategic objectives and initiatives.

During 2025/2026, we will continue to work towards data-led assurance that provides real time analysis and supports decision making and focus on our operational and corporate governance frameworks that keep the organisation safe and transparent.

a. Principle risks and uncertainties

Our risks are captured by our organisational risk management processes as part of our organisational governance. We have a Board Assurance Framework (BAF) that captures all our risks associated with delivery of our organisational strategic objectives. This is then underpinned by our Corporate Risk Register that captures all our associated operational risks. Every risk has an Executive Director responsible for its management, and these are reported to one or more of our Committees and Board, as necessary.

Key risks include:

- **Financial sustainability**
  - Maintaining or ability to increase income.
  - Maintaining or reducing our costs.
- **Workforce**
  - Affordability of capacity and capability to meet requirements.
  - Availability of appropriately skilled workforce.
  - Ability to maintain and recruit volunteers.
- **Economic climate**
  - Current impact of cost of living on organisation and workforce.
  - Uncertain medium to longer term economic climate.

b. Management of risks

The Corporate Risk Register identifies the Governance Assurance Committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence and likelihood risk score, and a delivery timeline set for attainment. Each risk is allocated to a member of the Executive Leadership Team for management oversight. The Risk Register is a live, dynamic document reviewed monthly or more frequently, as required.

The Corporate Risk Register underpins the BAF that captures the key risks associated with delivery of our organisational strategic objectives. The BAF is reviewed monthly, or more frequently as required, and reported to the Board each quarter.

Risk is a standing item on the ELT and SLT meeting agendas, with each directorate having their own Risk Register. Directors receive and respond to newly identified organisational risks, escalating to the Corporate Risk Register as appropriate. Each directorate formally reviews the Risk Register monthly, or more frequently as required, noting mitigating actions undertaken and revising risk scores accordingly.

c. Delivery assurance

The delivery of our strategic aims is overseen by our Board and through 2024/2025 this was via our Transformation Delivery Group in which ELT provided assurance in the delivery of financial balance.

The programme management of the transformation programme was welcomed by Trustees, ELT and Senior Leaders alike and, as we move into 2025/26, this has evolved into the Strategy Delivery Group, led by the ELT, and attended by the SLT.

The SDG directly reports into the Hospice Strategy and Innovation Committee on a quarterly basis outlining delivery to date, future actions and any risks to the delivery plan.

As we approach the end of our three-year strategy, this group, in conjunction with the Board, will develop the future vision, strategy and plan for the future.

Financial review

a. Financial Review

The year-ended 31st March 2025 saw an overall net decrease in funds, but a decrease in financial deficit was achieved through the work of the Transformation Programme in year.

A total unrestricted income of £12.421 million was achieved in the current financial year, an increase of 1.7% on the previous financial year - £12.207 million for the year ended 31st March 2024.

A multi-stream approach was taken to our income generation strategy in 2024/25, and we achieved a step up in income across donations and legacies, trading income and investments and treasury management. This is in line with our determination to become financially sustainable without overreliance on state funding. A decrease in NHS related income was seen, however, as a result of the change in service portfolio. A reduction in recharged service income is reported but a corresponding reduction in operating costs was secured.

St Giles Hospice Shops Ltd business contributed donations totalling £488,018 to the Hospice; a decrease of £186,333 on the previous year.

St Giles Promotions business, and its Lottery and Raffle activity, continued to provide a relatively stable contribution of £768,663, a slight decrease of £45,900 on the previous year.

St Giles has welcomed the £213,793 received in funding from the Department of Health and Social Care in 2024/25 - a proportion of the £25 million distribution to hospices across England. This funding package is to be used for essential improvements to buildings, facilities, and digital infrastructure.

We will continue to campaign, however, for the recognition that more needs to be done to ensure sustainable operational funding that will secure the future of hospices nationwide.

St Giles receives NHS income through three primary ICB partners, and we achieved an average of 2.5% increase in statutory monies received. However, significant increases in the National Living Wage, National Insurance contributions and within parallel NHS nursing pay scales saw St Giles staff pay increase by an average 5%. Similarly to Hospices across the country, staff costs make up 70% of our cost base and this is a clear demonstration that something must change to address this widening funding gap.

The Hospice continued to see increases in the cost of goods and services, however, in the light of the funding challenges faced, the Transformation Programme delivered a strategic focus on cost efficiencies across both the operating and support costs. A 7% reduction in total expenditure was achieved compared with 2023/2024.

b. Reserves policy

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, they need to match variable income and fixed commitments, and the nature of the reserves.

The Board has set a Reserves Policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of 12 months. In addition, reserves should also allow for the completion of capital expenditure projects in progress or planned for the following 12 months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.

- The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on an annual basis at the Audit and Risk Assurance Governance Committee.

Total funds of the group at the year-end stood at £20,550,124 *(2024: £20,876,234).*

Restricted funds totalled £54,886 *(2024: £22,500)* and unrestricted funds totalled £20,495,238 *(2024: £20,853,734).*

Free reserves of the group at the year end, stood at £10,204,749 *(2024: £10,284,839).*

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £2.6m in free reserves. St Giles is committed to assessing and then strategically reconciling its anticipated levels of income and expenditure over the coming years.

c. Investments policy

St Giles has a portfolio of long-term investments, deposit accounts and an interest-bearing current account, to ensure appropriate liquidity of funds.

Canaccord Genuity and CCLA Investment Management Limited managed the Hospice's investments during 2024/ 2025. The Audit and Risk Assurance Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written Investment Policy.

d. Going concern

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserve position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. Our Trustees have concluded that there are no material uncertainties that call into doubt the charity's ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

Income Generation Overview

a. Fundraising

St Giles Hospice Income Generation Directorate is made up of three core departments, these being Fundraising, Lottery and Retail. In 2024/25 the Directorate was led by the Deputy Chief Executive and supported by a Deputy Director of Income Generation.

We are members of the Chartered Institute of Fundraising, and we comply with the Fundraising Code of Practice and all relevant Statutory legislation and regulations to include the Charities Act 2022, which amends the Charities Act 2011, and the Data Protection Act 2018.

Our Customer Relationship Management system (CRM), Donorflex captures all communication and relationship management with our supporters and donors. This system is used for both Fundraising and Lottery.

Our in-house Fundraising team is responsible for maximising all income stream opportunities that are in aid of raising funds for St Giles Hospice. Exceptional stewardship of our donors and supporters is paramount to our team; our processes are designed to ensure that we are continually reviewing and building a supporter journey that reflects our standards and that we're creating the right opportunities for future involvement. All people fundraising on our behalf have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

During 2024/25 the Fundraising team faced the same challenges as the wider workforce, the team structure was reviewed, and a number of colleagues were made redundant or left the organisation. Throughout, the team continued to focus on maximising income through the existing portfolio of activity whilst also delivering an incredibly successful public art trail - March of the Elephants - which both helped raise vital funds and awareness of hospice care during the summer of 2024.

In the year 2024/2025, there were no complaints and no concerns involving Fundraising.

b. Lottery

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Recruitment of players is outsourced to a third-party agent who canvass on behalf of St Giles Hospice Promotions Ltd. The external agent works closely with us and has a detailed understanding of our expectations. We have assurance on their standards through our own internal processes whereby quality checks are made with frequency.

As part of our internal safeguarding, our lottery age restriction is set at 18 years and above, higher than the legal age limit of 16. We have just one self-exclusion listed.

In 2024/25 we successfully relaunched the sale of single tickets through our network of retail stores. In order to sell our lottery and raffle products our Fundraising, Lottery and Retail teams all have training at the point of induction and then on an annual basis to ensure standards and practices in dealing with the public are high and compliant with current fundraising and gambling legislation and guidance.

In year 2024/2025, there was one complaint and no concerns involving Lottery. The complaint was regarding a supporters' request to unsubscribe not being actioned.

c. Retail

St Giles Hospice Shops Ltd is a trading subsidiary of St Giles Hospice. It is an agent for the Hospice in the sale of new goods, donated goods and in reclaiming Gift Aid donations from the sale of donated items. As members of the Charity Retail Association, we abide by its code of conduct and follow best practice.

During 2024/2025 our retail estate consisted of 23 physical stores and an e-commerce operation. Our focus remained, as detailed in our 2023-2026 organisational strategy, 'to grow our income' and six of our stores were refurbished during 2024/2025.

We also opened two new stores in Bilston and Brownhills. Furniture was sold in five of our outlets and we worked with Boxmove, an external company, to manage the end-to-end collection and distribution of this product.

At the time of writing, we will be opening three new stores in Lichfield, Uttoxeter and Tamworth in 2025/2026 and continuing to focus on new store acquisition.

In the year 2024/2025 there were 31 concerns raised. Of these two were escalated to a formal complaint.

- Complaint 1 – regarding student placement.
- Complaint 2 – formal written complaint regarding customer service

Both complaints were fully investigated, both were upheld in part and outcome letters sent to the complainants, with learning taken forward. There was no further feedback following outcome letters being sent.

The remaining 29 concerns were reviewed and feedback given. The overarching themes were:

- Customer service and staff attitude.
- Donations (missing or refused).
- Refurbishment of stores, unhappy due to perceived cost incurred.
- Health and safety in regard to working environment.

The highest theme for concerns continued to be customer service, although this number was a reduction on prior year from 61% to 55%. Boxmove were cited in two concerns raised but again a reduction on prior year from six to two. There was an increase in the number of concerns raised regarding donations being refused or turned away from our stores.

Looking Ahead

a. Plans for 2025/2026

The strategic direction we outlined in 2023 remains as relevant today as it did then and, as we enter the final year of our current three-year strategy, our strategic priorities remain front and centre of all we want to achieve:

- To provide excellent care
- To be an outstanding team
- To be innovative
- To grow our income
- To be sustainable
- To communicate well

We remain committed to delivering the final year of our strategic plan and have outlined key actions and priorities for 2025/2026 that will see us deliver the final year of our plan and ensure we are laying the right foundations for the future of St Giles.

Following a significant period of change, 2025/2026 will focus heavily on 'Our People" and ensuring we have a sustainable workforce who continue to deliver outstanding care in a positive organisational culture. We continue to strive to improve and creating a feedback culture in which staff, volunteers, patients and loved ones feel comfortable providing feedback for improvement is at the heart of our cultural priorities.

b. Future strategy 2026/2027 and beyond

As we enter the final year of our three-year strategy for 2023–2026 and move from a position of financial recovery to greater stability, we recognise that the landscape for hospices is rapidly evolving. Changing expectations, growing demand, and emerging challenges in palliative and end-of-life care mean we must adapt continually to remain effective and relevant.

Despite these shifts, our strategic priorities remain central to everything we do and continue to drive the long-term direction of St Giles Hospice.

We are mindful of significant sector-wide challenges, including the potential implications of the Assisted Dying Bill. At St Giles, our vision is for a world where everyone has fair access to specialist palliative and end-of-life care.

Our immediate priority remains delivering compassionate, specialist care to patients and their loved ones while advocating for sustainable funding to ensure everyone can access the care they need, when they need it.

Throughout 2025/2026, we will continue delivering against our current priorities while also shaping our next four-year strategy. This will focus on:

- **Extending our reach** - exploring innovative ways to support more people as demand for our services grows.
- **Enhancing our care environment** - maximising the use of our hospice site to deliver the highest quality, patient-centred, and innovative care.

- **Driving sustainable income** - adopting a more creative and commercially minded approach to income generation, strengthening our ability to invest in future services.

c. Future financial sustainability
Looking ahead, we remain acutely aware of the volatile and uncertain environment affecting both the hospice sector and the wider health and care system. Economic pressures, commissioning changes, inflation, and shifting donor behaviour all present ongoing challenges to long-term sustainability.

In response, the Board is committed to building financial resilience and ensuring our strategy remains agile and responsive. Our priorities include:

- **Diversifying income streams** and reducing reliance on any single source of funding.
- **Enhancing operational efficiency** to deliver high-quality care as cost-effectively as possible.
- **Strengthening governance and risk management** to ensure we remain well-prepared for external changes.
- **Investing in innovation** and developing new ways to deliver and fund our services sustainably.

While the road ahead is complex, the transformation achieved in recent years has positioned St Giles to face the future with determination, clarity, and purpose.

Our goal remains unwavering: to secure a sustainable future and ensure that everyone who needs it has access to the highest standards of specialist palliative and end-of-life care.

Key Trustee Confirmations

a. Statement of engagement with employees

Our ELT is made up of the Group CEO and Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

The Communications Team shares the CEO's weekly "Hospice Round Up" email with all staff and volunteers which is well received. Round Up updates staff and volunteers on what is happening across the Group, both internally and externally, and highlights important changes, care stories, promotes events, success stories, introduces new starters and updates on leavers. There is a communications email address for suggestions and/or requests for future topics.

Monthly Hospice Briefs are held for staff and volunteers across the Group, chaired by the Group CEO along with the ELT. This is an open forum meeting, colleagues are updated on current areas of work, there are spotlight sessions on services, issues on the horizon and a Q&A session at the end.

All-important communications with our staff are circulated from the communications email address. These can range from policies and procedures, messages from the Trustees, Group CEO or ELT and newsflashes/highlighting current issues. This has been well received by staff across the group.

The SLT meet monthly, and meetings are chaired by the Deputy Director of People and Organisational Development. The priorities for the SLT are to work collaboratively to ensure the delivery of the strategic objectives for 2023-2026. The SLT work together to drive positive change and a thriving culture and utilise the groups' experience, skillset and knowledge to deliver strategic objectives.

The Operational Delivery and Assurance Committee meet quarterly, and the papers include workforce assurance, which are available for the Board. In addition, the Operational Delivery and Assurance Committee reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness, etc. and also review the ongoing development of employees with regards to training, education and appraisals.

The Company Secretary organises Trustee introductions to the hospice/wider group both as part of their induction. Trustees are visible across the hospice group and engage directly with teams. Trustees attend many of the employee engagement and/or fundraising events that are held throughout the year including the strategy engagement sessions and the annual Light up a Life services held at multiple venues.

Board decisions are made with consideration to the impact on employees by bringing together the views of the ELT and Trustee Directors.

Section 172(1) statement (The Companies (Miscellaneous Reporting) Regulations 2018)

The Charity regularly reviews principal stakeholders, and St Giles engages with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by the management team and by direct engagement with stakeholders themselves. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The Charity does not have a dependency on any supplier but deals with both large and small enterprises aiming to always pay within terms and build a long-standing relationship with its suppliers, which is beneficial to both parties. Where it is practicable, local suppliers are included in tender processes.

Other disclosure requirements of this regulation are covered elsewhere in the Trustees report.

Annual General Meeting

The Annual General Meeting of the Charity will be held on Wednesday 5th November 2025.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Disclosure of information to auditors

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

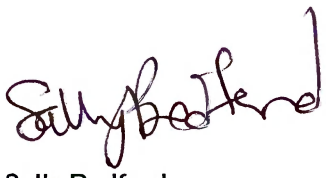
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Auditors

A comprehensive retendering process for the appointment of the external auditor was undertaken by the Trustees after the 31st of March 2025 year end, in accordance with a commitment to best practice and to ensure audit quality and independence.

The Finance, Risk and Audit Committee led this process, which involved a thorough evaluation of proposals from several audit firms based on criteria such as audit quality, independence, experience in the charity sector, and value for money. A resolution proposing the new external auditor will be tabled at the Annual General Meeting. This appointment is expected to provide fresh perspectives and further enhance the robustness of financial reporting.

Approved by order of the members of the Board of Trustees at the Annual General Meeting and signed on their behalf by:



Sally Bedford
Chair
Date: 1 October 2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE

Opinion

We have audited the financial statements of St. Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

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

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE (CONTINUED)

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Blundell

Helen Blundell LLB FCA FCIE DChA (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 14 December 2025

ST. GILES HOSPICE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	3	**4,143,884**	**371,682**	**4,515,566**	*4,027,974*
Charitable activities	4	**3,226,323**	**-**	**3,226,323**	*3,391,220*
Other trading activities	5	**4,814,891**	**-**	**4,814,891**	*4,737,208*
Investments	6	**236,267**	**-**	**236,267**	*151,529*
Total income		**12,421,365**	**371,682**	**12,793,047**	*12,307,931*
Expenditure on:					
Raising funds	7,8	**4,563,745**	**-**	**4,563,745**	*3,833,999*
Charitable activities	9	**8,143,435**	**305,774**	**8,449,209**	*9,309,833*
Total expenditure		**12,707,180**	**305,774**	**13,012,954**	*13,143,832*
Net (expenditure)/income before net (losses)/gains on investments		**(285,815)**	**65,908**	**(219,907)**	*(835,901)*
Net (losses)/gains on investments	15	**(106,203)**	**-**	**(106,203)**	*315,116*
Net (expenditure)/income		**(392,018)**	**65,908**	**(326,110)**	*(520,785)*
Transfers between funds	20	**33,522**	**(33,522)**	**-**	*-*
Net movement in funds		**(358,496)**	**32,386**	**(326,110)**	*(520,785)*
Reconciliation of funds:					
Total funds brought forward		**20,853,734**	**22,500**	**20,876,234**	*21,397,019*
Net movement in funds		**(358,496)**	**32,386**	**(326,110)**	*(520,785)*
Total funds carried forward		**20,495,238**	**54,886**	**20,550,124**	*20,876,234*

The notes on pages 34 to 59 form part of these financial statements.

ST. GILES HOSPICE
(A company limited by guarantee)
REGISTERED NUMBER: 01430090

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**10,290,489**		*10,568,895*
Investments	15		**3,850,595**		*3,976,098*
			14,141,084		*14,544,993*
Current assets					
Stocks	16	**11,967**		*11,296*	
Debtors	17	**1,173,770**		*1,570,584*	
Cash at bank and in hand		**6,614,336**		*5,901,571*	
		7,800,073		*7,483,451*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(1,152,533)**		*(1,077,210)*	
Net current assets			**6,647,540**		*6,406,241*
Total assets less current liabilities			**20,788,624**		*20,951,234*
Provisions for liabilities	19		**(238,500)**		*(75,000)*
Total net assets			**20,550,124**		*20,876,234*
Charity funds					
Restricted funds	20		**54,886**		*22,500*
Unrestricted funds	20		**20,495,238**		*20,853,734*
Total funds			**20,550,124**		*20,876,234*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Sally Bedford

Sally Bedford
Chair
Date: 1 October 2025

The notes on pages 34 to 59 form part of these financial statements.

ST. GILES HOSPICE
(A company limited by guarantee)
REGISTERED NUMBER: 01430090

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**10,290,489**		*10,568,895*
Investments	15		**3,850,700**		*3,976,203*
			14,141,189		*14,545,098*
Current assets					
Debtors	17	**1,533,356**		*3,312,139*	
Cash at bank and in hand		**5,979,400**		*3,919,065*	
		7,512,756		*7,231,204*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(865,321)**		*(825,150)*	
Net current assets			**6,647,435**		*6,406,054*
Total assets less current liabilities			**20,788,624**		*20,951,152*
Provisions for liabilities	19		**(238,500)**		*(75,000)*
Total net assets			**20,550,124**		*20,876,152*
Charity funds					
Restricted funds	20		**54,886**		*22,500*
Unrestricted funds	20		**20,495,238**		*20,853,652*
Total funds			**20,550,124**		*20,876,152*

The Company's net movement in funds for the year was a deficit of £326,028 *(2024 - £520,785 deficit)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Sally Bedford

Sally Bedford
Chair
Date: 1 October 2025

The notes on pages 34 to 59 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	*2024 £*
Cash flows from operating activities			
Net cash provided by operating activities	23	**569,206**	*775,674*
Cash flows from investing activities			
Dividends, interests and rents from investments		**236,267**	*151,529*
Proceeds from the sale of tangible assets		**297**	*-*
Purchase of tangible fixed assets		**(112,305)**	*(109,881)*
Net movement in cash held as investments		**39,062**	*(31,925)*
Net cash provided by investing activities		**163,321**	**9,723**
Change in cash and cash equivalents in the year		**732,527**	**785,397**
Cash and cash equivalents at the beginning of the year		**5,921,136**	*5,135,739*
Cash and cash equivalents at the end of the year	24	**6,653,663**	*5,921,136*

The notes on pages 34 to 59 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

1.2 Company status

The Company is a company limited by guarantee. The 6 members of the Company in the event of the company being wound up, their liability in respect of the guarantee is limited to £10 each.

1.3 Going concern

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

1. Accounting policies (continued)

1.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500, and with a useful economic life of over 1 year or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost

1. Accounting policies (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

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

1.13 Pensions

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by Royal London) and any other pension plan are charged against income when payable.

1. Accounting policies (continued)

1.14 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

Dilapidation provisions are recognised when it is probable that we will need to make repairs to the property in accordance with the lease agreements. This involves estimating the cost of repairs based on the property's condition, signed statement of condition at the point of taking on the lease, external dilapidation assessments and known costs to be incurred where appropriate.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Donations	2,697,292	371,682	**3,068,974**
Legacies	1,446,592	-	**1,446,592**
	4,143,884	371,682	**4,515,566**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Donations	*1,860,300*	*101,160*	*1,961,460*
Legacies	*2,066,514*	-	*2,066,514*
	3,926,814	*101,160*	*4,027,974*

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
NHS grants and contracts for patient care	2,788,334	**2,788,334**	*2,736,732*
Recharged services	430,342	**430,342**	*619,038*
Other income	7,647	**7,647**	*35,450*
	3,226,323	**3,226,323**	*3,391,220*

All income from charitable activities in the prior period was unrestricted.

5. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from trading subsidiaries	1,468,077	**1,468,077**	*1,471,721*
Sale of donated goods	3,213,790	**3,213,790**	*3,110,223*
Catering & refreshments	39,997	**39,997**	*36,955*
Room hire	46,720	**46,720**	*43,167*
Training & course fees	46,307	**46,307**	*75,142*
	4,814,891	**4,814,891**	*4,737,208*

All income from other trading activities and fundraising events in the prior year was unrestricted.

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Investment income	236,267	**236,267**	*151,529*
	236,267	**236,267**	*151,529*

All income from investments in prior year was unrestricted.

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Costs of raising voluntary income	158,219	**158,219**	*78,067*
Costs of raising voluntary income - wages and salaries	598,451	**598,451**	*563,082*
	756,670	**756,670**	*641,149*

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Fundraising trading expense	2,355,550	**2,355,550**	*1,709,586*
Fundraising trading expenses - wages and salaries	1,427,859	**1,427,859**	*1,449,520*
Fundraising trading expenses - depreciation	7,677	**7,677**	*18,406*
	3,791,086	**3,791,086**	*3,177,512*

8. Investment management costs

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Investment management fees	15,989	**15,989**	*15,338*

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Operation of the Hospice	8,143,435	305,774	**8,449,209**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total 2024 £*
Operation of the Hospice	*9,164,578*	*145,255*	*9,309,833*

Summary by expenditure type

	Staff costs 2025 £	Depreciation 2025 £	Other costs 2025 £	Total 2025 £
Operation of the Hospice	6,039,949	371,428	2,037,832	**8,449,209**

	Staff costs 2024 £	*Depreciation 2024 £*	*Other costs 2024 £*	*Total 2024 £*
Operation of the Hospice	*6,650,924*	*423,159*	*2,235,750*	*9,309,833*

10. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Operation of the Hospice	5,694,857	2,754,352	**8,449,209**

	Activities undertaken directly 2024 £	*Support costs 2024 £*	*Total funds 2024 £*
Operation of the Hospice	*6,774,845*	*2,534,988*	*9,309,833*

Analysis of support costs

	Total funds 2025 £	*Total funds 2024 £*
Wages & salaries	**1,394,418**	*1,079,174*
Depreciation	**371,428**	*423,159*
Support services and overheads	**282,934**	*124,727*
Executive and PR	**178,486**	*73,927*
Estate and facilities	**360,674**	*633,481*
IT	**166,412**	*200,520*
	2,754,352	*2,534,988*

During the year ended 31 March 2025, the Group incurred the following Governance costs:

£38,630 *(2024: £28,767)* in respect of audit and accountancy fees, £154,742 *(2024: £177,938)* in respect of professional fees and staff costs of £289,003 *(2024: £128,302).*

11. Net income/(expenditure)

	2025 £	2024 £
Depreciation of tangible fixed assets	**371,428**	*443,692*
Fees payable to the Company's auditor in respect of:		
Auditors' remuneration - audit	**27,600**	*25,800*
Auditors' remuneration - other services	**6,250**	*4,385*
Operating lease rentals	**559,092**	*539,862*

12. Staff costs

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Wages and salaries	**6,918,993**	*7,461,108*	**6,918,993**	*7,319,916*
Social security costs	**658,681**	*701,177*	**658,681**	*690,305*
Contribution to defined contribution pension schemes	**488,585**	*501,241*	**488,585**	*492,507*
	8,066,259	*8,663,526*	**8,066,259**	*8,502,728*

During the year, the group made redundancy and termination payments amounting to £182,520 *(2024: £23,301)* with respect to 21 *(2024: 2)* individual cases.

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	Group 2024 No.
Hospice services	**120**	*145*
Fundraising & communications	**28**	*32*
Support staff	**41**	*35*
Management & finance	**10**	*11*
Retail	**63**	*69*
	262	*292*

12. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	*Group 2024 No.*
In the band £60,001 - £70,000	**2**	*2*
In the band £70,001 - £80,000	**1**	*2*
In the band £80,001 - £90,000	**-**	*1*
In the band £90,001 - £100,000	**3**	-
In the band £100,001 - £110,000	**-**	*2*
In the band £120,001 - £130,000	**1**	-
In the band £140,001 - £150,000	**-**	*1*

Senior management
The key management personnel of the hospice are represented by the Executive Leadership Team CEO and 4 other Directors, 2 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £569,277 *(2024: £731,297)*.

Volunteers
During the year, the hospice has benefited substantially from the regular services of 210 *(2024: 175)* volunteers as per accounting policy 1.4. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 627 *(2024: 550)*. St. Giles Hospice (Promotions) Limited has also received the assistance of Nil *(2024: 5)* volunteers during the year.

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totalling £201 was reimbursed or paid directly to 1 Trustee *(2024 - £110, 1 Trustee)*

14. Tangible fixed assets

Group and Company

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Assets under construction £	Total £
Cost or valuation							
At 1 April 2024	**13,867,292**	**1,669,246**	**15,250**	**181,815**	**3,108,414**	**-**	**18,842,017**
Additions	**-**	**7,728**	**-**	**-**	**51,957**	**52,620**	**112,305**
Disposals	**(26,634)**	**-**	**-**	**(30,555)**	**-**	**-**	**(57,189)**
At 31 March 2025	**13,840,658**	**1,676,974**	**15,250**	**151,260**	**3,160,371**	**52,620**	**18,897,133**
Depreciation							
At 1 April 2024	**4,685,969**	**542,712**	**15,250**	**178,846**	**2,850,345**	**-**	**8,273,122**
Charge for the year	**271,270**	**33,488**	**-**	**2,336**	**64,334**	**-**	**371,428**
On disposals	**(7,351)**	**-**	**-**	**(30,555)**	**-**	**-**	**(37,906)**
At 31 March 2025	**4,949,888**	**576,200**	**15,250**	**150,627**	**2,914,679**	**-**	**8,606,644**
Net book value							
At 31 March 2025	**8,890,770**	**1,100,774**	**-**	**633**	**245,692**	**52,620**	**10,290,489**
At 31 March 2024	*9,181,323*	*1,126,534*	*-*	*2,969*	*258,069*	*-*	*10,568,895*

15. Fixed asset investments

Group	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 April 2024	**3,956,533**	**19,565**	**3,976,098**
Revaluations	**(145,265)**	**39,062**	**(106,203)**
Investment manager fee	**-**	**(19,300)**	**(19,300)**
At 31 March 2025	**3,811,268**	**39,327**	**3,850,595**

Company	Investments in subsidiary companies £	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation				
At 1 April 2024	**105**	**3,956,533**	**19,565**	**3,976,203**
Revaluations	**-**	**(145,265)**	**39,062**	**(106,203)**
Investment manager fee	**-**	**-**	**(19,300)**	**(19,300)**
At 31 March 2025	**105**	**3,811,268**	**39,327**	**3,850,700**

15. Fixed asset investments (continued)

Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes
Walsall Hospice Trading Limited	02722178	Dormant	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	**1,359,845**	**(591,182)**	**768,663**	**2**
St. Giles Hospice Shops Limited	**114,860**	**(51,683)**	**63,177**	**2**
Walsall Hospice Trading Limited	**-**	**-**	**-**	**100**

16. Stocks

	Group 2025 £	*Group 2024 £*
Finished goods and goods for resale	**11,967**	*11,296*

17. Debtors

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Due within one year				
Trade debtors	**126,870**	*326,486*	**124,207**	*283,186*
Amounts owed by group undertakings	**-**	*-*	**365,959**	*1,789,400*
Other debtors	**199,609**	*300,241*	**199,267**	*299,492*
Prepayments and accrued income	**847,291**	*943,857*	**843,923**	*940,061*
	1,173,770	*1,570,584*	**1,533,356**	*3,312,139*

18. Creditors: Amounts falling due within one year

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Trade creditors	**488,935**	*416,025*	**487,922**	*411,660*
Other taxation and social security	**126,076**	*156,773*	**126,076**	*156,773*
Other creditors	**121,716**	*108,917*	**62,807**	*78,372*
Accruals and deferred income	**415,806**	*395,495*	**188,516**	*178,345*
	1,152,533	*1,077,210*	**865,321**	*825,150*

19. Provisions for liabilities

Group and Company

	Dilapidation provision £
At 1 April 2024	**75,000**
Additions	**163,500**
	238,500

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
Designated funds						
March of the Elephants Art Trail	260,860	-	(116,369)	(144,491)	-	-
General funds						
General Funds	20,592,874	12,421,365	(12,590,811)	178,013	(106,203)	20,495,238
Total Unrestricted funds	20,853,734	12,421,365	(12,707,180)	33,522	(106,203)	20,495,238
Restricted funds						
DHSC Capital	-	213,793	(213,793)	-	-	-
Lymph	-	305	(305)	-	-	-
Patient Chairs	6,500	-	-	(6,500)	-	-
IPU Staff	-	38,215	(38,215)	-	-	-
Family Support	-	1,229	(17,229)	16,000	-	-
Brandons Boxes	16,000	28,950	-	(16,000)	-	28,950
Sutton Site Refurbishment	-	35,894	(35,894)	-	-	-
Environmental Improvements	-	34,796	(338)	(34,458)	-	-
IPU Refurbishment	-	18,500	-	7,436	-	25,936
	22,500	371,682	(305,774)	(33,522)	-	54,886
Total of funds	20,876,234	12,793,047	(13,012,954)	-	(106,203)	20,550,124

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2024* £
Unrestricted funds						
Designated funds						
March of the Elephants Art Trail	*390,000*	-	*(129,140)*	-	-	*260,860*
General funds						
General Funds	*16,520,321*	*12,206,771*	*(12,869,437)*	*4,420,103*	*315,116*	*20,592,874*
Total Unrestricted funds	*16,910,321*	*12,206,771*	*(12,998,577)*	*4,420,103*	*315,116*	*20,853,734*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

20. Statement of funds (continued)

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2024* £
Restricted funds						
IPU fund	*1,144,024*	-	-	*(1,144,024)*	-	-
Barn Farm fund	*1,045,163*	-	-	*(1,045,163)*	-	-
Capital appeal fund	*1,564,258*	-	-	*(1,564,258)*	-	-
Day Therapies Centre	*381,930*	-	-	*(381,930)*	-	-
John Haller memorial fund	*10,000*	-	*(10,000)*	-	-	-
Day Room transformation	*38,981*	-	-	*(38,981)*	-	-
The Advice and Referral Centre fund	*51,595*	-	*(51,595)*	-	-	-
Other restricted funds	*14,871*	-	-	*(14,871)*	-	-
Restricted donation	*118,504*	*50,000*	*(50,000)*	*(118,504)*	-	-
Lymphodema Clinic	*10,000*	*160*	*(160)*	*(10,000)*	-	-
Bladder Scanner	*7,830*	-	-	*(7,830)*	-	-
Lymph	*94,542*	-	-	*(94,542)*	-	-
Patient Chairs	*5,000*	*1,500*	-	-	-	*6,500*
IPU Staff	-	*33,500*	*(33,500)*	-	-	-
Brandons Boxes	-	*16,000*	-	-	-	*16,000*
	4,486,698	*101,160*	*(145,255)*	*(4,420,103)*	-	*22,500*
Total of funds	*21,397,019*	*12,307,931*	*(13,143,832)*	-	*315,116*	*20,876,234*

20. Statement of funds (continued)

Restricted funds

DHSC Capital Fund represents capital funding received from DHSC.

The Lymph Fund represents funds received towards the purchase or equipment used within and providing the lymphoedema service.

The Patient Chairs fund represents funds received for the purchase of chairs for the Inpatient Unit.

The IPU Staff Fund represents funds received towards the provision of the impatient unit.

The Family Support Fund relates to funds received for the purpose of providing the family support and bereavement services.

The Brandons Boxes Fund represents funds received for the preparation and distribution of support boxes for the Brandons Boxes Project. The Brandons Boxes Project is supported by the family of Brandon Sutton and provides the delivery of education in schools along with comfort boxes designed as a tool to help young people navigating grief and loss.

The Sutton Site Refurbishment Fund represents funding for enhancing, reconfiguring and refurbishing the St Giles Sutton Coldfield Site.

The Environmental Improvements Fund represents funding for environmental Improvements at The St Giles Sutton Coldfield Site.

The IPU Refurbishment Fund represents funds that have been received to refurbish and improve facilities within the impatient unit.

The IPU fund represents funds received towards the extension of the building at Whittington and fitting out of the new In-Patient Unit, previously known as Compassus. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund out the leasehold property occupied on Lindridge Road, for the purpose of providing palliative and end of life services in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the development of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the original In-Patient Unit attached to the Rectory to create an integrated Day Therapies Centre. This area of the building previously provides services such as a Day Hospice, prior to Covid-19, and wrap-around Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day. 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016.

20. Statement of funds (continued)

The Hospice received a £100,000 gift from a major donor in quarter 4 of 2024. £50k was restricted to the upgrade of syringe drivers to meet compliance requirements and £50k to the ERS service in Sutton. The restriction has been fulfilled on purchase of the assets and transferred to unrestricted funds.

The Lymphodema Clinic fund represents funds received towards the purchase or equipment for the lymphodema clinic.

The Bladder Scanner fund represents funds received to facilitate the purchase of a bladder scanner for use by the community team. The restricted has been fulfilled on purchase of the assets and transferred to unrestricted funds.

Designated funds

A decision was taken on 24th November 2021 to set aside designated reserves for the March of the Elephants art trail sculpture due to take place in 2023, a major fundraising campaign recognising 40 years of providing hospice care. Expenditure has been incurred during the year and the remainder of the fund has been released during 2024/5.

Transfers between funds

During the year management conducted a review of restricted funds and the following transfers were made:

- £39,522 *(2024: £4,420,103)* from restricted funds to general funds, representing the net book value of fixed assets purchased with restricted donations, now used for general purpose;
- £6,500 transferred to general funds as already spent in prior year in line with donor restrictions;
- £12,500 transferred from general funds to restricted, in line with donors wishes for income received in prior year.

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Designated funds	**260,860**	**-**	**(116,369)**	**(144,491)**	**-**	**-**
General funds	**20,592,874**	**12,421,365**	**(12,590,811)**	**178,013**	**(106,203)**	**20,495,238**
Restricted funds	**22,500**	**371,682**	**(305,774)**	**(33,522)**	**-**	**54,886**
	20,876,234	**12,793,047**	**(13,012,954)**	**-**	**(106,203)**	**20,550,124**

Summary of funds - prior year

	Balance at 1 April 2023 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Gains/ (Losses) £*	*Balance at 31 March 2024 £*
Designated funds	*390,000*	*-*	*(129,140)*	*-*	*-*	*260,860*
General funds	*16,520,321*	*12,206,771*	*(12,869,437)*	*4,420,103*	*315,116*	*20,592,874*
Restricted funds	*4,486,698*	*101,160*	*(145,255)*	*(4,420,103)*	*-*	*22,500*
	21,397,019	*12,307,931*	*(13,143,832)*	*-*	*315,116*	*20,876,234*

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	10,290,489	-	**10,290,489**
Fixed asset investments	3,850,595	-	**3,850,595**
Current assets	7,745,187	54,886	**7,800,073**
Creditors due within one year	(1,152,533)	-	**(1,152,533)**
Provisions for liabilities	(238,500)	-	**(238,500)**
Total	20,495,238	54,886	**20,550,124**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*10,568,895*	-	*10,568,895*
Fixed asset investments	*3,976,098*	-	*3,976,098*
Current assets	*7,460,951*	*22,500*	*7,483,451*
Creditors due within one year	*(1,077,210)*	-	*(1,077,210)*
Provisions for liabilities	*(75,000)*	-	*(75,000)*
Total	*20,853,734*	*22,500*	*20,876,234*

23. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £	*Group 2024 £*
Net expenditure for the year (as per Statement of Financial Activities)	**(326,110)**	*(520,785)*
Adjustments for:		
Depreciation charges	**371,428**	*443,692*
Losses/(gains) on investments	**106,203**	*(315,116)*
Dividends, interests and rents from investments	**(236,267)**	*(151,529)*
Loss on the sale of fixed assets	**18,986**	-
(Increase)/decrease in stocks	**(671)**	*4,960*
Decrease in debtors	**396,814**	*1,146,563*
Increase in creditors	**75,323**	*167,889*
Increase in provisions	**163,500**	-
Net cash provided by operating activities	**569,206**	*775,674*

24. Analysis of cash and cash equivalents

	Group 2025 £	*Group 2024 £*
Cash in hand	**6,614,336**	*5,901,571*
Cash on deposit awaiting interest	**39,327**	*19,565*
Total cash and cash equivalents	**6,653,663**	*5,921,136*

25. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	**5,901,571**	**712,765**	**6,614,336**
	5,901,571	**712,765**	**6,614,336**

26. Pension commitments

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk.

The pension cost charges, representing employer's contributions to all schemes, amounted to £488,585 *(2024: £501,241)*. Contributions totalling £58,980 *(2024: £75,307)* were payable at the year end and are included in other creditors.

27. Operating lease commitments

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	*Group 2024 £*
Not later than 1 year	**480,239**	*276,953*
Later than 1 year and not later than 5 years	**739,537**	*612,395*
Later than 5 years	**-**	*5,167*
	1,219,776	*894,515*

28. Related party transactions

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £243,452 *(2024: £1,100,713)*. The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £122,507 *(2024: £668,689)*.

Gift aid was received from St Giles Hospice Shops Limited for £63,177 *(2024: £47,085)* and from St. Giles Hospice (Promotions) Limited for £768,663 *(2024: £814,566)*.

During the year, income of £Nil *(2024: £2,500)* was received from Lichfield Municipal Charities, an entity in which S James, Trustee, is the Clerk. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, income of £89,039 *(2024: £69,124)* was received from NHS Black Country ICB, an entity in which S Basi, Trustee, is a member of Key Management Personnel. The balance outstanding at the year end was £294 *(2024: £20,124)*.

During the year, income of £2,099,807 *(2024: £1,760,429)* was received from NHS Staffordshire & Stoke-on-Trent ICB, an entity in which the Spouse of A Harkness, the former Chief Executive, is a member of Key Management Personnel. The balance outstanding at the year end was £31,487 *(2024: £64,053)*.

During the year, income of £213,793 *(2024: £1,560)* was received from Hospice UK and the Company purchased services valued at £8,100 *(2024: £12,000)* from Hospice UK, an entity in which P Jennings, Trustee, is also a Trustee. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, expenditure of £12,841 *(2024: £467)* was paid to Johnson Fellows LLP, an entity in which N Wint, Director of St Giles Hospice Shops Ltd, is also a Director. The balance owed at the year end was £240 *(2024: £Nil)*.

During the year, income of £70,690 *(2024: £Nil)* was received from Sutton Coldfield Charitable Trust, an entity in which Dr C Finn, a Trustee during this current year, whose spouse is a Trustee. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, the Charity purchased services valued at £11,875 *(2024: £Nil)* from Clearing Clouds, an entity in which E Roderick, Trustee, is an owner. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

Registered number: 01430090
Charity number: 509014

ST. GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

ST. GILES HOSPICE
(A company limited by guarantee)

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ST. GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	Robin Vickers, Chair (resigned 1 January 2025) Sally Bedford, Chair Stephen Ridler Catherine Finn (resigned 31 March 2025) Simon James Paul Jennings Val Jones Sarbjit Basi (resigned 28 November 2024) Nighat Hussain (resigned 31 March 2025) Peter Ingham Nicholas Shanahan Emma Roderick (resigned 31 May 2025)
Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Joanne Marie Lowe
Chief executive officer	Elinor Kathryn Eustace
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Bankers	Lloyds Bank PLC 25 Gresham Street London EC2V 7HN

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA
Investment Advisor	Cannacord Genuity Wealth Management 41 Lothbury London EC2R 7AE CCLA Investment Management Ltd Senator House 85 Queen Victoria Street London EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2025.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1st January 2019). The Trustees also have due regard to the requirements of the Charities Act 2022, which amends the Charities Act 2011, and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering specialist palliative and end of life care, free of charge, for people living with terminal illnesses, as well as providing support for their families and careers. Our services are rated as 'Outstanding' by the Care Quality Commission.

We care for patients from across our catchment area, which includes Staffordshire, North Birmingham and surrounding areas. Care is offered at our hospice's centres in Whittington and Sutton Coldfield, as well as in patients' own homes across the region.

We spend close to £10 million a year providing our specialist services. With less than a quarter of this funded by the Government, we rely heavily on donations and income generation from the local community to continue our vital care.

The Board of Trustees, the Executive Leadership Team (ELT) and all staff and volunteers at the Charity are committed to providing individualised care for patients and their loved ones. The Charity aims to achieve this by providing consistent high-quality, cost-effective care underpinned by sound governance across all aspects of the organisation.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15th June 1979 and received its first inpatient on 12th April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in December 2023. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, a comprehensive induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the Group Chief Executive Officer (Group CEO) on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT and the Senior Leadership Team (SLT) to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chair and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter; plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were one hundred and six out of a possible total of one hundred and thirty-seven in 2024/2025. In addition to this, the Chair and Group CEO meet on a monthly basis or more if required. Trustees may also attend monthly strategic leadership meetings are frequently onsite spending time with ELT and service leads when needed.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of two times, the maximum term of office being nine years. The maximum term of nine years was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2024 Annual General Meeting, one Trustee was re-elected, Val Jones and there were no resignations. There were two appointments at the 2024 Annual General Meeting, Emma Roderick and Sally Bedford. As of 31st March 2025, the Board consisted of eight Trustees.

In 2024/2025, the Board and the ELT focused on the financial sustainability of the charity, the continuous challenges as a result of the cost-of-living crisis and additional financial challenges facing the hospice group with effect from April 2025 due to the General Election/change in Government. There were three extra-ordinary Board meetings in this financial year.

The Remuneration Committee meet as a sub-committee to ensure that the Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Board regarding the appointment of new Trustees and members of the ELT/SLT.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently 31 members of the Company.

During 2024/2025, there were four main governance committees: Strategy and Delivery Assurance; Finance, Audit and Risk Assurance; Research Assurance and the Combined Trading Companies (CTC) Board. Each committee, chaired by a Trustee, comprises of some Trustees and members of the ELT. The Assurance Committees meet four times a year or more frequently, if required.

In addition, the Board oversees Corporate Governance Assurance. The Trustees agree strategy and supporting objectives, delegating their execution to the Group CEO and the ELT.

During 2024/2025, financial sustainability became a key priority as the hospice sector nationally grappled with a collective deficit of £77 million, unfortunately St Giles was not immune to those challenges and entered 2024/2025 with a budgeted deficit of over £1.5m. This was due to many factors including a real-terms reduction in statutory funding, while simultaneously managing significant increases in operational costs. The ongoing cost-of-living crisis also impacted our ability to raise voluntary income, as supporters faced their own financial challenges.

It was therefore necessary in 2024/2025 to address the hospice's budgeted £1.5 million operational deficit position, and we launched a Transformation Programme with the aim of reducing the deficit by £1m in the 2024/25 year. The Transformation Delivery Group (TDG), consisting of the ELT and members of the SLT, met regularly. There was a strong focus on how to achieve financial sustainability whilst keeping our patients, and their loved ones, at the heart of every decision.

The three main priorities for the group were:

- To increase our income, both voluntary and statutory
- To identify areas for improvement in operational effectiveness and efficiency
- To identify opportunities for decreasing our costs

Recognising the importance of our workforce in such a challenging time for St Giles, we implemented our People and Organisational Development Programme Framework. This framework was developed through feedback from our workforce survey to support two-way communication, engagement and continuous development. The Transformation Programme reviewed all aspects of how we deliver our services, the support services needed for delivery and the workforce required to do so. We recognised the importance of communication with and supporting our workforce through this incredibly challenging time. With this in mind, we introduced the 'POD Hub' – a dedicated area on our Intranet for all our People and Organisational Development (POD) information and updates.

Feedback from our staff survey and engagement sessions identified five key themes important to our staff:

- Communication and engagement - in listening to staff feedback and, to complement our monthly Hospice Brief sessions and weekly Hospice Round-Up emails, we introduced a monthly Managers' Update with the aim of improving communication flow through the organisation. Additionally, and where important updates were needed, the ELT and SLT ran a series of face-to-face sessions with all departments to ensure staff and volunteers received the right information in a timely manner and had chance to ask questions and offer feedback.

- Pay and Benefits - we continuously assessed our pay and associated policy, benchmarking against others in the hospice sector whilst also recognising that we are a charitable organisation in a budget deficit. We reviewed the hospice pension provider to offer the best value for money to our employees, as well as the organisation, and to give employees ease of access to their pension information at any given time.

- Workplace Wellbeing - we introduced our Employee Assistance Programme (EAP), which is available through our scheme with Legal & General. This valuable resource is designed to support wellbeing both at and outside of work and offers a free and confidential wellbeing and counselling service for volunteers, staff and their immediate families. Support can be accessed 24/7 via phone, WhatsApp or text message, or through the digital wellbeing platform and app.

- Equality, Diversity and Inclusion - we reviewed our onboarding process to include better introductions and time with teams across the hospice and actioned feedback from our engagement sessions to ensure we are more accessible to the communities we serve.

- Learning and Development - we introduced a transparent and fair process for accessing learning and development opportunities for all staff across the organisation. We launched a new staff appraisal process and training needs analysis, and a full review of statutory and mandatory training was undertaken to ensure its relevance to roles.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, currently under consultation, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable Company. This cover is up to £5 million and cost £1,364.40.

c. Subsidiary Companies

The Company had three subsidiary companies during the financial year 2024/2025 - St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, and Walsall Hospice Trading Ltd, all limited by shares wholly owned by the Hospice.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming Gift Aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought-in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade.

Oversight of the trading companies controlled by St Giles is through the Combined Trading Companies Board (CTC). The CTC Board has influence over the strategy and operational management of the businesses. The Board is chaired by a Trustee, comprises of some Trustees, Non-Executive Directors (NEDs) and the ELT. The Board meets quarterly or more frequently, as required.

d. Pay policy for key management personnel

Remuneration of the ELT is approved by a Remuneration Committee made up of the Chair of the Board of Trustees, and Chairs of the Finance, Audit and Risk Committee, Strategy and Delivery Committee and CTC Board. For clinical staff, we attempt to match the salary and conditions of those employed in the NHS, wherever possible

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles of Association, are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individualised care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care incorporates a range of services including specialist care at home, inpatient care, lymphoedema services, outpatient services, bereavement services and a range of therapies. In addition to direct patient care services, St Giles has a proactive community engagement agenda and an education and research agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of all that St Giles does. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the feedback we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their loved ones. This commitment runs throughout St Giles at all levels, and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. The majority of care that we provide is in the community.

St Giles is committed to offering care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure.

In each of the strategic aims, the Charity seeks partnerships with others who share our aims in order to address increasing complexity of health and social need in an environment of limited resources.

b. Clinical Effectiveness & Activity

A total of 1,670 referrals were received for our Community Palliative Care team (CPCT), of which 886 patients went on to receive care, and 138 were offered but declined our service.

From start of triage:

- 97% of referrals received were triaged within the two-day, five-day or -day urgency allocation of the referrer.
- 95% of urgent two-day referrals were contacted within one day.
- 94% of five-day referrals were contacted within two days.
- 96% of 10-day referrals were contacted within four days.

Of the referrals not proceeding, 138 patients died whilst their referral was being processed within the urgency allocated by the referrer, and 371 referrals without identified specialist palliative care needs were signposted to other services.

b. Charitable Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2024/2025. The data includes key quality measures that are reportable to statutory commissioners.

2024/2025	
Total number outpatient attendances/telephone appointments	1,845
Total number of visits with patients by the community service	3,636
Total number of Hospice at Home sessions provided (two HCA = two visits)	3,524
Referrals received across our clinical departments	3,270
Calls handled by our Advice and Referrals Centre (ARC) – April to October 2024	7,136
Calls handled by our Community Palliative Care team to/regarding patients known	20,868
Total number of complaints Whittington	4
The number of complaints which were investigated and upheld in full	0
The number of complaints which were investigated, resolved but only upheld in part	4
The number of complaints which were investigated and not upheld	0
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).	0
Total number of patients admitted to Whittington Inpatient Unit	240
% of patients who went home	23%
% bed occupancy	81%
Patients diagnosed with reportable infections whilst on the Inpatient Unit	0
Average length of stay on the inpatient unit (days) – Specialist admissions	14.90
Number of falls per occupied bed in a year (number of beds multiplied by bed occupancy)	0.68

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

Number of volunteers by activity	2024/25
Bereavement Help Point	27
Clinical Admin	4
Complementary Therapy	3
Drivers and Drivers Mates	11
Estates, Whittington	25
Events	112
Family Support	13
Finance	1
Fundraising	35
Lymphoedema	12
Main Reception and Calligraphy	27
Marketing and Communications	0
POD	0
Quality and Audit	0
Sutton	21
Trustees/NEDs	10
Ward Befriender	0
Ward Clerk	1
Ward Helper	13
Ward Reception	19
Ward Spiritual	3
Total	**337**

Subsidiary Company Volunteers	
Retail	**630**

Combined Total	**967**

d. Research

St Giles Hospice has continued to implement research processes and activity over the past twelve months and is now an established research active hospice. In line with our research strategy, the past year has seen an increase in:

- research capacity (through research projects, quarterly research governance meetings, an increase in grant submissions and St Giles receiving its first National Institute for Health and Care Research (NIHR) research grant).

- building an evidence base (through academic papers, service improvement and evaluation and research events e.g. Journal Club and 'Research Spotlight' e-newsletter).

- creating and strengthening research partnerships and reputation (through public engagement events, collaborating with other hospices, universities and organisations and hosting visiting academics and internships), to promote evidence-based hospice care.

The following research studies have recruited at St Giles, and are now completed with dissemination activities being circulated to staff and volunteers involved:

- Davies, A. Surrey University – "A cluster randomised trial of clinically assisted hydration in patients in the last days of life". CHELsea II Trial (CHELsea II study). Investigates the use of clinically assisted hydration in patients who are end of life. Achieved target recruitment.

- Bailey, C. St Giles Hospice/University of Birmingham – "Accelerated Hospice Beds Service Evaluation". Findings presented at Hospice UK National Conference in November 2024 (academic poster) and Palliative Care Congress in March 2025 (academic poster).

- Weetman, K. University of Birmingham – "Discharge communication from hospices and hospitals". Achieved maximum recruitment. Findings presented at Palliative Care Congress (academic poster) and EAPC 2025 (Oral presentation).

St Giles is currently recruiting, or has been approved by the Research Governance Committee at St Giles to commence recruitment (date of data collection) for the following studies (*currently active):

- Bailey, C. NIHR Service Improvement: Lymphoedema and BMI. Dec 2024*

- Bailey, C. St Giles Hospice. Service Improvement: Run-PC Triage to improve hospice community referrals. April 2025*

- Flanagan, C. University College London. Using virtual reality in hospices: a national survey*. June 2025

- Bailey, C. St Giles Hospice. Service Improvement: Assessing patient complexity on IPU. June 2025.

- Millard, A. University of Birmingham (PhD under Bailey's supervision). Assessing and implementing spirituality at the end-of-life. July 2025

- Bailey, C. University of Birmingham/ SGH. Exploring communication between people living with Motor Neurone Disease and their close persons with healthcare professionals: a longitudinal qualitative study. Jan 2026

- Flannagan, T. Hospice workforce recruitment and retention (PhD under Bailey's supervision). Mar 2026

Plans for next year include further growth and sustainability to see St Giles Hospice recognised as a University Hospice.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the two principal Integrated Care Boards (ICBs) with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, with the content of these reports forming the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year, there were no areas of concern raised which required action.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and is inspected under the CQC category of Independent Hospitals.

Greenhouse gas emissions, energy consumption and energy efficiency action

St Giles is in its fourth year of using the Streamlined Energy and Carbon Reporting (SECR) guidance to measure and report on our carbon footprint. This will be the standard against which we can gauge energy and carbon performance across the whole organisation. It will also highlight what we need to change and where.

Scope 1 of the SECR relates to the direct emissions from gas and transport fuel combustion. For St Giles this will include gas consumption from our Whittington and Sutton sites, as well as transport fuel used for our in-house fleet. Scope 2 of the SECR relates to the indirect emissions from electricity generation. For St Giles this will include gas consumption from our Whittington and Sutton sites.

For both Scope 1 and 2 reporting we have used energy and fuel consumption data from our suppliers and partners and used DEFRA 2020 conversion factors to calculate the CO2e emissions.

For Scope 2, electricity emissions only include bulk supplies from our electricity provider and do not include energy generated by solar photovoltaic (PV) panels. Energy generated from our PV panels typically feeds the National Grid and is not utilised by St Giles directly.

The chosen intensity measurement ratio is total gross emissions in metric tonnes per staff headcount.

Energy consumption used to calculate emissions (kWh)		*2024/2025*
Energy consumption breakdown:	*Gas (kWh):*	*1,380,589*
	Electricity (kWh):	*432,000*
	Water usage (m^3)	*971*
	Fleet Transport Fuel (diesel, litres)	*3,359*
	Employee owned (claimed mileage)	*112,858*
Associated GHG emissions:	*Gas consumption*	*253*
	Tonnes CO2 equivalent	
Indirect energy emissions:	*Purchased electricity*	*89*
	Tonnes CO2 equivalent	
Other indirect emissions:	*Water usage*	*0.15*
	Tonnes CO2 equivalent	
	Fuel used in Hospice owned vehicles	*8.4*
	Tonnes CO2 equivalent	
	Mileage travelled by Hospice employees in own vehicles	*30.3*
	Tonnes CO2 equivalent	
Total gross emissions in metric tonnes CO2e		*381*
Intensity ratio metric tonnes CO2e per staff FTE		*1.45*

Strategic report

a. Strategic Aims

The strategic direction we outlined in 2023 remains as relevant today as it did then and, as we enter into the final year of our current three-year strategy, our strategic objectives remain front and centre of all we want to achieve:

- To provide excellent care
- To be an outstanding team
- To be innovative
- To grow our income
- To be sustainable
- To communicate well

Financial sustainability for St Giles, like many hospices across the UK, remains a significant challenge. We have experienced a real-terms reduction in statutory funding, while simultaneously managing significant increases in operational costs. The ongoing cost of living crisis has also impacted on our ability to raise voluntary income, as supporters face their own financial challenges. Therefore, this second year of our three-year strategy focused heavily on our long-term financial sustainability. Data released in 2024 estimated that the UK hospice sector, which supports 300,000 people annually, was facing a collective deficit of £77 million in the financial year 2023/2024 and unfortunately, St Giles was not immune to the impact of this.

We have continued to actively engage with our Integrated Care Board (ICB) colleagues throughout 2024/2025 to raise awareness of the breadth and depth of services available to our community. Through this active engagement with statutory colleagues, we have seen small financial increases from our ICB funders averaging 2.5%.

At St Giles, our vision is for 'A world where everyone has fair access to specialist palliative and end of life care', and it is only with appropriate funding from the Government that we can meet this vision. We continue to work with our healthcare partners to negotiate adequate funding for hospice care, but in 2024/2025 the situation became critical.

We recognise that the landscape in which hospices operate is evolving, and we need to continually adapt to keep up with changes and challenges currently being faced in palliative and end-of-life care, whilst ensuring good financial management. Our priority throughout the year has been to maintain the highest possible level of care for our patients whilst ensuring the long-term sustainability of our services.

During 2024/2025 and following careful consideration and consultation through our Transformation Programme, we consolidated our services to focus on our core specialist palliative care provision. This consolidation led to a change in our Inpatient Unit bed provision, moving from 23 beds to 15. We continue to operate 12 specialist palliative care beds and have now opened an additional three end-of-life care beds. Our Inpatient Unit continues to be supported by a multidisciplinary team of nursing, medical, therapy and family support staff.

We have further consolidated our community care provision, combining our Advice and Referrals Centre, Hospice at Home, Respite and Community nursing services, to create a seamless journey for our patients.

Though these changes have led to significant efficiencies in our services, they also sadly resulted in the loss of valued and much-loved colleagues, with 23 redundancies made during this time.

Undoubtedly, 2024/2025 has been one of our toughest years on record. However, we remain fully committed to delivering the best possible care to our patients, and their loved ones and, whilst these decisions have been incredibly difficult, they have been essential to safeguard the future of our services and to ensure our long-term survival. We now enter 2025/2026 having significantly reduced our budget deficit by over £1 million.

In 2025/2026, we will continue to deliver on our strategic priorities as well as developing the strategic direction and vision for the next four years. As we move into a position of greater financial stability we must remain dedicated to maintaining financial health and committed to raising more funds in an innovative way, whilst continuing to seek a fair and sustainable funding model for the hospice sector.

We are also faced with the challenges that The Terminally Ill Adults (End of Life) Bill will present for our sector - we recognise that assisted dying represents a significant and complex issue that would fundamentally change our end-of-life care system in the UK. At St Giles, our immediate priority remains delivering compassionate, specialist care to our patients and their loved ones during what is an increasingly challenging period for hospice services nationwide. We acknowledge the emotionally charged debate surrounding this legislation and remain committed to supporting all those in our care with dignity and respect.

We continue to emphasise that sustainable funding for hospice care must be guaranteed, ensuring everyone can access the end of life care they need, regardless of any future legislative changes. As this Bill continues its parliamentary journey, we remain focused on excellence in palliative care whilst closely monitoring these important legislative developments.

b. Achievements and performance

Clinical services

Throughout 2024/2025, we continued to provide high-quality care and support to our local communities while undertaking a comprehensive review of all clinical services to ensure their effectiveness, sustainability, and alignment with patient needs.

Significant changes and outcomes included:

- **Strengthened leadership:** We reviewed the senior leadership structure within clinical services, introducing new roles to enhance operational oversight and maintain a strong focus on quality across all areas.

- **Inpatient bed reconfiguration:** As part of our Transformation Programme, our inpatient capacity was adjusted to 15 beds (12 specialist and three end-of-life beds) from October 2024. During this period, we also ceased providing continuing healthcare (CHC) funded beds.

- **Integrated care pathways:** Our Advice and Referral Centre merged with our Community Palliative Care team, reducing siloed working and ensuring a more coordinated approach.

- **Clearer referral criteria:** We reviewed and shared updated inpatient and community referral criteria with our system partners to ensure our services remain focused on specialist palliative care, keeping patients at the centre of our decision-making.

Our core aim remained the delivery of outstanding clinical care and support to patients, and their loved ones, in a responsive, equitable, and sustainable way. To evidence our impact and drive improvements, we began developing a refreshed programme of qualitative and quantitative indicators, shaped in consultation with key stakeholders. These measures focus on three priority areas: patient safety, clinical effectiveness, and patient experience.

By embedding these measures, we are better positioned to identify opportunities for improvement and prioritise changes that deliver the greatest benefit to the quality of care we provide.

Workforce

Following the Transformation Programme, and as we look to the future, our workforce is a key priority to delivering outstanding care to our patients. Having skilled staff and volunteers in the right roles is key for delivering our objectives and high-quality compassionate care as part of our strategy.

Our three-year strategic plan for 2023-2026 included the deliverable ambition objective 'to be an outstanding team' and to foster a positive and thriving culture, as well as the objective 'to be sustainable'.

During the Transformation Programme, we implemented our People and Organisational Development (POD) Programme Framework. This framework was developed through feedback from our workforce survey to support two-way communication, engagement and continuous development.

As we move forward, it is essential that all staff receive ongoing training and development to ensure they are always up to date with best practice. Working in end-of-life care can be emotionally challenging and therefore supporting staff wellbeing and resilience helps prevent burnout and improves employee wellbeing and retention.

By developing leadership at all levels, through our mandatory study and HR-led workshops, we will strengthen the hospice's succession planning and enable St Giles to be a sustainable organisation. The POD Hub will further evolve as we move into the third year of our strategy.

Finances

Financial sustainability remains a significant challenge for St Giles, as it does for many hospices across the UK. Reduced real-term NHS income, rising demand for services, increasing costs, and a challenging fundraising environment continue to put pressure on our operating model.

In 2024/2025, we undertook a comprehensive financial review, assessing every aspect of our income and expenditure. This included a full evaluation of contractual arrangements, cost structures, and operational efficiencies. As a result, we entered 2025/2026 with a clearer understanding of our financial position and achieved a break-even outcome by 31 March 2025—a significant milestone in stabilising the organisation.

While this represents important progress, the wider funding landscape remains complex and uncertain. Public funding, though vital, continues to fall short of covering the full cost of care, making long-term planning increasingly challenging.

In response, the Board has prioritised financial resilience as a strategic imperative. Key areas of focus include:

- **Diversifying income streams** through new fundraising models, innovative commercial opportunities, and strengthened partnerships.

- **Enhancing operational efficiency** to ensure resources are used effectively without compromising the quality of care.

- **Data-driven decision-making** to manage economic uncertainty and safeguard our services.

The transformation undertaken in 2024/2025 has created a more stable financial platform, but further evolution is essential. Our goal remains clear: to secure a sustainable future for St Giles and the people who rely on our care.

Governance

As a highly regulated organisation across all aspects of our work, ensuring we have the right governance and assurance framework in place is essential. During 2024/2025, we introduced a new top tier governance structure and developed a clinical and non-clinical governance framework for clinical and operational oversight to ensure robust systems are in place, compliance with all our statutory requirements and provide necessary assurances to our Board.

We continue to actively monitor, update and implement good organisational governance practices to ensure the safe and effective running of the hospice.

Communications

We have continued to focus on how we can improve our communication and engagement with our volunteers and staff. Our internal communications model includes our monthly Hospice Brief, led by our ELT and delivered face-to-face or accessed remotely online, and our weekly Hospice Round-Up email.

In 2024, we introduced a monthly Managers' Update, held face-to-face and accessed remotely, to equip our managers with information about our strategic direction ahead of wider communication to the organisation - in recognition that we need to empower our managers to support their teams and confidently answer any questions or queries.

We actively encourage colleagues to contribute, participate and feedback through these communication channels. They offer a platform to celebrate and share what we all deliver and contribute to, as well as raise questions and concerns.

Through our workforce survey and subsequent engagement sessions we are able to ensure that we accurately reflect the views and opinions expressed by colleagues to inform our strategic priorities and actions. The recent workforce survey has identified some common themes across the organisation with some clear areas on which to focus, that align with our strategic direction.

We recognise that whilst we have some good communication and engagement established, there is always room to review and improve on this to support the development of a positive and inclusive culture across all teams. Ensuring the voice of our volunteers, staff and community within our organisation is heard, is fundamental to the improvement of our services and organisational culture.

c. Other achievements

Other operational projects that St Giles has delivered in during 2024/2025 include:

Recruitment drive

Following the Transformation Programme and restructuring of services, St Giles received an unprecedented response to clinical recruitment. During 2024/2025, we implemented a variety of new roles and inducted a total of 17 new clinical staff into the organisation, having undertaken a complete review of the onboarding and induction programme for all staff.

E-referrals

Historically, referral into clinical services was via a paper process, however in January 2025 a new St Giles website was launched with the functionality to enable incoming referrals to be sent electronically. This streamlined the referral process whilst also ensuring that the incoming referral contained all appropriate information, increasing efficiency within the clinical administration team

System-wide working

St Giles plays a key role within the local and wider healthcare system. Forging closer links with our local NHS partners and other health care partners is fundamental to ensure that service delivery is dynamic and meets the needs of our patients, families and communities. During 2024/2025, ELT and senior clinical leads significantly strengthened relationships with system and integrated partners.

Integrated services

The transformation in 2024/2025 enabled a positive shift towards integrated working. Our clinical teams moved away from siloed working to ensure our patients and families could seamlessly navigate our clinical services.

Connected parties

Our Medical Director, whose employment arrangements were via an SLA with University Hospitals of Derby and Burton (UHDB) left St Giles in November 2024 and this SLA was subsequently terminated. We anticipate future Medical Consultant appointments may also require hosting of contracts within an NHS Trust, but we have no such arrangements at point of publishing this report.

Governance 2025-2026

The Strategy Delivery Group (SDG) was introduced in April 2025 and consists of the ELT and the SLT. It is responsible for the delivery of the current Hospice Strategy and setting the future hospice strategy, for approval by the Board. The group reports to the Strategy and Innovation Committee who in turn monitors the performance of key strategic objectives and initiatives.

During 2025/2026, we will continue to work towards data-led assurance that provides real time analysis and supports decision making and focus on our operational and corporate governance frameworks that keep the organisation safe and transparent.

a. Principle risks and uncertainties

Our risks are captured by our organisational risk management processes as part of our organisational governance. We have a Board Assurance Framework (BAF) that captures all our risks associated with delivery of our organisational strategic objectives. This is then underpinned by our Corporate Risk Register that captures all our associated operational risks. Every risk has an Executive Director responsible for its management, and these are reported to one or more of our Committees and Board, as necessary.

Key risks include:

- **Financial sustainability**
  - Maintaining or ability to increase income.
  - Maintaining or reducing our costs.
- **Workforce**
  - Affordability of capacity and capability to meet requirements.
  - Availability of appropriately skilled workforce.
  - Ability to maintain and recruit volunteers.
- **Economic climate**
  - Current impact of cost of living on organisation and workforce.
  - Uncertain medium to longer term economic climate.

b. Management of risks

The Corporate Risk Register identifies the Governance Assurance Committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence and likelihood risk score, and a delivery timeline set for attainment. Each risk is allocated to a member of the Executive Leadership Team for management oversight. The Risk Register is a live, dynamic document reviewed monthly or more frequently, as required.

The Corporate Risk Register underpins the BAF that captures the key risks associated with delivery of our organisational strategic objectives. The BAF is reviewed monthly, or more frequently as required, and reported to the Board each quarter.

Risk is a standing item on the ELT and SLT meeting agendas, with each directorate having their own Risk Register. Directors receive and respond to newly identified organisational risks, escalating to the Corporate Risk Register as appropriate. Each directorate formally reviews the Risk Register monthly, or more frequently as required, noting mitigating actions undertaken and revising risk scores accordingly.

c. Delivery assurance

The delivery of our strategic aims is overseen by our Board and through 2024/2025 this was via our Transformation Delivery Group in which ELT provided assurance in the delivery of financial balance.

The programme management of the transformation programme was welcomed by Trustees, ELT and Senior Leaders alike and, as we move into 2025/26, this has evolved into the Strategy Delivery Group, led by the ELT, and attended by the SLT.

The SDG directly reports into the Hospice Strategy and Innovation Committee on a quarterly basis outlining delivery to date, future actions and any risks to the delivery plan.

As we approach the end of our three-year strategy, this group, in conjunction with the Board, will develop the future vision, strategy and plan for the future.

Financial review

a. Financial Review

The year-ended 31st March 2025 saw an overall net decrease in funds, but a decrease in financial deficit was achieved through the work of the Transformation Programme in year.

A total unrestricted income of £12.421 million was achieved in the current financial year, an increase of 1.7% on the previous financial year - £12.207 million for the year ended 31st March 2024.

A multi-stream approach was taken to our income generation strategy in 2024/25, and we achieved a step up in income across donations and legacies, trading income and investments and treasury management. This is in line with our determination to become financially sustainable without overreliance on state funding. A decrease in NHS related income was seen, however, as a result of the change in service portfolio. A reduction in recharged service income is reported but a corresponding reduction in operating costs was secured.

St Giles Hospice Shops Ltd business contributed donations totalling £488,018 to the Hospice; a decrease of £186,333 on the previous year.

St Giles Promotions business, and its Lottery and Raffle activity, continued to provide a relatively stable contribution of £768,663, a slight decrease of £45,900 on the previous year.

St Giles has welcomed the £213,793 received in funding from the Department of Health and Social Care in 2024/25 - a proportion of the £25 million distribution to hospices across England. This funding package is to be used for essential improvements to buildings, facilities, and digital infrastructure.

We will continue to campaign, however, for the recognition that more needs to be done to ensure sustainable operational funding that will secure the future of hospices nationwide.

St Giles receives NHS income through three primary ICB partners, and we achieved an average of 2.5% increase in statutory monies received. However, significant increases in the National Living Wage, National Insurance contributions and within parallel NHS nursing pay scales saw St Giles staff pay increase by an average 5%. Similarly to Hospices across the country, staff costs make up 70% of our cost base and this is a clear demonstration that something must change to address this widening funding gap.

The Hospice continued to see increases in the cost of goods and services, however, in the light of the funding challenges faced, the Transformation Programme delivered a strategic focus on cost efficiencies across both the operating and support costs. A 7% reduction in total expenditure was achieved compared with 2023/2024.

b. Reserves policy

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, they need to match variable income and fixed commitments, and the nature of the reserves.

The Board has set a Reserves Policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of 12 months. In addition, reserves should also allow for the completion of capital expenditure projects in progress or planned for the following 12 months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.

- The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on an annual basis at the Audit and Risk Assurance Governance Committee.

Total funds of the group at the year-end stood at £20,550,124 *(2024: £20,876,234).*

Restricted funds totalled £54,886 *(2024: £22,500)* and unrestricted funds totalled £20,495,238 *(2024: £20,853,734).*

Free reserves of the group at the year end, stood at £10,204,749 *(2024: £10,284,839).*

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £2.6m in free reserves. St Giles is committed to assessing and then strategically reconciling its anticipated levels of income and expenditure over the coming years.

c. Investments policy

St Giles has a portfolio of long-term investments, deposit accounts and an interest-bearing current account, to ensure appropriate liquidity of funds.

Canaccord Genuity and CCLA Investment Management Limited managed the Hospice's investments during 2024/ 2025. The Audit and Risk Assurance Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written Investment Policy.

d. Going concern

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserve position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. Our Trustees have concluded that there are no material uncertainties that call into doubt the charity's ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

Income Generation Overview

a. Fundraising

St Giles Hospice Income Generation Directorate is made up of three core departments, these being Fundraising, Lottery and Retail. In 2024/25 the Directorate was led by the Deputy Chief Executive and supported by a Deputy Director of Income Generation.

We are members of the Chartered Institute of Fundraising, and we comply with the Fundraising Code of Practice and all relevant Statutory legislation and regulations to include the Charities Act 2022, which amends the Charities Act 2011, and the Data Protection Act 2018.

Our Customer Relationship Management system (CRM), Donorflex captures all communication and relationship management with our supporters and donors. This system is used for both Fundraising and Lottery.

Our in-house Fundraising team is responsible for maximising all income stream opportunities that are in aid of raising funds for St Giles Hospice. Exceptional stewardship of our donors and supporters is paramount to our team; our processes are designed to ensure that we are continually reviewing and building a supporter journey that reflects our standards and that we're creating the right opportunities for future involvement. All people fundraising on our behalf have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

During 2024/25 the Fundraising team faced the same challenges as the wider workforce, the team structure was reviewed, and a number of colleagues were made redundant or left the organisation. Throughout, the team continued to focus on maximising income through the existing portfolio of activity whilst also delivering an incredibly successful public art trail - March of the Elephants - which both helped raise vital funds and awareness of hospice care during the summer of 2024.

In the year 2024/2025, there were no complaints and no concerns involving Fundraising.

b. Lottery

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Recruitment of players is outsourced to a third-party agent who canvass on behalf of St Giles Hospice Promotions Ltd. The external agent works closely with us and has a detailed understanding of our expectations. We have assurance on their standards through our own internal processes whereby quality checks are made with frequency.

As part of our internal safeguarding, our lottery age restriction is set at 18 years and above, higher than the legal age limit of 16. We have just one self-exclusion listed.

In 2024/25 we successfully relaunched the sale of single tickets through our network of retail stores. In order to sell our lottery and raffle products our Fundraising, Lottery and Retail teams all have training at the point of induction and then on an annual basis to ensure standards and practices in dealing with the public are high and compliant with current fundraising and gambling legislation and guidance.

In year 2024/2025, there was one complaint and no concerns involving Lottery. The complaint was regarding a supporters' request to unsubscribe not being actioned.

c. Retail

St Giles Hospice Shops Ltd is a trading subsidiary of St Giles Hospice. It is an agent for the Hospice in the sale of new goods, donated goods and in reclaiming Gift Aid donations from the sale of donated items. As members of the Charity Retail Association, we abide by its code of conduct and follow best practice.

During 2024/2025 our retail estate consisted of 23 physical stores and an e-commerce operation. Our focus remained, as detailed in our 2023-2026 organisational strategy, 'to grow our income' and six of our stores were refurbished during 2024/2025.

We also opened two new stores in Bilston and Brownhills. Furniture was sold in five of our outlets and we worked with Boxmove, an external company, to manage the end-to-end collection and distribution of this product.

At the time of writing, we will be opening three new stores in Lichfield, Uttoxeter and Tamworth in 2025/2026 and continuing to focus on new store acquisition.

In the year 2024/2025 there were 31 concerns raised. Of these two were escalated to a formal complaint.

- Complaint 1 – regarding student placement.
- Complaint 2 – formal written complaint regarding customer service

Both complaints were fully investigated, both were upheld in part and outcome letters sent to the complainants, with learning taken forward. There was no further feedback following outcome letters being sent.

The remaining 29 concerns were reviewed and feedback given. The overarching themes were:

- Customer service and staff attitude.
- Donations (missing or refused).
- Refurbishment of stores, unhappy due to perceived cost incurred.
- Health and safety in regard to working environment.

The highest theme for concerns continued to be customer service, although this number was a reduction on prior year from 61% to 55%. Boxmove were cited in two concerns raised but again a reduction on prior year from six to two. There was an increase in the number of concerns raised regarding donations being refused or turned away from our stores.

Looking Ahead

a. Plans for 2025/2026

The strategic direction we outlined in 2023 remains as relevant today as it did then and, as we enter the final year of our current three-year strategy, our strategic priorities remain front and centre of all we want to achieve:

- To provide excellent care
- To be an outstanding team
- To be innovative
- To grow our income
- To be sustainable
- To communicate well

We remain committed to delivering the final year of our strategic plan and have outlined key actions and priorities for 2025/2026 that will see us deliver the final year of our plan and ensure we are laying the right foundations for the future of St Giles.

Following a significant period of change, 2025/2026 will focus heavily on 'Our People" and ensuring we have a sustainable workforce who continue to deliver outstanding care in a positive organisational culture. We continue to strive to improve and creating a feedback culture in which staff, volunteers, patients and loved ones feel comfortable providing feedback for improvement is at the heart of our cultural priorities.

b. Future strategy 2026/2027 and beyond

As we enter the final year of our three-year strategy for 2023–2026 and move from a position of financial recovery to greater stability, we recognise that the landscape for hospices is rapidly evolving. Changing expectations, growing demand, and emerging challenges in palliative and end-of-life care mean we must adapt continually to remain effective and relevant.

Despite these shifts, our strategic priorities remain central to everything we do and continue to drive the long-term direction of St Giles Hospice.

We are mindful of significant sector-wide challenges, including the potential implications of the Assisted Dying Bill. At St Giles, our vision is for a world where everyone has fair access to specialist palliative and end-of-life care.

Our immediate priority remains delivering compassionate, specialist care to patients and their loved ones while advocating for sustainable funding to ensure everyone can access the care they need, when they need it.

Throughout 2025/2026, we will continue delivering against our current priorities while also shaping our next four-year strategy. This will focus on:

- **Extending our reach** - exploring innovative ways to support more people as demand for our services grows.
- **Enhancing our care environment** - maximising the use of our hospice site to deliver the highest quality, patient-centred, and innovative care.

- **Driving sustainable income** - adopting a more creative and commercially minded approach to income generation, strengthening our ability to invest in future services.

c. Future financial sustainability
Looking ahead, we remain acutely aware of the volatile and uncertain environment affecting both the hospice sector and the wider health and care system. Economic pressures, commissioning changes, inflation, and shifting donor behaviour all present ongoing challenges to long-term sustainability.

In response, the Board is committed to building financial resilience and ensuring our strategy remains agile and responsive. Our priorities include:

- **Diversifying income streams** and reducing reliance on any single source of funding.
- **Enhancing operational efficiency** to deliver high-quality care as cost-effectively as possible.
- **Strengthening governance and risk management** to ensure we remain well-prepared for external changes.
- **Investing in innovation** and developing new ways to deliver and fund our services sustainably.

While the road ahead is complex, the transformation achieved in recent years has positioned St Giles to face the future with determination, clarity, and purpose.

Our goal remains unwavering: to secure a sustainable future and ensure that everyone who needs it has access to the highest standards of specialist palliative and end-of-life care.

Key Trustee Confirmations

a. Statement of engagement with employees

Our ELT is made up of the Group CEO and Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

The Communications Team shares the CEO's weekly "Hospice Round Up" email with all staff and volunteers which is well received. Round Up updates staff and volunteers on what is happening across the Group, both internally and externally, and highlights important changes, care stories, promotes events, success stories, introduces new starters and updates on leavers. There is a communications email address for suggestions and/or requests for future topics.

Monthly Hospice Briefs are held for staff and volunteers across the Group, chaired by the Group CEO along with the ELT. This is an open forum meeting, colleagues are updated on current areas of work, there are spotlight sessions on services, issues on the horizon and a Q&A session at the end.

All-important communications with our staff are circulated from the communications email address. These can range from policies and procedures, messages from the Trustees, Group CEO or ELT and newsflashes/highlighting current issues. This has been well received by staff across the group.

The SLT meet monthly, and meetings are chaired by the Deputy Director of People and Organisational Development. The priorities for the SLT are to work collaboratively to ensure the delivery of the strategic objectives for 2023-2026. The SLT work together to drive positive change and a thriving culture and utilise the groups' experience, skillset and knowledge to deliver strategic objectives.

The Operational Delivery and Assurance Committee meet quarterly, and the papers include workforce assurance, which are available for the Board. In addition, the Operational Delivery and Assurance Committee reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness, etc. and also review the ongoing development of employees with regards to training, education and appraisals.

The Company Secretary organises Trustee introductions to the hospice/wider group both as part of their induction. Trustees are visible across the hospice group and engage directly with teams. Trustees attend many of the employee engagement and/or fundraising events that are held throughout the year including the strategy engagement sessions and the annual Light up a Life services held at multiple venues.

Board decisions are made with consideration to the impact on employees by bringing together the views of the ELT and Trustee Directors.

Section 172(1) statement (The Companies (Miscellaneous Reporting) Regulations 2018)

The Charity regularly reviews principal stakeholders, and St Giles engages with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by the management team and by direct engagement with stakeholders themselves. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The Charity does not have a dependency on any supplier but deals with both large and small enterprises aiming to always pay within terms and build a long-standing relationship with its suppliers, which is beneficial to both parties. Where it is practicable, local suppliers are included in tender processes.

Other disclosure requirements of this regulation are covered elsewhere in the Trustees report.

Annual General Meeting

The Annual General Meeting of the Charity will be held on Wednesday 5th November 2025.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Disclosure of information to auditors

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

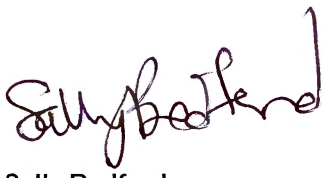
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Auditors

A comprehensive retendering process for the appointment of the external auditor was undertaken by the Trustees after the 31st of March 2025 year end, in accordance with a commitment to best practice and to ensure audit quality and independence.

The Finance, Risk and Audit Committee led this process, which involved a thorough evaluation of proposals from several audit firms based on criteria such as audit quality, independence, experience in the charity sector, and value for money. A resolution proposing the new external auditor will be tabled at the Annual General Meeting. This appointment is expected to provide fresh perspectives and further enhance the robustness of financial reporting.

Approved by order of the members of the Board of Trustees at the Annual General Meeting and signed on their behalf by:



Sally Bedford
Chair
Date: 1 October 2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE

Opinion

We have audited the financial statements of St. Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

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

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST. GILES HOSPICE (CONTINUED)

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Blundell

Helen Blundell LLB FCA FCIE DChA (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 14 December 2025

ST. GILES HOSPICE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	3	**4,143,884**	**371,682**	**4,515,566**	*4,027,974*
Charitable activities	4	**3,226,323**	**-**	**3,226,323**	*3,391,220*
Other trading activities	5	**4,814,891**	**-**	**4,814,891**	*4,737,208*
Investments	6	**236,267**	**-**	**236,267**	*151,529*
Total income		**12,421,365**	**371,682**	**12,793,047**	*12,307,931*
Expenditure on:					
Raising funds	7,8	**4,563,745**	**-**	**4,563,745**	*3,833,999*
Charitable activities	9	**8,143,435**	**305,774**	**8,449,209**	*9,309,833*
Total expenditure		**12,707,180**	**305,774**	**13,012,954**	*13,143,832*
Net (expenditure)/income before net (losses)/gains on investments		**(285,815)**	**65,908**	**(219,907)**	*(835,901)*
Net (losses)/gains on investments	15	**(106,203)**	**-**	**(106,203)**	*315,116*
Net (expenditure)/income		**(392,018)**	**65,908**	**(326,110)**	*(520,785)*
Transfers between funds	20	**33,522**	**(33,522)**	**-**	*-*
Net movement in funds		**(358,496)**	**32,386**	**(326,110)**	*(520,785)*
Reconciliation of funds:					
Total funds brought forward		**20,853,734**	**22,500**	**20,876,234**	*21,397,019*
Net movement in funds		**(358,496)**	**32,386**	**(326,110)**	*(520,785)*
Total funds carried forward		**20,495,238**	**54,886**	**20,550,124**	*20,876,234*

The notes on pages 34 to 59 form part of these financial statements.

ST. GILES HOSPICE
(A company limited by guarantee)
REGISTERED NUMBER: 01430090

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**10,290,489**		*10,568,895*
Investments	15		**3,850,595**		*3,976,098*
			14,141,084		*14,544,993*
Current assets					
Stocks	16	**11,967**		*11,296*	
Debtors	17	**1,173,770**		*1,570,584*	
Cash at bank and in hand		**6,614,336**		*5,901,571*	
		7,800,073		*7,483,451*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(1,152,533)**		*(1,077,210)*	
Net current assets			**6,647,540**		*6,406,241*
Total assets less current liabilities			**20,788,624**		*20,951,234*
Provisions for liabilities	19		**(238,500)**		*(75,000)*
Total net assets			**20,550,124**		*20,876,234*
Charity funds					
Restricted funds	20		**54,886**		*22,500*
Unrestricted funds	20		**20,495,238**		*20,853,734*
Total funds			**20,550,124**		*20,876,234*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Sally Bedford

Sally Bedford
Chair
Date: 1 October 2025

The notes on pages 34 to 59 form part of these financial statements.

ST. GILES HOSPICE
(A company limited by guarantee)
REGISTERED NUMBER: 01430090

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**10,290,489**		*10,568,895*
Investments	15		**3,850,700**		*3,976,203*
			14,141,189		*14,545,098*
Current assets					
Debtors	17	**1,533,356**		*3,312,139*	
Cash at bank and in hand		**5,979,400**		*3,919,065*	
		7,512,756		*7,231,204*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(865,321)**		*(825,150)*	
Net current assets			**6,647,435**		*6,406,054*
Total assets less current liabilities			**20,788,624**		*20,951,152*
Provisions for liabilities	19		**(238,500)**		*(75,000)*
Total net assets			**20,550,124**		*20,876,152*
Charity funds					
Restricted funds	20		**54,886**		*22,500*
Unrestricted funds	20		**20,495,238**		*20,853,652*
Total funds			**20,550,124**		*20,876,152*

The Company's net movement in funds for the year was a deficit of £326,028 *(2024 - £520,785 deficit)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Sally Bedford

Sally Bedford
Chair
Date: 1 October 2025

The notes on pages 34 to 59 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	*2024 £*
Cash flows from operating activities			
Net cash provided by operating activities	23	**569,206**	*775,674*
Cash flows from investing activities			
Dividends, interests and rents from investments		**236,267**	*151,529*
Proceeds from the sale of tangible assets		**297**	*-*
Purchase of tangible fixed assets		**(112,305)**	*(109,881)*
Net movement in cash held as investments		**39,062**	*(31,925)*
Net cash provided by investing activities		**163,321**	**9,723**
Change in cash and cash equivalents in the year		**732,527**	**785,397**
Cash and cash equivalents at the beginning of the year		**5,921,136**	*5,135,739*
Cash and cash equivalents at the end of the year	24	**6,653,663**	*5,921,136*

The notes on pages 34 to 59 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

1.2 Company status

The Company is a company limited by guarantee. The 6 members of the Company in the event of the company being wound up, their liability in respect of the guarantee is limited to £10 each.

1.3 Going concern

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

1. Accounting policies (continued)

1.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500, and with a useful economic life of over 1 year or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost

1. Accounting policies (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

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

1.13 Pensions

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by Royal London) and any other pension plan are charged against income when payable.

1. Accounting policies (continued)

1.14 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

Dilapidation provisions are recognised when it is probable that we will need to make repairs to the property in accordance with the lease agreements. This involves estimating the cost of repairs based on the property's condition, signed statement of condition at the point of taking on the lease, external dilapidation assessments and known costs to be incurred where appropriate.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Donations	2,697,292	371,682	**3,068,974**
Legacies	1,446,592	-	**1,446,592**
	4,143,884	371,682	**4,515,566**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Donations	*1,860,300*	*101,160*	*1,961,460*
Legacies	*2,066,514*	-	*2,066,514*
	3,926,814	*101,160*	*4,027,974*

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
NHS grants and contracts for patient care	2,788,334	**2,788,334**	*2,736,732*
Recharged services	430,342	**430,342**	*619,038*
Other income	7,647	**7,647**	*35,450*
	3,226,323	**3,226,323**	*3,391,220*

All income from charitable activities in the prior period was unrestricted.

5. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from trading subsidiaries	1,468,077	**1,468,077**	*1,471,721*
Sale of donated goods	3,213,790	**3,213,790**	*3,110,223*
Catering & refreshments	39,997	**39,997**	*36,955*
Room hire	46,720	**46,720**	*43,167*
Training & course fees	46,307	**46,307**	*75,142*
	4,814,891	**4,814,891**	*4,737,208*

All income from other trading activities and fundraising events in the prior year was unrestricted.

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Investment income	236,267	**236,267**	*151,529*
	236,267	**236,267**	*151,529*

All income from investments in prior year was unrestricted.

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Costs of raising voluntary income	158,219	**158,219**	*78,067*
Costs of raising voluntary income - wages and salaries	598,451	**598,451**	*563,082*
	756,670	**756,670**	*641,149*

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Fundraising trading expense	2,355,550	**2,355,550**	*1,709,586*
Fundraising trading expenses - wages and salaries	1,427,859	**1,427,859**	*1,449,520*
Fundraising trading expenses - depreciation	7,677	**7,677**	*18,406*
	3,791,086	**3,791,086**	*3,177,512*

8. Investment management costs

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Investment management fees	15,989	**15,989**	*15,338*

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Operation of the Hospice	8,143,435	305,774	**8,449,209**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total 2024 £*
Operation of the Hospice	*9,164,578*	*145,255*	*9,309,833*

Summary by expenditure type

	Staff costs 2025 £	Depreciation 2025 £	Other costs 2025 £	Total 2025 £
Operation of the Hospice	6,039,949	371,428	2,037,832	**8,449,209**

	Staff costs 2024 £	*Depreciation 2024 £*	*Other costs 2024 £*	*Total 2024 £*
Operation of the Hospice	*6,650,924*	*423,159*	*2,235,750*	*9,309,833*

10. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Operation of the Hospice	5,694,857	2,754,352	**8,449,209**

	Activities undertaken directly 2024 £	*Support costs 2024 £*	*Total funds 2024 £*
Operation of the Hospice	*6,774,845*	*2,534,988*	*9,309,833*

Analysis of support costs

	Total funds 2025 £	*Total funds 2024 £*
Wages & salaries	**1,394,418**	*1,079,174*
Depreciation	**371,428**	*423,159*
Support services and overheads	**282,934**	*124,727*
Executive and PR	**178,486**	*73,927*
Estate and facilities	**360,674**	*633,481*
IT	**166,412**	*200,520*
	2,754,352	*2,534,988*

During the year ended 31 March 2025, the Group incurred the following Governance costs:

£38,630 *(2024: £28,767)* in respect of audit and accountancy fees, £154,742 *(2024: £177,938)* in respect of professional fees and staff costs of £289,003 *(2024: £128,302).*

11. Net income/(expenditure)

	2025 £	2024 £
Depreciation of tangible fixed assets	**371,428**	*443,692*
Fees payable to the Company's auditor in respect of:		
Auditors' remuneration - audit	**27,600**	*25,800*
Auditors' remuneration - other services	**6,250**	*4,385*
Operating lease rentals	**559,092**	*539,862*

12. Staff costs

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Wages and salaries	**6,918,993**	*7,461,108*	**6,918,993**	*7,319,916*
Social security costs	**658,681**	*701,177*	**658,681**	*690,305*
Contribution to defined contribution pension schemes	**488,585**	*501,241*	**488,585**	*492,507*
	8,066,259	*8,663,526*	**8,066,259**	*8,502,728*

During the year, the group made redundancy and termination payments amounting to £182,520 *(2024: £23,301)* with respect to 21 *(2024: 2)* individual cases.

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	Group 2024 No.
Hospice services	**120**	*145*
Fundraising & communications	**28**	*32*
Support staff	**41**	*35*
Management & finance	**10**	*11*
Retail	**63**	*69*
	262	*292*

12. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	*Group 2024 No.*
In the band £60,001 - £70,000	**2**	*2*
In the band £70,001 - £80,000	**1**	*2*
In the band £80,001 - £90,000	**-**	*1*
In the band £90,001 - £100,000	**3**	-
In the band £100,001 - £110,000	**-**	*2*
In the band £120,001 - £130,000	**1**	-
In the band £140,001 - £150,000	**-**	*1*

Senior management
The key management personnel of the hospice are represented by the Executive Leadership Team CEO and 4 other Directors, 2 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £569,277 *(2024: £731,297)*.

Volunteers
During the year, the hospice has benefited substantially from the regular services of 210 *(2024: 175)* volunteers as per accounting policy 1.4. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 627 *(2024: 550)*. St. Giles Hospice (Promotions) Limited has also received the assistance of Nil *(2024: 5)* volunteers during the year.

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totalling £201 was reimbursed or paid directly to 1 Trustee *(2024 - £110, 1 Trustee)*

14. Tangible fixed assets

Group and Company

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Assets under construction £	Total £
Cost or valuation							
At 1 April 2024	**13,867,292**	**1,669,246**	**15,250**	**181,815**	**3,108,414**	**-**	**18,842,017**
Additions	**-**	**7,728**	**-**	**-**	**51,957**	**52,620**	**112,305**
Disposals	**(26,634)**	**-**	**-**	**(30,555)**	**-**	**-**	**(57,189)**
At 31 March 2025	**13,840,658**	**1,676,974**	**15,250**	**151,260**	**3,160,371**	**52,620**	**18,897,133**
Depreciation							
At 1 April 2024	**4,685,969**	**542,712**	**15,250**	**178,846**	**2,850,345**	**-**	**8,273,122**
Charge for the year	**271,270**	**33,488**	**-**	**2,336**	**64,334**	**-**	**371,428**
On disposals	**(7,351)**	**-**	**-**	**(30,555)**	**-**	**-**	**(37,906)**
At 31 March 2025	**4,949,888**	**576,200**	**15,250**	**150,627**	**2,914,679**	**-**	**8,606,644**
Net book value							
At 31 March 2025	**8,890,770**	**1,100,774**	**-**	**633**	**245,692**	**52,620**	**10,290,489**
At 31 March 2024	*9,181,323*	*1,126,534*	*-*	*2,969*	*258,069*	*-*	*10,568,895*

15. Fixed asset investments

Group	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 April 2024	**3,956,533**	**19,565**	**3,976,098**
Revaluations	**(145,265)**	**39,062**	**(106,203)**
Investment manager fee	**-**	**(19,300)**	**(19,300)**
At 31 March 2025	**3,811,268**	**39,327**	**3,850,595**

Company	Investments in subsidiary companies £	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation				
At 1 April 2024	**105**	**3,956,533**	**19,565**	**3,976,203**
Revaluations	**-**	**(145,265)**	**39,062**	**(106,203)**
Investment manager fee	**-**	**-**	**(19,300)**	**(19,300)**
At 31 March 2025	**105**	**3,811,268**	**39,327**	**3,850,700**

15. Fixed asset investments (continued)

Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes
Walsall Hospice Trading Limited	02722178	Dormant	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	**1,359,845**	**(591,182)**	**768,663**	**2**
St. Giles Hospice Shops Limited	**114,860**	**(51,683)**	**63,177**	**2**
Walsall Hospice Trading Limited	**-**	**-**	**-**	**100**

16. Stocks

	Group 2025 £	*Group 2024 £*
Finished goods and goods for resale	**11,967**	*11,296*

17. Debtors

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Due within one year				
Trade debtors	**126,870**	*326,486*	**124,207**	*283,186*
Amounts owed by group undertakings	**-**	*-*	**365,959**	*1,789,400*
Other debtors	**199,609**	*300,241*	**199,267**	*299,492*
Prepayments and accrued income	**847,291**	*943,857*	**843,923**	*940,061*
	1,173,770	*1,570,584*	**1,533,356**	*3,312,139*

18. Creditors: Amounts falling due within one year

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Trade creditors	**488,935**	*416,025*	**487,922**	*411,660*
Other taxation and social security	**126,076**	*156,773*	**126,076**	*156,773*
Other creditors	**121,716**	*108,917*	**62,807**	*78,372*
Accruals and deferred income	**415,806**	*395,495*	**188,516**	*178,345*
	1,152,533	*1,077,210*	**865,321**	*825,150*

19. Provisions for liabilities

Group and Company

	Dilapidation provision £
At 1 April 2024	**75,000**
Additions	**163,500**
	238,500

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
Designated funds						
March of the Elephants Art Trail	260,860	-	(116,369)	(144,491)	-	-
General funds						
General Funds	20,592,874	12,421,365	(12,590,811)	178,013	(106,203)	20,495,238
Total Unrestricted funds	20,853,734	12,421,365	(12,707,180)	33,522	(106,203)	20,495,238
Restricted funds						
DHSC Capital	-	213,793	(213,793)	-	-	-
Lymph	-	305	(305)	-	-	-
Patient Chairs	6,500	-	-	(6,500)	-	-
IPU Staff	-	38,215	(38,215)	-	-	-
Family Support	-	1,229	(17,229)	16,000	-	-
Brandons Boxes	16,000	28,950	-	(16,000)	-	28,950
Sutton Site Refurbishment	-	35,894	(35,894)	-	-	-
Environmental Improvements	-	34,796	(338)	(34,458)	-	-
IPU Refurbishment	-	18,500	-	7,436	-	25,936
	22,500	371,682	(305,774)	(33,522)	-	54,886
Total of funds	20,876,234	12,793,047	(13,012,954)	-	(106,203)	20,550,124

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2024* £
Unrestricted funds						
Designated funds						
March of the Elephants Art Trail	*390,000*	-	*(129,140)*	-	-	*260,860*
General funds						
General Funds	*16,520,321*	*12,206,771*	*(12,869,437)*	*4,420,103*	*315,116*	*20,592,874*
Total Unrestricted funds	*16,910,321*	*12,206,771*	*(12,998,577)*	*4,420,103*	*315,116*	*20,853,734*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

20. Statement of funds (continued)

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2024* £
Restricted funds						
IPU fund	*1,144,024*	-	-	*(1,144,024)*	-	-
Barn Farm fund	*1,045,163*	-	-	*(1,045,163)*	-	-
Capital appeal fund	*1,564,258*	-	-	*(1,564,258)*	-	-
Day Therapies Centre	*381,930*	-	-	*(381,930)*	-	-
John Haller memorial fund	*10,000*	-	*(10,000)*	-	-	-
Day Room transformation	*38,981*	-	-	*(38,981)*	-	-
The Advice and Referral Centre fund	*51,595*	-	*(51,595)*	-	-	-
Other restricted funds	*14,871*	-	-	*(14,871)*	-	-
Restricted donation	*118,504*	*50,000*	*(50,000)*	*(118,504)*	-	-
Lymphodema Clinic	*10,000*	*160*	*(160)*	*(10,000)*	-	-
Bladder Scanner	*7,830*	-	-	*(7,830)*	-	-
Lymph	*94,542*	-	-	*(94,542)*	-	-
Patient Chairs	*5,000*	*1,500*	-	-	-	*6,500*
IPU Staff	-	*33,500*	*(33,500)*	-	-	-
Brandons Boxes	-	*16,000*	-	-	-	*16,000*
	4,486,698	*101,160*	*(145,255)*	*(4,420,103)*	-	*22,500*
Total of funds	*21,397,019*	*12,307,931*	*(13,143,832)*	-	*315,116*	*20,876,234*

20. Statement of funds (continued)

Restricted funds

DHSC Capital Fund represents capital funding received from DHSC.

The Lymph Fund represents funds received towards the purchase or equipment used within and providing the lymphoedema service.

The Patient Chairs fund represents funds received for the purchase of chairs for the Inpatient Unit.

The IPU Staff Fund represents funds received towards the provision of the impatient unit.

The Family Support Fund relates to funds received for the purpose of providing the family support and bereavement services.

The Brandons Boxes Fund represents funds received for the preparation and distribution of support boxes for the Brandons Boxes Project. The Brandons Boxes Project is supported by the family of Brandon Sutton and provides the delivery of education in schools along with comfort boxes designed as a tool to help young people navigating grief and loss.

The Sutton Site Refurbishment Fund represents funding for enhancing, reconfiguring and refurbishing the St Giles Sutton Coldfield Site.

The Environmental Improvements Fund represents funding for environmental Improvements at The St Giles Sutton Coldfield Site.

The IPU Refurbishment Fund represents funds that have been received to refurbish and improve facilities within the impatient unit.

The IPU fund represents funds received towards the extension of the building at Whittington and fitting out of the new In-Patient Unit, previously known as Compassus. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund out the leasehold property occupied on Lindridge Road, for the purpose of providing palliative and end of life services in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the development of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the original In-Patient Unit attached to the Rectory to create an integrated Day Therapies Centre. This area of the building previously provides services such as a Day Hospice, prior to Covid-19, and wrap-around Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day. 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016.

20. Statement of funds (continued)

The Hospice received a £100,000 gift from a major donor in quarter 4 of 2024. £50k was restricted to the upgrade of syringe drivers to meet compliance requirements and £50k to the ERS service in Sutton. The restriction has been fulfilled on purchase of the assets and transferred to unrestricted funds.

The Lymphodema Clinic fund represents funds received towards the purchase or equipment for the lymphodema clinic.

The Bladder Scanner fund represents funds received to facilitate the purchase of a bladder scanner for use by the community team. The restricted has been fulfilled on purchase of the assets and transferred to unrestricted funds.

Designated funds

A decision was taken on 24th November 2021 to set aside designated reserves for the March of the Elephants art trail sculpture due to take place in 2023, a major fundraising campaign recognising 40 years of providing hospice care. Expenditure has been incurred during the year and the remainder of the fund has been released during 2024/5.

Transfers between funds

During the year management conducted a review of restricted funds and the following transfers were made:

- £39,522 *(2024: £4,420,103)* from restricted funds to general funds, representing the net book value of fixed assets purchased with restricted donations, now used for general purpose;
- £6,500 transferred to general funds as already spent in prior year in line with donor restrictions;
- £12,500 transferred from general funds to restricted, in line with donors wishes for income received in prior year.

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Designated funds	**260,860**	**-**	**(116,369)**	**(144,491)**	**-**	**-**
General funds	**20,592,874**	**12,421,365**	**(12,590,811)**	**178,013**	**(106,203)**	**20,495,238**
Restricted funds	**22,500**	**371,682**	**(305,774)**	**(33,522)**	**-**	**54,886**
	20,876,234	**12,793,047**	**(13,012,954)**	**-**	**(106,203)**	**20,550,124**

Summary of funds - prior year

	Balance at 1 April 2023 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Gains/ (Losses) £*	*Balance at 31 March 2024 £*
Designated funds	*390,000*	*-*	*(129,140)*	*-*	*-*	*260,860*
General funds	*16,520,321*	*12,206,771*	*(12,869,437)*	*4,420,103*	*315,116*	*20,592,874*
Restricted funds	*4,486,698*	*101,160*	*(145,255)*	*(4,420,103)*	*-*	*22,500*
	21,397,019	*12,307,931*	*(13,143,832)*	*-*	*315,116*	*20,876,234*

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	10,290,489	-	**10,290,489**
Fixed asset investments	3,850,595	-	**3,850,595**
Current assets	7,745,187	54,886	**7,800,073**
Creditors due within one year	(1,152,533)	-	**(1,152,533)**
Provisions for liabilities	(238,500)	-	**(238,500)**
Total	20,495,238	54,886	**20,550,124**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*10,568,895*	-	*10,568,895*
Fixed asset investments	*3,976,098*	-	*3,976,098*
Current assets	*7,460,951*	*22,500*	*7,483,451*
Creditors due within one year	*(1,077,210)*	-	*(1,077,210)*
Provisions for liabilities	*(75,000)*	-	*(75,000)*
Total	*20,853,734*	*22,500*	*20,876,234*

23. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £	*Group 2024 £*
Net expenditure for the year (as per Statement of Financial Activities)	**(326,110)**	*(520,785)*
Adjustments for:		
Depreciation charges	**371,428**	*443,692*
Losses/(gains) on investments	**106,203**	*(315,116)*
Dividends, interests and rents from investments	**(236,267)**	*(151,529)*
Loss on the sale of fixed assets	**18,986**	-
(Increase)/decrease in stocks	**(671)**	*4,960*
Decrease in debtors	**396,814**	*1,146,563*
Increase in creditors	**75,323**	*167,889*
Increase in provisions	**163,500**	-
Net cash provided by operating activities	**569,206**	*775,674*

24. Analysis of cash and cash equivalents

	Group 2025 £	*Group 2024 £*
Cash in hand	**6,614,336**	*5,901,571*
Cash on deposit awaiting interest	**39,327**	*19,565*
Total cash and cash equivalents	**6,653,663**	*5,921,136*

25. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	**5,901,571**	**712,765**	**6,614,336**
	5,901,571	**712,765**	**6,614,336**

26. Pension commitments

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk.

The pension cost charges, representing employer's contributions to all schemes, amounted to £488,585 *(2024: £501,241)*. Contributions totalling £58,980 *(2024: £75,307)* were payable at the year end and are included in other creditors.

27. Operating lease commitments

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	*Group 2024 £*
Not later than 1 year	**480,239**	*276,953*
Later than 1 year and not later than 5 years	**739,537**	*612,395*
Later than 5 years	**-**	*5,167*
	1,219,776	*894,515*

28. Related party transactions

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £243,452 *(2024: £1,100,713)*. The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £122,507 *(2024: £668,689)*.

Gift aid was received from St Giles Hospice Shops Limited for £63,177 *(2024: £47,085)* and from St. Giles Hospice (Promotions) Limited for £768,663 *(2024: £814,566)*.

During the year, income of £Nil *(2024: £2,500)* was received from Lichfield Municipal Charities, an entity in which S James, Trustee, is the Clerk. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, income of £89,039 *(2024: £69,124)* was received from NHS Black Country ICB, an entity in which S Basi, Trustee, is a member of Key Management Personnel. The balance outstanding at the year end was £294 *(2024: £20,124)*.

During the year, income of £2,099,807 *(2024: £1,760,429)* was received from NHS Staffordshire & Stoke-on-Trent ICB, an entity in which the Spouse of A Harkness, the former Chief Executive, is a member of Key Management Personnel. The balance outstanding at the year end was £31,487 *(2024: £64,053)*.

During the year, income of £213,793 *(2024: £1,560)* was received from Hospice UK and the Company purchased services valued at £8,100 *(2024: £12,000)* from Hospice UK, an entity in which P Jennings, Trustee, is also a Trustee. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, expenditure of £12,841 *(2024: £467)* was paid to Johnson Fellows LLP, an entity in which N Wint, Director of St Giles Hospice Shops Ltd, is also a Director. The balance owed at the year end was £240 *(2024: £Nil)*.

During the year, income of £70,690 *(2024: £Nil)* was received from Sutton Coldfield Charitable Trust, an entity in which Dr C Finn, a Trustee during this current year, whose spouse is a Trustee. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

During the year, the Charity purchased services valued at £11,875 *(2024: £Nil)* from Clearing Clouds, an entity in which E Roderick, Trustee, is an owner. The balance outstanding at the year end was £Nil *(2024: £Nil)*.

St Giles Hospice

Our Ref: EE/JML09251

1 October 2025

Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Dear Sirs

We provide this letter in connection with your audit of the financial statements of St Giles Hospice and its Trading subsidiaries St Giles Hospice Shops Limited and St Giles Hospice (Promotions) Limited (together 'St Giles Hospice') for the year ended 31st March 2025 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of the group and of the charity as at 31st March 2025 and of the results of the group's and the charity's operations for the year then ended in accordance with UK Generally Accepted Accounting Practice ("UK GAAP").

We confirm that the following representations are made in respect of the group and the parent charity on the basis of sufficient enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation and that, to the best of our knowledge and belief, we can properly make each of these representations to you. If completion of the audit is delayed, we authorise Sarah Jackson, Finance Director, to provide an update to all representations sought.

1. We have fulfilled our responsibility for the fair presentation of the financial statements in accordance with UK GAAP.
2. We acknowledge as trustees our responsibility for making accurate representations to you.
3. We acknowledge our responsibility for the design and implementation of internal control to prevent and detect fraud and errors.
4. We confirm that we have received confirmation from each director who was a director at the time of the approval of the financial statements that:

    (a) they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information and

    (b) That so far as they are aware there is no relevant audit information of which you are unaware.

5. We have provided you with all accounting records and relevant information and granted you unrestricted access to persons within the entity, for the purposes of your audit.
6. All the transactions undertaken by the group and the charity have been properly reflected and recorded in the accounting records or other information provided to you.
7. The methods, the data, and the significant assumptions used by us in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting standards.
8. We have considered the adjustments in Appendix 2, proposed by you. In our judgement, these adjustments are appropriate given the information available to us. We further confirm that we have now made these adjustments to the financial statements.
9. We do not wish to adjust the financial statements for the actual errors set out in Appendix 2 as we believe that the errors are immaterial, both individually and in aggregate, to the financial statements as a whole.
10. We are not aware of any actual or possible litigation or claims against the company whose effects should be considered when preparing the financial statements.
11. All grants, donations and other incoming resources, the receipt of which is subject to specific terms and conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
12. We are not aware of any breaches of our charitable trusts and have advised you of the existence of all endowments and funds maintained by us.
13. There have been no events since the balance sheet date which require disclosure, or which would materially affect the amounts in the financial statements, other than those which we have already disclosed to you and included disclosure for in the financial statements for the year ended 31 March 2025. Should any material events occur which may necessitate revision of the figures in the financial statements, or inclusion in a note thereto, we will advise you accordingly. We specifically authorise Sarah Jackson, Finance Director, to provide an update for you to cover the time period between the signing of this letter and the date of your audit report.
14. We have assessed that there is no significant risk that the financial statements are materially misstated as a result of fraud.
15. We are not aware of any fraud or suspected fraud affecting the group or the charity involving those charged with governance, management or other employees who have a significant role in internal control or who could have a material effect on the financial statements.

St Giles Hospice is an independent charity funded primarily by voluntary giving..A member of Hospice UK. A recipient of the Queen's Award for Voluntary Service. Company limited by Guarantee, registered in England No 1430090 at Fisherwick Road, Whittington WS14 9LH. Registered Charity 509014.

16. We are not aware of any allegations by employees, former employees, regulators or others of fraud, or suspected fraud, which would have an impact on the financial statements.
17. We are not aware of any known or suspected instances of non-compliance with those laws and regulations which provide a legal framework within which the group and charity conducts its business.
18. We confirm that complete information has been provided to you regarding the identification of related parties and that we are not aware of any significant transactions with related parties.
19. We confirm we have appropriately accounted for and disclosed related party relationships and transactions in accordance with applicable accounting standards and with the recommendations of the applicable charity SORP'.
20. In the event that we publish the trustees' report, independent auditor's report and financial statements electronically, we acknowledge our responsibility for ensuring that controls over the maintenance and integrity of the entity's web site are adequate for this purpose.
21. There are no liabilities or contingent liabilities or guarantees that we have given to third parties other than those disclosed in the financial statements.
22. The group and charity have satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the financial statements.
23. The group and charity have complied with all aspects of contractual agreements that could have a material effect on the consolidated and parent charity's financial statements in the event of non-compliance.
24. We confirm that, having considered our expectations and intentions for the next twelve months and the availability of working capital, the group and charity are a going concern. We are unaware of any events, conditions, or related business risks beyond the period of assessment that may cast significant doubt on their ability to continue as a going concern.
25. We have no plans to abandon lines of product or other plans or intentions that will result in any excess or obsolete stock, and no stock is stated at an amount in excess of net realisable value.

St Giles Hospice

26. We have no plans or intentions that might materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

Yours faithfully

.....

Trustee
Signed on behalf of the board

Date ...1/10/25.....

St Giles Hospice is an independent charity funded primarily by voluntary giving. A member of Hospice UK. A recipient of the Queen's Award for Voluntary Service. Company limited by Guarantee, registered in England No 1430090 at Fisherwick Road, Whittington WS14 9LH. Registered Charity 509014.

ST GILES HOSPICE

England & Wales - Charity number 509014

Accounts

Registered number: 01430090
Charity number: 509014

ST GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

ST GILES HOSPICE
(A company limited by guarantee)

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ST GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Trustees	Robin Vickers, Chair Stephen Ridler Catherine Finn Simon James Paul Jennings Val Jones Sarbjit Basi Nighat Hussain Peter Ingham Nicholas Shanahan Emma Roderick (appointed 10 January 2024) Sally Bedford (appointed 25 March 2024)
Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Joanne Marie Lowe
Interim Chief executive officer	Elinor Kathryn Eustace
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Investment Advisor

Cannacord Genuity
Wealth Management
41 Lothbury
London
EC2R 7AE

CCLA Investment Management Ltd
Senator House
85 Queen Victoria Street
London
EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2024.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1 January 2015). The Trustees also have due regard to the requirements of the Charities Act 2011 and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering high-quality specialist care for people living with diseases which may not be curable, as well as providing support for their families and carers.

Services include a team of community-based St Giles clinical nurse specialists, a state of the art in-patient unit, Hospice at Home, Community based services, Family Support, and a Lymphoedema service. Patients come from across the hospice's catchment area, which ranges from Ashby-de-la-Zouch and Atherstone in the east, to Cannock and Walsall in the west – and from Burton and Uttoxeter in the north, to Sutton Coldfield and Coleshill in the south. Care is offered at the hospice's centres in Whittington and Sutton Coldfield and in patients' own homes across the region. St Giles spends close to 10 million pounds a year providing its specialist services and with little more than a third of this funded by the Government, the registered charity relies heavily on donations and income generation from the local community.

The Board of Trustees, the Executive Leadership Team (ELT) and all staff and volunteers at the Charity are committed to providing individualised care for patients and their families. The Charity aims to achieve this by providing consistent high quality, cost effective care underpinned by sound governance across all aspects of the organisation. Care is based on an active collaboration with patients, their families and carers to establish their wishes and needs, underpinned by expert holistic assessment by multi-professional teams.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15 June 1979 and received its first in-patient on 12 April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in December 2023. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, an induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the CEO on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chairman and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter, plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were one hundred out of a possible total of one hundred and twenty nine. In addition to this, the Chair and Group Chief Executive meet on a monthly basis or more often if it is required, and Trustees are frequently onsite spending time with ELT and service leads.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of two times, the maximum term of office being nine years. The maximum term of nine years, was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2023 Annual General Meeting, seven Trustees were re-elected, Robin Vickers, Cath Finn, Paul Jennings, Noel Shanahan, Peter Ingham, Nighat Hussain and Sarbjit Basi. There were no resignations or appointments at the 2023 Annual General Meeting. During the financial year 2023 – 2024, Emma Roderick and Sally Bedford were appointed to the role of Trustee – for formal appointment at the AGM on 6 November 2024. As at 31 March 2024, there were twelve Trustees.

In 2023/2024, the Board and the Executive Leadership Team focused on the sustainability of the charity and the continuous challenges as a result of the cost-of-living crisis. There was one extra-ordinary Board meeting in this financial year.

The Remuneration, Skills and Recruitment Committee meet as a sub-committee of the Board to ensure that the Trustee Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Trustee Board regarding the appointment of new Trustees and members of the Executive Leadership Team/Senior Management Team.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently thirty two members of the Company.

During 2023/2024, there were four main governance committees: Strategy & Delivery Assurance; Finance, Audit and Risk Assurance; Research Assurance and the Combined Trading Companies (CTC) Board. Each committee, chaired by a Trustee, comprises of some Trustees and selected members of the Executive Leadership Team. The Assurance Committees meet four times a year or more frequently if required.

In addition, the Board of Trustees oversees Corporate Governance Assurance.

The Trustees agree strategy and supporting objectives, delegating their execution to the Group Chief Executive and the Executive Leadership Team. During the financial year 2023 – 2024, the Executive Leadership Team met on a weekly basis to further establish the executive team and ensure high level discussion and communication between the executive leads. The Board of Trustees tasked the Executive Leadership Team with producing the new strategy for the hospice group by December 2022, which was implemented in April 2023. The Executive Leadership Team have focused on the delivery of Year 1 of the 2023-2026 Strategy during the financial year 2023-2024.

The Senior Management Team met on a weekly basis, with input from the Executive Leadership Team. The Senior Management Team meetings were chaired by an elected member of the SMT, and a new Chair elected every six months.

During 2023 – 2024, there were monthly Hospice Briefs for staff and volunteers across group, chaired by the CEO/wider ELT. A staff and volunteers survey was undertaken in June 2023, and there were six main categories that the survey focused on; communications and leadership; ways of working; your job; your wellbeing; people management and training and development.

We identified key themes from the survey results and have created an internal people and organisational development programme "SGH Thrive" that we focused on developing for positive impact. The five main themes of the programme are 1) Pay & Benefits, 2) Equality, Diversity & Inclusion, 3) Learning & Development, 4) Workplace Wellbeing and 5) Communications & Engagement. Survey communications are "You Said, We Did" for example, we conducted a full pay and benefits audit and rolled out a new organisational wide pay policy and structure; implemented new staff benefits and implemented an internal communications model including a new intranet.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable Company. This cover is up to £5m and cost £1,364.40.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability.

c. Subsidiary Companies

The Company had three subsidiary companies during the financial year 2023 – 2024; St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, and Walsall Hospice Trading Ltd, all limited by shares wholly owned by the Hospice.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming Gift Aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought -in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade.

Oversight of the trading companies controlled by St Giles is through the Combined Trading Companies Board (CTC). The CTC Board has influence over the strategy and operational management of the businesses. The Board is chaired by a Trustee, comprises of some Trustees, Non-Executive Directors (NEDs) and the Executive Leadership Team. The Board meets quarterly or more frequently as required.

d. Pay policy for key management personnel

Remuneration of the Executive Leadership Team is approved by a Remuneration Committee made up of the Chair, and Chairs of the Audit & Risk Committee, Strategy & Delivery Committee and CTC Board. For clinical staff, we attempt to match the salary and conditions of those employed in the NHS wherever possible.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individual care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care incorporates a range of services including specialist care at home, inpatient care, lymphoedema services, outpatient services, bereavement services and a range of therapies. In addition to direct patient care services, St Giles has a proactive community engagement agenda and an education and research agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of what we do at St Giles. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the feedback we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their families; this commitment runs throughout St Giles at all levels and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. The majority of care that we provide is in the community.

St Giles Hospice is committed to offer care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure. In each of the strategic aims, the Charity seeks partnerships with others who share their aims in order to address increasing complexity of health and social need in an environment of limited resources.

Clinical Effectiveness & Activity

Our Advice and Referral Centre continue to maintain a high degree of responsiveness to referrals received.

A total of 1,743 referrals were received, of which 1,192 went on to receive care from our Community Specialist Palliative Care Team, and 121 were offered but declined our service.

- All referrals received were triaged within the 2 day, 5 day or 10 day urgency allocation of the referrer.
- 97% of urgent 2 day referrals were contacted within 1 day.
- 93% of 5 day referrals were contacted within 2 days.
- 92% of 10 day referrals were contacted within 3 days.

Of the referrals not proceeding, 68 patients died whilst their referral was being processed within the urgency allocated by the referrer, and the remaining referrals without identified Specialist Palliative Care Needs were signposted to other services.

b. Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2023/2024. The data includes key quality measures that are reportable to statutory commissioners.

	2023/24
Total number outpatient attendances	2402
Total number of visits with patients by the community service	6469
Total number of Hospice at Home sessions provided	5922
Referrals received across our clinical departments	3634
Calls handled by our Advice and Referrals Centre (ARC)	14,455
Total number of complaints Whittington	2
The number of complaints which were investigated and upheld in full	0
The number of complaints which were investigated, resolved but only upheld in part	2
The number of complaints which were investigated and not upheld	0
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	1
Total number of patients admitted to Whittington inpatient unit	299
% of patients who went home	27%
% Bed Occupancy	86%
Patients diagnosed with reportable infections whilst on the inpatient unit	0
Average length of stay on the inpatient unit (days)	12.37
Number of falls per occupied bed in a year (Number of beds multiplied by bed occupancy	0.93

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

Number of Volunteers by Activity	2023/24
Advice Referral Centre Volunteers	0
Bereavement Help Point Volunteers	15
Calligrapher	2
Clinical Administrator	2
Community Volunteers	2
Complementary Therapy	4
Day Hospice Volunteers	0
Education Volunteers	1
Family Support and Bereavement	13
Finance Volunteers	1
Fundraising Volunteers	18
Fundraising Events Volunteers	186
Hospice at Home Volunteers	0
Housekeeping Volunteers (washing up volunteers)	18
Human Resources	1
IT Services	1
Lottery Volunteers	3
Lymphoedema Volunteers	11
Marketing Volunteers	0
Medical Volunteers	0
Medical Records Admin	3
Payroll	1
Quality Assurance	0
Quality Assurance & Clinical Education Volunteers	0
Main Reception Volunteers	18
Stewards Volunteers (gardening & stewards)	6
Supportive Care Volunteers	0
Sutton Volunteers (reception & gardening)	20
Transport Volunteers	12
Trustees / NEDs	11
Volunteer Services Volunteers	1
Ward Reception volunteers	16
Whittington IPU Ward Admin volunteers	2
Whittington IPU ward helper volunteers	17
Total	**385**

Subsidiary Company Volunteers	2023/24
Retail	527
Total	527

Research

St Giles Hospice has made solid progress in becoming research active over the past twelve months through several research activities.

The following research studies have recruited at St Giles, and are now completed with dissemination activities being circulated to staff and volunteers involved:

1. Harding, R. Kings College London. Understanding and improving community palliative care out of hours – Delphi Study.
2. Allen, F. University of Nottingham. ACTiON falls prevention programme for use in hospice care.
3. Fisher, N. SGH / University of Birmingham Management of seizures in neurological cancer patients; a clinical audit.

SGH is currently recruiting or planing to recruit for the following studies:

1. Davies, A. Surrey University. A cluster randomised trial of clinically assisted hydration in patients in the last days of life. CHELsea II Trial (CHELsea II study). Investigates the use of clinically assisted hydration in patients who are end of life.
2. Bailey, C. SGH / University of Birmingham. Accelerated Hospice Beds Service Evaluation.
3. Weetman, K. University of Birmingham. Discharge communication from hospices and hospitals.
4. Millard, A. University of Birmingham (PhD under Bailey's supervision). Assessing and implementing spirituality at the end-of-life.

The hospice has also been involved in developing evidence-based education through the accreditation of study days with UoB (e.g. Dementia Course for Care Home Staff) and including research in mandatory training for clinical staff. St Giles has contributed to the design, development and delivery of a Midlands-wide online end-of life education toolkit for staff, carers, volunteers and patients' involvement which will go live later this year.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the two principle Integrated Care Boards (ICBs) with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, where the content of these reports form the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year there were no areas of concern raised which required action.

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and is inspected under the CQC category of Independent Hospitals.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Strategic report

a. Strategic Aims

Financial sustainability for St Giles Hospice, like many hospices across the UK, remains a significant challenge. Hospices face a number of issues including a real terms reduction in income received from the NHS and challenges in our ability to raise voluntary income in the current financial climate.

We have actively engaged with our Integrated Care Board (ICB) colleagues throughout 2023/2024 in order to raise awareness of the breadth and depth of services on offer for our population. Our main NHS commissioner, Staffordshire and Stoke-on-Trent Integrated Care Board (SSoT ICB) maintained our previous grant funding through 2023/24, which in real terms created a further financial challenge due to annual inflation in general running costs and staff cost of living increases.

Through this active engagement with statutory colleagues, we have seen small increases from Birmingham and Solihull Integrated Care Board (BSol ICB) and supported our NHS colleagues with a contract for the provision of Accelerated Discharge Beds though the winter months January – March, allowing hospice access to those at End of Life who may otherwise die in hospital.

At St Giles, our vision is for 'A world where everyone has fair access to specialist palliative and end of life care', and it is only with appropriate funding from the Government that we can meet this vision. We continue to work with our healthcare partners to negotiate adequate funding for hospice care, but the situation is critical.

In 2022, as we approached our 40th anniversary year, we started our journey on creating a new strategic plan to build resilience for the future of our hospice. After discussions and consultation with our patients and their loved ones, volunteers and staff we started to create a strategy based on engagement and feedback.

This collaborative approach enabled us to set out a plan that represented #TeamStGiles and identified our priorities for the next three years (2023-2026).

Our strategy for 2023-2026 focuses on delivering excellent care in a financially sustainable way and has 6 objectives upon which delivery plans have been developed that will help us reach our goals:

1. To provide excellent care
2. To be an outstanding team
3. To be innovative
4. To grow our income
5. To be sustainable
6. To communicate well

This strategy was formally launched on 1 April 2023 and will guide us in our direction of travel over the next three years so St Giles Hospice can continue to provide specialist palliative and end of life care for our communities in a sustainable way.

Year one (2023/2024) was an enabling period in which significant work was undertaken on operational processes and procedures, and operational cost reduction, to ensure we have the right foundations to deliver our long-term goals.

We continued to review and evolve our clinical and support service provision as the needs and expectations of our local population changed as a result of the pandemic, therefore as a hospice we have and continue to adapt our service provision and range of services to meet the requirements of this changing environment.

Our income generation portfolio continues to evolve and has been challenged by the UK financial crisis. Rising costs and inflation has resulted in donors having less disposable income and therefore reduction in donation values were seen throughout 2023/2024. This financial situation has continued to support our retail growth, and income from the sale of donated goods continues to be strong.

2023/2024 also saw the launch of our retail growth strategy and estate refurbishment. At the end of 2023/2024 6 locations were refurbished and one new store opening was completed. However, this did result in some lost trading days due to shop closures for refurbishment.

A consequence of the economic climate was our decision to postpone the launch of our March of the Elephants art trail from Summer 2023 to Summer 2024. This decision was justified as 2023/2024 saw significant growth in the number of corporate sponsors and secured the trail which will be live from July to September 2024.

2024/2025 will build on the success of year one with our main focus on Objective 5 – To be Sustainable, with a strong focus on our financial position. We remain committed to delivering excellent care and therefore closing the deficit gap must be a priority.

b. Achievements and performance

Clinical services

We continued to provide our care and support services for our local communities throughout 2023/2024. We maintained our specialist bed capacity on IPU throughout the year and continued to provide Continuing Healthcare Bed provision. We also opened an additional four beds between January and March 2024 to support Accelerated Discharge allowing hospice access to those at End of Life who may otherwise die in hospital.

Workforce

Last summer we took part in the annual Hospice UK survey, which is a nationally recognised and approved volunteer and staff survey and allows us to benchmark against other Hospices. Following the survey, we published the full results for our workforce and hosted staff engagement sessions with all teams to focus on more detailed themes. It was apparent that 5 themes were important to our workforce, and we have since created a hub on our staff intranet as a central resource for staff and to ensure all updates in these 5 themes are communicated well. Transparent and clear communication was a strong theme for our workforce and as such the ELT have continued face to face sessions with teams to ensure staff feel listened too and ensure we create a feedback culture to allow for positive change.

Finances

Financial sustainability for St Giles Hospice, like many hospices across the UK, remains a significant challenge. Hospices face a number of issues including a real terms reduction in income received from the NHS and challenges in our ability to raise voluntary income in the current financial climate. A comprehensive financial review and assessment was undertaken in 2022/2023, including a full review of all contractual arrangements. This detailed programme of work enabled us to approach 2023/2024 with a clarity of our current financial status and develop an accurate and realistic cost improvement programme (CIP) to ensure we were identifying and delivering opportunities to drive efficiency and reduce costs across the hospice group.

ype text here

Governance

The appointment of a Head of Governance in 2022 supported the development of an organisational governance framework throughout 2023/2024. This has enabled both clinical and corporate governance to align under a centralised governance team and supported a standardised approach. Furthermore, this has allowed the Governance and Quality and Audit functions to merge and align data analysis to ensure we comply with all our statutory requirements and provide necessary assurances to our Board. We continue to actively implement good organisational governance practices to ensure the safe and effective running of the hospice.

Communications

Clear communication was identified through our staff survey as being vital for staff and how they feel when at work. We have therefore worked hard to develop an internal communications framework that allows staff full access to organisational communications regardless of their role. This framework crosses many communication channels from face-to-face organisational updates and managers briefing sessions, to development of intranet pages and a weekly hospice round up email communication. Staff engagement sessions across the workforce were undertaken in response to the staff survey, and greater frequency of face-to-face meetings with teams and ELT has led to positive feedback from staff and volunteers in terms of the style, content and frequency which we now communicate. We continue to encourage feedback from the workforce to enable positive change.

c. Financial recovery

Our strategy for 2023-2026 focuses on delivering excellent care in a financially sustainable way and has 6 objectives upon which delivery plans have been developed that will help us reach our goals:

1. To provide excellent care
2. To be an outstanding team
3. To be innovative
4. To grow our income
5. To be sustainable
6. To communicate well

This strategy was formally launched on1 April 2023 and will guide us in our direction of travel over the next three years.

2023/2024 was an enabling period in which significant work was undertaken on operational processes and procedures, and operational cost reduction, to ensure we have the right foundations to deliver our long-term goals. An accurate and realistic cost improvement programme (CIP) was applied in 2023/2024 to ensure we were identifying and delivering opportunities to drive efficiency and reduce costs across the hospice group.

20244/2025 will build on the success of year one with our main focus on Objective 5 – To be Sustainable, with a strong focus on our financial position. We remain committed to delivering excellent care and therefore closing the deficit gap must be a priority.

d. Other activity

Other projects that St Giles

Dementia Carer support, p

The aim of the dementia su
Walsall area in providing de
environments and working
staff (examples of this inclu
support groups.

In the year 2023/2024, 89 r
carers courses were provide

End of life Care Home Proj

The aim of this project is t
achieved through weekly su
empowerment approach. O
following:

Do Not Attempt Cardiopulmo
communications which may

The End-of-Life Care Home
project is now known as a
monthly/six weekly basis. F
Staffordshire and 17 care ho

Total amount of residents su
Total amount of residents su

Enhanced Respite Service

The aim of the service is t
respite care and education w
the carer, and increasing kn
those they are caring for.

Year 2023/2024 activity for th

Respite at Home: Apr 2023 - Mar 2024	
Number of referrals received	
Number of visits made to patients	

ST GILES HOSPICE

England & Wales - Charity number 509014

Accounts

Registered number: 01430090
Charity number: 509014

ST GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

ST GILES HOSPICE
(A company limited by guarantee)

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ST GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees	Robin Vickers, Chair Lindsey Williams, Deputy Chair (resigned 12 December 2022) Stephen Ridler Robert Andrew Donald (resigned 26 July 2022) Catherine Finn Simon James Paul Jennings Val Jones Sarbjit Basi (appointed 12 December 2022) Nighat Hussain (appointed 12 December 2022) Peter Ingham (appointed 12 December 2022) Nicholas Shanahan (appointed 12 December 2022)

During the year the following were appointed as Directors on Companies House but also resigned.

Andrew Neil Harkness (appointed 13 October 2022, resigned 13 October 2022)
Deborah Talbot (appointed 8 August 2022, resigned 12 October 2022)

Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Joanne Marie Lowe (Appointed 13 October 2022) Andrew Neil Harkness (Resigned 13 October 2022)
Chief executive officer	Andrew Neil Harkness
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

	Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA
Investment Advisor	Cannacord Genuity Wealth Management 41 Lothbury London EC2R 7AE
	CCLA Investment Management Ltd Senator House 85 Queen Victoria Street London EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as “the Company”), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2023.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1 January 2015). The Trustees also have due regard to the requirements of the Charities Act 2011 and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering high-quality specialist care for people living with diseases which may not be curable, as well as providing support for their families and carers.

Services include a team of community-based St Giles clinical nurse specialists, a state of the art in-patient unit, Hospice at Home, Community based services, Family Support, and a Lymphoedema service. Patients come from across the hospice's catchment area, which ranges from Ashby-de-la-Zouch and Atherstone in the east, to Cannock and Walsall in the west – and from Burton and Uttoxeter in the north, to Sutton Coldfield and Coleshill in the south. Care is offered at the hospice's centres in Whittington and Sutton Coldfield and in patients' own homes across the region. St Giles spends close to 10 million pounds a year providing its specialist services and with little more than a third of this funded by the Government, the registered charity relies heavily on donations and income generation from the local community.

The Board of Trustees, the Executive Leadership Team (ELT) and all staff and volunteers at the Charity are committed to providing individualised care for patients and their families. The Charity aims to achieve this by providing consistent high quality, cost effective care underpinned by sound governance across all aspects of the organisation. Care is based on an active collaboration with patients, their families and carers to establish their wishes and needs, underpinned by expert holistic assessment by multi-professional teams.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15 June 1979 and received its first in-patient on 12 April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in 2015. The Charity’s overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity’s aims fully reflect the legal objects and purposes the Charity was set up to further.

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, an induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the CEO on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chairman and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter, plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were eighty nine out of a possible total of one hundred and one. In addition to this, the Chair and Group Chief Executive meet on a monthly basis or more often if it is required.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of two times, the maximum term of office being nine years. The maximum term of nine years, was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2022 Annual General Meeting, two Trustees were re-elected, Stephen Ridler and Simon James. Lindsey Williams resigned at the AGM, and Andrew Donald resigned from the role of Trustee on 26 July 2022. During the financial year 2022 – 2023, Sarbjit Basi, Nighat Hussain, Peter Ingham and Noel Shanahan were appointed to the role of Trustee. As at 31 March 2023, there were ten Trustees.

In 2022/2023, the Hospice appointed a new Chief Executive Officer who undertook a review of the Executive Leadership Team. The Board and the Executive Leadership Team focused on the sustainability of the charity and the continuous challenges as a result of the Covid-19 pandemic. There were two extra-ordinary Board meetings in this financial year.

The Remuneration, Skills and Recruitment Committee meet as a sub-committee of the Board to ensure that the Trustee Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Trustee Board regarding the appointment of new Trustees and members of the Executive Leadership Team/Senior Management Team.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently thirty five members of the Company.

During 2022/2023, there were four main governance committees: Operational Delivery & Assurance; Finance, Audit and Risk; Strategy, Planning and Sustainability and the Combined Trading Companies (CTC) Board. Each committee, chaired by a Trustee, comprises of some Trustees and selected members of the Executive Leadership Team. The Assurance Committees meet four times a year or more frequently if required.

The Research Assurance Committee was reintroduced in March 2023, chaired by a Trustee, comprising of some Trustees and selected members of the Executive Leadership Team. The committee will meet quarterly going forward.

In addition, the Board of Trustees oversees Corporate Governance Assurance.

The Trustees agree strategy and supporting objectives, delegating their execution to the Group Chief Executive and the Executive Leadership Team. During the financial year 2022 – 2023, the Executive Leadership Team met on a weekly basis to establish the new team and ensure high level discussion and communication between the executive leads. The Board of Trustees tasked the Executive Leadership Team with producing the new strategy for the hospice group by December 2022. The Executive Leadership Team met fortnightly to concentrate on forward strategy and producing the 2023-2026 Hospice Strategy. These meetings were chaired by the CEO.

The Senior Management Team met on a weekly basis, with input from the Executive Leadership Team. The Senior Management Team meetings were chaired by an elected member of the SMT, and a new Chair elected every six months.

During 2022 – 2023, we continued to ensure compliance with Government/PHE guidance on Covid-19. There were monthly Hospice Briefs for staff and volunteers across group, chaired by the CEO. A staff and volunteers survey was undertaken in June 2022, and the results of this survey informed the “You Said, We Did” approach to the year ahead. An example of this is the implementation of the CEO’s weekly “Hospice Round Up” email to increase communication with staff and volunteers, the reintroduction of the Staff Dining Room and the Executive Leadership Team moving offices to be located at the heart of the building, which increased visibility, accessibility and the sense of team.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable Company. This cover is up to £5m and cost £1,137.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability.

c. Subsidiary Companies

The Company had three subsidiary companies during the financial year 2021 – 2022; St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, and Walsall Hospice Trading Ltd, all limited by shares wholly owned by the Hospice.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming gift aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought -in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops’ leases but otherwise does not trade.

Oversight of the trading companies controlled by St Giles is through the Combined Trading Companies Board (CTC). The CTC Board has influence over the strategy and operational management of the businesses. The Board is chaired by a Trustee, comprises of some Trustees, Non-Executive Directors (NEDs) and the Executive Leadership Team. The Board meets quarterly or more frequently as required.

d. Pay policy for key management personnel

Remuneration of the Executive Leadership Team is approved by a Remuneration Committee made up of the Chair, Deputy Chair, Chair of Audit & Risk and Chair of the Strategy Committee. For clinical staff, we attempt to match the salary and conditions of those employed in the NHS wherever possible.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individual care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care includes a range of services including specialist care at home, inpatient care, lymphoedema services, outpatient services, bereavement services and a range of therapies. In addition to direct patient care services, St Giles has a proactive community engagement agenda and an education and research agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of what we do at St Giles. Cicely Saunders, the founder of the modern hospice movement said, “How people die remains in the memory of those who live on”. At St Giles, we know from the many letters we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their families; this commitment runs throughout St Giles at all levels and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. The majority of care that we provide is in the community, and this year we have seen inpatient unit occupancy rates stabilise post the impact of the pandemic.

St Giles Hospice is committed to offer care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure. In each of the strategic aims, the Charity seeks partnerships with others who share their aims in order to address increasing complexity of health and social need in an environment of limited resources.

Clinical Effectiveness & Activity

- 99% of urgent referrals took one day or less to be completed by the Advice and Referral team.
- 97% of triage were completed within one day; we were pleased to be able to maintain our high degree of responsiveness to referrals.

b. Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2022/2023. The data includes key quality measures that are reportable to statutory commissioners.

	2022/23
Total number outpatient attendances	2324
Total number of visits with patients by the community service	6977
Total number of Hospice at Home sessions provided	6185
Referrals received across our clinical departments	3672
Calls handled by our Advice and Referrals Centre (ARC)	15428
Total number of complaints Whittington	9
The number of complaints which were investigated and upheld in full	3
The number of complaints which were investigated, resolved but only upheld in part	6
The number of complaints which were investigated and not upheld	0
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	1
Total number of patients admitted to Whittington inpatient unit	360
% of patients who went home	30%
% Bed Occupancy	87%
Patients diagnosed with reportable infections whilst on the inpatient unit	9
Average length of stay on the inpatient unit (days)	12.38
Number of falls per occupied bed in a year (Number of beds multiplied by bed occupancy	0.81

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

Number of Volunteers by Activity	2022/23
Advice Referral Centre Volunteers	3
Community Volunteers	4
Day Hospice Volunteers	2
Education Volunteers	1
Family Support and Bereavement	1
Finance Volunteers	1
Fundraising Volunteers	23
Fundraising Events Volunteers	107
Hospice at Home Volunteers	0
Housekeeping Volunteers	14
Human Resources	1
IT Services	1
Lottery Volunteers	8
Lymphoedema Volunteers	6
Marketing Volunteers	2
Medical Volunteers	0
Payroll	0
Quality Assurance	0
Quality Assurance & Clinical Education Volunteers	2
Reception Volunteers	37
Stewards Volunteers	6
Supportive Care Volunteers	47
Sutton Volunteers	18
Transport Volunteers	17
Trustees / NEDs	13
Volunteer Services Volunteers	1
Whittington IPU Volunteers	23
Total	**338**

Subsidiary Company Volunteers

Promotions (Lottery)	0
Shops (including Shenstone Warehouse)	516
Total	**516**

Research
The Hospice continues to participate in research activity and is currently undertaking a number of research studies including:

1. With Kings College London a study entitled “Understanding and improving community palliative care out of hours – Delphi Study”.
   The aim of the study is to reach an expert consensus on the most essential components of out of hours’ palliative care for people being looked after at home. St Giles Hospice recruited patients and carers to take part in interviews regarding their experience of out of hours’ services. The results of this study could be used to shape the out of hours’ provision provided by St Giles Hospice. Awaiting final report.”

2. With Surrey University a study entitled “A cluster randomised trial of clinically-assisted hydration in patients in the last days of life. CHELsea II Trial”
   This is a definitive study exploring the use of clinically assisted hydration in patients who are end of life. St Giles Hospice was part of the feasibility study and are delighted to have been accepted as a site for the definitive study. The outcomes of this study will impact on the clinical care provided to patients.

   Completed research activity includes work with:

1. With University of Stirling a study entitled “Improving end of life care: supporting the workforce and reducing hospitalisations through an implementation study in care homes”.
   This will provide information on whether needs rounds supported by a palliative care practitioner is a beneficial model of clinical care within care homes. Awaiting final report.

We have expressed interest in a number of other research studies that are planned for 2023/2024.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the two principle Clinical Commissioning Groups (“CCGs”) with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, where the content of these reports form the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year there were no areas of concern raised which required action.

The Hospice is rated outstanding by the Care Quality Commission (“CQC”) and is inspected under the CQC category of Independent Hospitals.

Strategic report

a. Strategic Aims

The impact of the Covid-19 pandemic remained at the start of the 2022/23 financial year, however the impact and effects for staff and volunteers de-escalated throughout the course of the 12-month period. The commitment from the NHS to continue to fund and provide infection prevention and control (IPC) measures remained throughout the financial year. As a hospice we closely monitored and reviewed our policy for staff and volunteers in line with national mandated requirements and subsequent guidance. For example, we maintained enhanced IPC measures for staff, volunteers and visitors on our in-patient unit (IPU) and reception throughout the year but stepped down the requirement in other areas of working on site.

Reflecting the changing nature and impact of the Covid-19 pandemic, we continued to review and evolve our clinical and support service provision. The Covid-19 pandemic created many challenges but also many opportunities. The needs and expectations of our local population have changed as a result of the pandemic, therefore as a hospice we have and continue to adapt our service provision and range of services to meet the requirements of this changing environment. An added implication of the pandemic is the increase in people requiring palliative and end of life care and support due to later diagnosis and sub-optimal management of health conditions, which is already being observed.

Our income generation portfolio has been impacted by Covid-19 in different ways. In addition, our income generation for financial year 2022/23 was also affected by the global impact of the invasion of the Ukraine and then in September 2022 the economic consequences of the UK Government’s mini budget. The subsequent increases in cost of living has resulted in a growth in our retail sales and a reduction in our income from fundraising and donations. A consequence of the economic climate was our decision to postpone the launch of our March of the Elephants art trail until 2023/24, due to the anticipated reduction in corporate interest due to more restricted financial conditions.

Financial sustainability for St Giles Hospice, like many hospices across the UK, remains a significant challenge. As of April 2022, the non-recurrent money previous received from the NHS to support hospices during the Covid-19 pandemic ceased. Our main NHS commissioner, Staffordshire and Stoke-on-Trent Integrated Care Board (SSoT ICB) maintained our previous grant funding, which in real terms created a further financial challenge due to annual inflation in running costs through staff cost of living increases and general running cost increases. We have actively engaged with colleagues from SSoT ICB throughout the year, resulting in an uplift in our contract value for providing non-cancer lymphoedema services and also raising ICB staff awareness of the range and volume of our provision for the ICB population and the value for money it represents. We have submitted a proposal to SSoT ICB for 2023/24 for our grant and contracted services to seek a more sustainable and realistic funding approach in the future. This proposal supports our desire to increase the proportion of recurrent funding required to sustainably financially operate on an annual basis.

Our current Chief Executive Officer commenced in role initially as interim from May 2022 and substantive from July 2022. Changes have been made to the executive leadership team (ELT) including revisions to roles and responsibilities. In 2022/23, the new ELT focused on the development and delivery of a new three strategy and delivery plan, with a clear direction from the Board of Trustees to ensure it provided a clarity of purpose and how we ensure annual operational financial sustainability. This was presented and approved by the Board of Trustees in December 2022, officially commencing 1st April 2023.

b. Achievements and performance

Clinical services

We continued to provide our care and support services for our local communities throughout 2022/23. We maintained our bed capacity of nineteen beds on IPU throughout the year and opened an additional two beds between January and March 2023 at full cost recovery to support the local health and care system. This was achieved despite the challenges faced due to both workforce recruitment and retention, as a result of a national shortage of health and care staff.

Workforce

We commissioned a staff and volunteer survey from Acorns Hospice, as the last staff survey was undertaken in 2019. The survey and focus groups were undertaken in July and August 2022. The feedback received from this process was utilised to inform the first draft of our new organisational strategy and to support organisational change in year. Feedback was shared with staff in a variety of ways and we have created a “you said, we did” communications approach to demonstrate how we have listened and made changes requested. We have committed to undertaking an annual staff and volunteer survey moving forward.

Finances

The creation of a new ELT has allowed a fresh look and view on our operational financial planning and management. A comprehensive financial review and assessment was undertaken in year, including a full review of all contractual arrangements. This detailed programme of work has enabled us to approach 2023/24 with a clarity of our current financial status, confidence of the financial challenge over the three years of our strategy and the impact of changes implemented and proposed. We have developed a cost improvement programme (CIP) to ensure we are identifying and delivering opportunities to drive efficiency and reduce costs across the hospice group.

Governance

A full review of our organisational governance has been undertaken in 2022/23. The appointment of a Head of Governance has been key in driving this review and subsequent changes. The focus has been on organisational and individual accountability and responsibility. This has been to ensure we comply with all our statutory requirements and provide necessary assurances to our Board. We continue to actively implement good organisational governance practices to ensure the safe and effective running of the hospice.

Communications

Internal and external communications have been vital to both inform and enable the changes we have introduced across the hospice group in 2022/23. We have introduced new approaches to communicating with our staff and volunteers as well as making changes to existing arrangements to ensure that we share information, stories and updates in an open, transparent and timely manner. Positive feedback has been received from staff and volunteers in terms of the style, content and frequency which we now communicate and provide responses to questions or comments posed.

c. Financial recovery

A comprehensive financial review and assessment was undertaken in year, including a full review of all contractual arrangements. We have and continue to identify opportunities to drive efficiency and reduce costs across the hospice group.

2023 sees St Giles celebrate its 40th Anniversary and as part of our celebrations for this occasion, we launched the March of the Elephants Wild in Art Sculpture Trail across our catchment area in May 2023.

What we aim to achieve:

The pandemic fast-tracked a decline in community fundraising activities which was further impacted by the economic consequences of the UK Government's mini budget in September 2022, and they are unlikely to recover fully. The trail could enable community fundraising recovery with sustainability by allowing us to access new community audiences outside of our normal demographic.

The trail also offers a unique way of engaging corporate supporters and it is anticipated the trail will enable us to get support from organisations that would not previously have supported the hospice.

Progress on the above is monitored weekly and reported to the Programme Board, made up of Trustees, Executive Leadership Team and Senior Management Team on a monthly basis and Trustee Board on a quarterly basis, or more often as appropriate

d. Other activity

Other projects that St Giles took part in during 2022/2023 included

Dementia Carer support, provided via dementia support worker

The aim of the dementia support worker project is to provide support to residential and nursing homes within the Walsall area in providing dementia care and support to their residents. This includes undertaking observations of environments and working with care home managers on any recommendations, providing training sessions to staff (examples of this include behaviours that challenge and end of life care) and also providing dementia carer support groups.

In the year 2022/2023, 90 residential and care homes were supported across the Walsall region. In addition, 6 carers courses were provided and helped to support 27 attendees.

End of life Care Home Project

The aim of this project is to enable care homes to identify residents who are in the last year of life. This is achieved through weekly support, either by phone, video conferencing platforms or face to face visits, using an empowerment approach. Once residents are identified, the facilitators prompted care home staff to consider the following:

Do Not Attempt Cardiopulmonary Resuscitation Orders, emergency care plans, anticipatory medications and any communications which may be needed with the GP, resident or resident's family.

For the year 2022/2023, St Giles provided support to 24 care homes across Staffordshire and 17 care homes in Sutton Coldfield. 237 residents were supported on the planning ahead register in Staffordshire, with 191 residents also supported in Sutton Coldfield.

Enhanced Respite Service

The aim of the service is to provide support to patients and carers in the last 12 months of life by providing respite care and education within the home setting. This is achieved by building resilience and well-being within the carer, and increasing knowledge and skills for informal carers to support them in the provision of care to those they are caring for.

For the year 2022/2023 the enhanced respite service received 127 referrals and provided 369 visits in total.

Project ECHO to support end of life education in primary care

Project ECHO is an innovative tele mentoring programme designed to create virtual communities of learners by bringing together health care providers and subject matter experts using videoconference technology, brief lecture presentations, case-based learning, fostering an 'all teach, all learn' approach.

Delivery of project ECHO continued through 2022/2023. In total 8 sessions were provided and topics covered ranged from advance care planning to palliative care emergencies. 84 participants attended across all sessions.

Connected parties

Our Medical Director commenced in post in August 2022. The NHS employment arrangements for this role have required us to implement a service level agreement (SLA) with University Hospitals of Derby and Burton (UHDB) to host this role on our behalf. Our SLA includes a management fee payable by St Giles Hospice to UHDB to cover administration costs in addition to the employee contractual obligations.

Financial review

a. Financial Review

The last two years have been uniquely challenging ones for the charity. Having weathered the storm of the Covid-19 pandemic, the cost-of-living crisis has meant that conducting our charitable activities in the most efficient manner possible remains a priority. Refocusing on our charitable objectives and the best way to meet them has resulted in a refreshed three year financial plan and a direction of travel that will see us implement changes to safeguard the future of the Hospice.

Increased demand for our services combined with the cost pressures of inflation, rising utility bills, and the squeeze on monies available through the NHS has forced us to access reserves in the 2022/23 year and to consider the funding structure of our services moving forwards.

We continue to actively consider our charity asset and fund balances, we have performed scenario planning and reforecasting, and we maintain comprehensive budget and cash flow projections for the next year and beyond.

The Trustees report that the Statement of Financial Activities shows a deficit for the year of £331,755 *(2022: surplus of £1,705,488)*.

b. Income

We remain agile and continually adapt our fundraising methods to ensure we can stay responsive and proactive in an ever changing landscape. This year, we have also been creative in seeking to generate income from a wider pool of sources; be that through charitable trusts, government funding, donations from the public, contributions from corporates, earnings through trading, contract income through other authorities, and any other available income streams.

This focus on income diversity allows us to spread our financial risk, protect against the turbulence of the external environment and promotes our continuing aim of long-term financial sustainability.

As a proportion of total expenditure on services, NHS income decreased significantly this year from 73.5% in 2021/22 to 31.5% in 2022/23. This was due to the additional Covid-19 support grants received from NHS England in the prior year. This is in line with (but remains a reduction) to the comparable ratio in 2020/21 of 38.6%.

Therefore, whilst diversifying how we support our communities is positive, the income required for traditional hospice services is still under funded.

c. Reserves policy

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, the need to match variable income and fixed commitments, and the nature of the reserves.

The Board of Trustees has set a reserves policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of twelve months. In addition, reserves should also allow for the completion of capital expenditure projects in progress or planned for the following twelve months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.

- The Trustees review the amount of Reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on a annual basis at the Audit & Risk Assurance Governance Committee.

Total funds of the group at the year-end stood at £21,397,019 *(2022: £21,728,774)*. Restricted funds totalled £4,486,698 *(2022: £4,554,934)* and unrestricted funds totalled £16,910,321 *(2022: £17,173,840).*

Free reserves of the group at the year end, stood at £10,352,979 *(2022: £10,838,624)*.

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £2.9m in free reserves. St Giles is committed to assessing and then strategically reconciling its anticipated levels of income and expenditure over the coming years.

d. Investments policy

Canaccord Genuity and CCLA Investment Management Ltd. manage the Hospice's investments. The Audit and Risk Assurance Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written investment policy.

e. Going concern

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. Our Trustees have concluded that there are no material uncertainties that call into doubt the charities ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

f. Plans for 2023/2024

There have been changes to the Executive Leadership Team (ELT) of St Giles Hospice following the appointment of a new Chief Executive Officer in May 2022. As a result of these changes, this financial year provided an opportunity for us to undertake a baseline assessment of our current position and to determine our future direction of travel. As we move into a post pandemic period and are learning to live with Covid we now need to offer clarity in terms of our purpose and endeavour to ensure we are a sustainable organisation.

Future Strategy

Our new Board approved three-year strategy commenced 1st April 2023. Our strategy has six strategic objectives that provide clarity of our priorities for the next three years. These objectives are:

1. To provide excellent care
2. To be an outstanding team member
3. To be innovative
4. To grow our income
5. To be sustainable
6. To communicate well

Delivery Assurance

Each strategic objective has several deliverables or projects. Each deliverable has as a minimum a high-level delivery plan associated with it. These deliverables have been prioritised using a tool that incorporated value and ease to implement measures. Detailed delivery plans will be required for all deliverables that will be monitored through our governance approach.

Governance

To provide good governance and assure to our Board of Trustees, we are implementing a monthly Programme Management Board. Our Strategy Programme Board has a Terms of Reference. The Board is chaired by a Trustee and up to three additional Trustees attend the monthly Board as members. The Programme Board reports directly to our quarterly organisation governance, including both our sub-committees and Board.

Financial Sustainability

Our three-year strategy has an associated financial sustainability plan. This plan outlines our annual financial planning assumptions for the three-year period. Applying our "realistic scenario" financial planning assumptions will enable us to achieve an operational financial balance by the end of year three. Further work is required to align and ensure how our delivery plans provide the assurances that we will achieve our financial planning assumptions.

Progress on the above is monitored weekly at Executive Leadership meetings, monthly by the Programme Board and reported to Assurance Committees and Trustee Board on a quarterly basis, or more often as appropriate.

g. Principal risks and uncertainties

Our risks are captured by our organisational risk management processes as part of our organisational governance. We have a Board Assurance Framework (BAF) that captures all of our risks associated with delivery of our organisational strategic objectives. This is then underpinned by our corporate risk register that captures all of our associated operational risks. Every risk has an Executive Director responsible for managing the risk and these are reported to one or more of our Committees and Board as necessary.

Key risks include:

- Financial sustainability
  - Maintaining or ability to increase income
  - Maintaining or reducing our costs

- Workforce
  - Affordability of capacity and capability to meet requirements
  - Availability of appropriately skilled workforce
  - Ability to maintain and recruit volunteers

- Economic climate
  - Current cost of living impact on organisation and workforce
  - Uncertain medium to longer term economic climate

h. Management of risks

The Corporate Risk Register identifies the governance Assurance Committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence and likelihood risk score, and a delivery timeline set for attainment. Each risk is allocated to a member of the Executive Leadership Team for management oversight. The Risk Register is a live, dynamic document reviewed monthly or more frequently as required.

The Corporate Risk Register underpins the Board Assurance Framework (BAF) that captures all of our risks associated with delivery of our organisational strategic objectives. The BAF is reviewed monthly, or more frequently as required, and reported to the Board of Trustees each quarter.

Risk is a standing item on the ELT and SMT meeting agendas, with each directorate having their own risk register. Directors receive and respond to newly identified organisational risks, escalating to the Corporate Risk Register (organisational) as appropriate. Each directorate formally reviews the risk register at least monthly, or more frequently as required, noting mitigating actions undertaken and revising risk scores accordingly.

Fundraising

All St Giles Hospice fundraising activities are managed by the Income Generation Director and are split broadly into 3 income generating departments of Fundraising, Retail and Lottery.

All Fundraising activities are managed by the internal fundraising team and we comply with all relevant statutory regulations including the Charities Act 2011, The Charities Act 2016 and the Data Protection Act 2018. We follow all Fundraising Code of Practice and are members of the Chartered Institute of Fundraising.

Our Supporter Care team and internal fundraisers manage all of our “In Aid Of” activities and mass participation events and are committed to excellent stewardship of our donors and supporters to ensure an excellent supporter journey. Every “In Aid Of” supporter will receive a ‘Letter of Authority’ upon registration outlining our expectations and codes of practice as well as offering advice on fundraising techniques that require specific management e.g. raffles. All participants in our mass participation events sign up to relevant terms and conditions associated with the event upon registration. All people fundraising on our behalf will have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

Any commercial participator agreements we enter in to are done so as a tripartite agreement where required, with the Charity, trading Company and commercial participator.

Lottery canvassing had been on hold during the Covid-19 pandemic, it has now resumed delivered by a third party agency. Staff receive an in depth induction on joining St Giles Hospice Lottery and ongoing review and training to ensure their standards and practices in dealing with the public are to the highest standard and compliant with current fundraising and gambling legislation and guidance. Any agencies we work with are experienced in charity fundraising and have to meet our required standard of quality checks and training. External agents are required to have induction training prior to representing St Giles. Regular checks and quality calls are made to ensure agents are representing the hospice to the required standard.

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Our lottery age restriction is set at 18 years and above – higher than the legal age limit of 16.

All Fundraising and Lottery communications with a donor, whether administration, relationship management or marketing are recorded using our centralised database Donorflex.

St Giles Shops are members of the Charity Retail Association and abide by its code of conduct. We operate a retail network including online sales and furniture collection scheme.

Majority of goods sold are donated and all donors have the option of joining the Retail Gift Aid scheme. No undue pressure is put on our donors who have signed up to the scheme as our compulsory notifications state the value of the goods sold and allow donors to claim back monies raised on donated goods if they wish. The scheme also provides donors with a regular update of monies raised for the charity, supporting our commitment to excellent stewardship. We also sell a small range of new goods mainly centred around greeting cards, with Christmas cards being our biggest seller.

In year 2022/23 there were 2 complaints and 2 concerns involving Fundraising or Lottery.

In the year 2022/23 there were 0 formal complaints and 23 concerns relating to retail, all concerns where feedback was requested were dealt with in a timely manner. No full investigations or formal letters of response were required in regard to the concerns received and staff concerned were supported and learning shared. There were two themes that stood out during the financial year; 1) poor customer service/staff attitude in our shops (52%) and 2) collection, refusal and delivery of donated items (30%). All complaints were handled via the complaints process, were resolved and are now closed.

Greenhouse gas emissions, energy consumption and energy efficiency action

St Giles is in its second year using the Streamlined Energy and Carbon Reporting (SECR) guidance to measure and report on our carbon footprint. This will be the standard against which we can gauge energy and carbon performance across the whole organisation. It will also highlight what we need to change and where.

Scope 1 of the SECR relates to the direct emissions from gas and transport fuel combustion. For St Giles this will include gas consumption from our Lichfield and Sutton sites, as well as transport fuel used for our in-house fleet.
Scope 2 of the SECR relates to the indirect emissions from electricity generation. For St Giles this will include gas consumption from our Lichfield and Sutton sites.

For both Scope 1 and 2 reporting we have used energy and fuel consumption data from our suppliers and partners and used DEFRA 2020 conversion factors to calculate the CO2e emissions.

For Scope 2, electricity emissions only include bulk supplies from our electricity provider and do not include energy generated by solar photovoltaic (PV) panels. Energy generated from our PV panels typically feeds the National Grid and is not utilised by the Hospice directly.

The chosen intensity measurement ratio is total gross emissions in metric tonnes per staff headcount.

Energy consumption used to calculate emissions (kWh)		***2022/2023***
Energy consumption breakdown:	*Gas (kWh):*	*1,498,625*
	Electricity (kWh):	*591,201*
	Fleet Transport Fuel (diesel, litres)	*2,429*
	Employee owned (claimed mileage)	*193,170*
Associated GHG emissions:	*Gas consumption*	*274*
	Tonnes CO2 equivalent	
Indirect energy emissions:	*Purchased electricity*	*122*
	Tonnes CO2 equivalent	
Other indirect emissions:	*Fuel used in Hospice owned vehicles*	*6.1*
	Tonnes CO2 equivalent	
	Mileage travelled by Hospice employees in	*53.6*
	own vehicles	
	Tonnes CO2 equivalent	
Total gross emissions in metric tonnes CO2e		*455.7*
Intensity ratio metric tonnes CO2e per staff FTE		*1.42*

Statement of engagement with employees

Our Executive Leadership Team (ELT) is made up of the Chief Executive Officer and Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

Post the staff and volunteers survey undertaken in June 2022, the hospice implemented the CEO's weekly "Hospice Round Up" email to increase communication with staff and volunteers and this was well received. Round Up updated staff and volunteers on what was happening across the hospice group, both internally and externally, and highlighted important changes, promoted events, success stories, introduced new starters and updated on leavers. There is a communications email address for suggestions and/or requests for future topics.
Monthly Hospice Briefs are held for staff and volunteers across group, chaired by the CEO with Directors in attendance. This is an open forum meeting, staff are updated on current areas of work, issues on the horizon and there is a Q&A session at the end.

The Senior Management Team met on a weekly basis, with input from the Executive Leadership Team. The Senior Management Team meetings were chaired by an elected member of the SMT, and a new Chair elected every six months. The priorities for SMT are to work collaboratively to deliver against our five organisational values: we care; we are trustworthy; we work together; we are creative and we take pride. The SMT work together to drive positive change and a thriving culture and utilise the groups' experience, skillset and knowledge to deliver strategic objectives

The Operational Delivery & Assurance Committee meet quarterly and the papers include workforce assurance, which are available for the Trustee Board. In addition, the Operational Delivery & Assurance Committee reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness etc. and also to review the ongoing development of employees with regards to training, education and appraisals.

Directors organise Trustee visits to the hospice/wider group both as part of their induction and on an ongoing basis in order for Trustees to engage directly with teams from across the Hospice. Trustees attend many of the employee engagement and/or fundraising events that are held throughout the year including the Strategy Engagement Sessions and the annual Light up a Life services held at multiple venues.

Board decisions are made with consideration to the impact on employees by bringing together the views of the Executive Leadership Team and Directors.

Section 172(1) statement (The Companies (Miscellaneous Reporting) Regulations 2018)

The Charity regularly reviews principal stakeholders and St Giles Hospice engages with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by the management team and by direct engagement with stakeholders themselves. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The Charity does not have a dependency on any supplier but deals with both large and small enterprises aiming to always pay within terms and build a long-standing relationship with its suppliers which is beneficial to both parties. Where it is practicable, local suppliers are included in tender processes.

Other disclosure requirements of this regulation are covered elsewhere in the Trustees report.

Annual General Meeting

The Annual General Meeting of the Charity will be held on Wednesday 6 December 2023.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Auditors

The Charity's auditors, Crowe UK LLP, have indicated their willingness to continue in office and, in accordance with Section 485 of the Companies Act 2006, a resolution proposing their re-appointment will be put to the Annual General Meeting.

Approved by order of the members of the board of Trustees at the Annual General Meeting and signed on their behalf by:

Rob Vickers
(Chair of the Board of Trustees)
Date: 27.9.2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE

Opinion

We have audited the financial statements of St Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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 other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

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

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

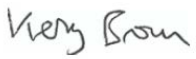
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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

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 Auditors' 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Brown (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 28 November 2023

ST GILES HOSPICE

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from:					
Donations and legacies	3	**4,314,307**	**187,000**	**4,501,307**	*3,729,562*
Charitable activities	4	**3,291,525**	**-**	**3,291,525**	*5,005,729*
Other trading activities	5	**4,965,302**	**-**	**4,965,302**	*4,822,640*
Investments	6	**120,530**	**-**	**120,530**	*113,629*
Other income	7	**-**	**-**	**-**	*4,991*
Total income		**12,691,664**	**187,000**	**12,878,664**	*13,676,551*
Expenditure on:					
Raising funds	8,9	**3,516,961**	**-**	**3,516,961**	*3,387,518*
Charitable activities	10	**9,204,379**	**255,236**	**9,459,615**	*8,811,478*
Total expenditure		**12,721,340**	**255,236**	**12,976,576**	*12,198,996*
Net (expenditure)/income before net (losses)/gains on investments		**(29,676)**	**(68,236)**	**(97,912)**	*1,477,555*
Net (losses)/gains on investments		**(233,843)**	**-**	**(233,843)**	*227,933*
Net movement in funds		**(263,519)**	**(68,236)**	**(331,755)**	*1,705,488*
Reconciliation of funds:					
Total funds brought forward		**17,173,840**	**4,554,934**	**21,728,774**	*20,023,286*
Net movement in funds		**(263,519)**	**(68,236)**	**(331,755)**	*1,705,488*
Total funds carried forward		**16,910,321**	**4,486,698**	**21,397,019**	*21,728,774*

The notes on pages 29 to 55 form part of these financial statements.

ST GILES HOSPICE

(A company limited by guarantee)
REGISTERED NUMBER: 01430090

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		*2022 £*
Fixed assets					
Tangible assets	15		**10,902,706**		*10,790,150*
Investments	16		**3,679,408**		*3,931,377*
			14,582,114		*14,721,527*
Current assets					
Stocks	17	**16,256**		*11,330*	
Debtors	18	**2,717,147**		*3,053,525*	
Cash at bank and in hand		**5,065,823**		*5,214,894*	
		7,799,226		*8,279,749*	
Creditors: amounts falling due within one year	19	**(909,321)**		*(1,202,493)*	
Net current assets			**6,889,905**		*7,077,256*
Total assets less current liabilities			**21,472,019**		*21,798,783*
Provisions for liabilities	20		**(75,000)**		*(70,009)*
Total net assets			**21,397,019**		*21,728,774*
Charity funds					
Restricted funds	21		**4,486,698**		*4,554,934*
Unrestricted funds	21		**16,910,321**		*17,173,840*
Total funds			**21,397,019**		*21,728,774*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 27.9.2023

The notes on pages 29 to 55 form part of these financial statements.

ST GILES HOSPICE

(A company limited by guarantee)
REGISTERED NUMBER: 01430090

COMPANY BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		*2022 £*
Fixed assets					
Tangible assets	15		**10,902,706**		*10,790,150*
Investments	16		**3,679,513**		*3,931,482*
			14,582,219		*14,721,632*
Current assets					
Debtors	18	**3,570,814**		*3,759,565*	
Cash at bank and in hand		**3,947,996**		*4,200,424*	
		7,518,810		*7,959,989*	
Creditors: amounts falling due within one year	19	**(629,092)**		*(882,920)*	
Net current assets			**6,889,718**		*7,077,069*
Total assets less current liabilities			**21,471,937**		*21,798,701*
Provisions for liabilities			**(75,000)**		*(70,009)*
Total net assets			**21,396,937**		*21,728,692*
Charity funds					
Restricted funds	21		**4,486,698**		*4,554,934*
Unrestricted funds	21		**16,910,239**		*17,173,758*
Total funds			**21,396,937**		*21,728,692*

The company's net movement in funds for the year was a deficit of £331,755 *(2022: surplus of £1,705,488)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 27.9.2023.

The notes on pages 29 to 55 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	*2022 £*
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	24	**294,273**	*2,577,380*
Cash flows from investing activities			
Dividends, interests and rents from investments		**120,530**	*113,629*
Purchase of tangible fixed assets		**(531,887)**	*(78,786)*
Proceeds from sale of investments		**-**	*141,074*
Purchase of investments		**-**	*(172,403)*
Payment of investment fees		**18,093**	*-*
Net cash (used in)/provided by investing activities		**(393,264)**	**3,514**
Change in cash and cash equivalents in the year		**(98,991)**	**2,580,894**
Cash and cash equivalents at the beginning of the year		**5,234,730**	*2,653,836*
Cash and cash equivalents at the end of the year	25	**5,135,739**	*5,234,730*

The notes on pages 29 to 55 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakingss. The results of the subsidiaries are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

1.2 Company status

The company is a company limited by guarantee. The members of the company include the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income.We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

1. Accounting policies (continued)

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000, and with a useful economic life of over 1 year or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost

1. Accounting policies (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

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

1.13 Pensions

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by NOW Pensions) and any other pension plan are charged against income when payable.

1. Accounting policies (continued)

1.14 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

Investment fund comprises unrestricted funds that have been set aside by the Trustees to contribute towards the running costs of the hospice in the event of insufficient public support.

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

£Nil *(2022: £966,171)* of income related to Government grants from NHS England (NHSE). The NHSE awarded funding to allow the hospice to make available bed capacity and community support to provide support to people with complex needs in the context of the continuing COVID-19 situation. On this basis the grant has been treated as unrestricted income.

3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Donations	1,674,813	177,000	**1,851,813**
Legacies	2,639,494	10,000	**2,649,494**
	4,314,307	187,000	**4,501,307**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Donations	*2,030,949*	*100,000*	*2,130,949*
Legacies	*1,598,613*	*-*	*1,598,613*
	3,629,562	*100,000*	*3,729,562*

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
NHS grants and contracts for patient care	2,465,500	**2,465,500**	*4,024,307*
Recharged services	800,181	**800,181**	*941,398*
Other income	25,844	**25,844**	*40,024*
	3,291,525	**3,291,525**	*5,005,729*

All income from charitable activities in prior period was unrestricted.

5. Income from other trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from trading subsidiaries	1,510,940	**1,510,940**	*1,556,063*
Sale of donated goods	3,261,432	**3,261,432**	*3,026,778*
Fundraising events	60,758	**60,758**	*56,256*
Merchandise	10	**10**	*320*
Catering & refreshments	28,470	**28,470**	*15,667*
Room hire	57,719	**57,719**	*29,139*
Training & course fees	45,973	**45,973**	*138,417*
	4,965,302	**4,965,302**	*4,822,640*

All income from other trading activities and fundraising events in prior year was unrestricted.

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Investment income	120,530	**120,530**	*113,629*
	120,530	**120,530**	*113,629*

All income from investments in prior year was unrestricted.

7. Other income

	Total funds 2023 £	*Total funds 2022 £*
Coronavirus Job Retention Scheme (CJRS) income	**-**	*4,991*

The group has been eligible to claim additional funding in the year to 31 March 2021 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received relates to staff costs included in note 13.

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Costs of raising voluntary income	108,321	**108,321**	*93,923*
Costs of raising voluntary income - wages and salaries	474,896	**474,896**	*371,001*
	583,217	**583,217**	*464,924*

Fundraising trading expenses

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Fundraising trading expense	1,590,164	**1,590,164**	*1,585,367*
Fundraising trading expenses - wages and salaries	1,182,096	**1,182,096**	*1,268,090*
Fundraising trading expenses - NI	86,692	**86,692**	*11,951*
Fundraising trading expenses - pension costs	37,919	**37,919**	*8,951*
Fundraising trading expenses - depreciation	21,852	**21,852**	*31,917*
	2,918,723	**2,918,723**	*2,906,276*

9. Investment management costs

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Investment management fees	15,021	**15,021**	*16,318*

10. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Operation of the Hospice	9,204,379	255,236	**9,459,615**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total 2022 £*
Operation of the Hospice	*8,662,273*	*149,205*	*8,811,478*

10. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £
Operation of the Hospice	6,732,839	397,479	2,329,297	**9,459,615**

	Staff costs 2022 £	*Depreciation 2022 £*	*Other costs 2022 £*	*Total 2022 £*
Operation of the Hospice	*6,428,234*	*364,721*	*2,018,523*	*8,811,478*

11. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Operation of the Hospice	6,913,663	2,545,952	**9,459,615**

	Activities undertaken directly 2022 £	*Support costs 2022 £*	*Total funds 2022 £*
Operation of the Hospice	*6,861,803*	*1,949,675*	*8,811,478*

11. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	*Total funds 2022 £*
Wages & salaries	**1,503,701**	*1,034,307*
Depreciation	**397,479**	*364,721*
Support services and overheads	**78,212**	*81,226*
Executive and PR	**25,077**	*28,929*
Estate and facilities	**372,703**	*230,110*
IT	**168,780**	*210,382*
	2,545,952	*1,949,675*

During the year ended 31 March 2023, the Group incurred the following Governance costs:

£28,235 *(2022: £25,385)* in respect of audit and accountancy fees, £281,628 *(2022: £34,744)* in respect of professional fees and staff costs of £96,398 *(2022: £98,175).*

12. Net income/(expenditure)

	2023 £	*2022 £*
Depreciation of tangible fixed assets	**419,331**	*396,638*
Fees payable to the company's auditor in respect of:		
Auditors' remuneration - audit	**24,130**	*21,550*
Auditors' remuneration - other services	**4,105**	*3,835*
Operating lease rentals	**520,107**	*384,139*

13. Staff costs

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Wages and salaries	**7,598,302**	*7,010,522*	**7,455,886**	*6,858,351*
Social security costs	**520,512**	*589,576*	**508,250**	*577,625*
Contribution to defined contribution pension schemes	**395,628**	*488,129*	**384,384**	*479,178*
	8,514,442	*8,088,227*	**8,348,520**	*7,915,154*

During the year, the group made redundancy and termination payments amounting to £89,061 *(2022: £16,104)* with respect to 2 *(2022: 7)* individual cases.

The average number of persons employed by the group during the year was as follows:

	Group 2023 No.	*Group 2022 No.*
Hospice services	**206**	*274*
Fundraising	**17**	*12*
Education & training	**15**	*1*
Retail	**68**	*55*
	306	*342*

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	*Group 2022 No.*
In the band £60,001 - £70,000	**1**	*2*
In the band £70,001 - £80,000	**-**	*1*
In the band £80,001 - £90,000	**2**	*-*
In the band £100,001 - £110,000	**1**	*1*

Senior management
The key management personnel of the hospice are represented by the senior management team who are the Group Chief Executive and 5 other Directors, 3 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £613,934 *(2022: £440,664)*.

Volunteers
During the year, the hospice has benefited substantially from the regular services of 324 *(2022: 360)* volunteers. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 537 *(2022: 436)*. St. Giles Hospice (Promotions) Limited has also received the assistance of Nil *(2022: Nil)* volunteers during the year.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 31 March 2023, expenses totalling £247 was reimbursed or paid directly to 1 Trustee *(2022 - £Nil)*

15. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2022	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,905,499**	**18,277,057**
Additions	**359,860**	**-**	**-**	**-**	**172,027**	**531,887**
Disposals	**-**	**-**	**-**	**-**	**(76,808)**	**(76,808)**
At 31 March 2023	**13,865,107**	**1,669,246**	**15,250**	**181,815**	**3,000,718**	**18,732,136**
Depreciation						
At 1 April 2022	**4,146,636**	**475,943**	**15,250**	**163,355**	**2,685,723**	**7,486,907**
Charge for the year	**267,848**	**33,385**	**-**	**10,383**	**107,715**	**419,331**
On disposals	**-**	**-**	**-**	**-**	**(76,808)**	**(76,808)**
At 31 March 2023	**4,414,484**	**509,328**	**15,250**	**173,738**	**2,716,630**	**7,829,430**
Net book value						
At 31 March 2023	**9,450,623**	**1,159,918**	**-**	**8,077**	**284,088**	**10,902,706**
At 31 March 2022	*9,358,611*	*1,193,303*	*-*	*18,460*	*219,776*	*10,790,150*

15. Tangible fixed assets (continued)

Company

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2022	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,874,571**	**18,246,129**
Additions	**359,860**	**-**	**-**	**-**	**172,027**	**531,887**
Transfers intra group	**-**	**-**	**-**	**-**	**30,928**	**30,928**
Disposals	**-**	**-**	**-**	**-**	**(76,808)**	**(76,808)**
At 31 March 2023	**13,865,107**	**1,669,246**	**15,250**	**181,815**	**3,000,718**	**18,732,136**
Depreciation						
At 1 April 2022	**4,146,636**	**475,943**	**15,250**	**163,355**	**2,654,795**	**7,455,979**
Charge for the year	**267,848**	**33,385**	**-**	**10,383**	**107,715**	**419,331**
Transfers intra group	**-**	**-**	**-**	**-**	**30,928**	**30,928**
On disposals	**-**	**-**	**-**	**-**	**(76,808)**	**(76,808)**
At 31 March 2023	**4,414,484**	**509,328**	**15,250**	**173,738**	**2,716,630**	**7,829,430**
Net book value						
At 31 March 2023	**9,450,623**	**1,159,918**	**-**	**8,077**	**284,088**	**10,902,706**
At 31 March 2022	*9,358,611*	*1,193,303*	*-*	*18,460*	*219,776*	*10,790,150*

16. Fixed asset investments

Group	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 April 2022	**3,911,541**	**19,836**	**3,931,377**
Management fee	**(18,093)**	**-**	**(18,093)**
Revaluations	**(283,956)**	**50,080**	**(233,876)**
At 31 March 2023	**3,609,492**	**69,916**	**3,679,408**
Net book value			
At 31 March 2023	**3,609,492**	**69,916**	**3,679,408**
At 31 March 2022	*3,911,541*	*19,836*	*3,931,377*

Company	Investments in subsidiary companies £	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation				
At 1 April 2022	**105**	**3,911,541**	**19,836**	**3,931,482**
Management Fee	**-**	**(18,093)**	**-**	**(18,093)**
Revaluations	**-**	**(283,956)**	**50,080**	**(233,876)**
At 31 March 2023	**105**	**3,609,492**	**69,916**	**3,679,513**
Net book value				
At 31 March 2023	**105**	**3,609,492**	**69,916**	**3,679,513**
At 31 March 2022	*105*	*3,911,541*	*19,836*	*3,931,482*

16. Fixed asset investments (continued)

Principal subsidiaries

The following were subsidiary undertakings of the company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	**1,409,011**	**(585,179)**	**823,832**	**2**
St. Giles Hospice Shops Limited	**111,667**	**(43,968)**	**67,699**	**2**

The following companies remained dormant throughout the year:
Walsall Hospice Trading Limited, net assets of £100

17. Stocks

	Group 2023 £	*Group 2022 £*
Finished goods and goods for resale	**16,256**	*11,330*

18. Debtors

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Due within one year				
Trade debtors	**229,970**	*663,814*	**229,070**	*662,314*
Amounts owed by group undertakings	**-**	*-*	**866,560**	*722,496*
Other debtors	**303,136**	*81,866*	**303,136**	*81,866*
Prepayments and accrued income	**2,184,041**	*2,307,845*	**2,172,048**	*2,292,889*
	2,717,147	*3,053,525*	**3,570,814**	*3,759,565*

19. Creditors: Amounts falling due within one year

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Trade creditors	**318,037**	*372,914*	**305,929**	*365,476*
Other taxation and social security	**45,363**	*184,318*	**45,363**	*184,318*
Other creditors	**113,676**	*141,011*	**83,995**	*121,561*
Accruals and deferred income	**432,245**	*504,250*	**193,805**	*211,565*
	909,321	*1,202,493*	**629,092**	*882,920*

20. Provisions

Group and company

	Dilapidations provision £
At 1 April 2022	**70,009**
Additional provisions made	**4,991**
	75,000

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds						
Roof replacement fund	**424,500**	**-**	**-**	**(424,500)**	**-**	**-**
March of the Elephants Art Trail	**390,000**	**-**	**-**	**-**	**-**	**390,000**
General Funds	**16,359,340**	**12,691,664**	**(12,721,340)**	**424,500**	**(233,843)**	**16,520,321**
Total Unrestricted funds	**17,173,840**	**12,691,664**	**(12,721,340)**	**-**	**(233,843)**	**16,910,321**
Restricted funds						
IPU fund	**1,174,874**	**-**	**(30,850)**	**-**	**-**	**1,144,024**
Barn Farm fund	**1,078,380**	**-**	**(33,217)**	**-**	**-**	**1,045,163**
Capital appeal fund	**1,638,460**	**-**	**(74,202)**	**-**	**-**	**1,564,258**
Day Therapies Centre	**391,950**	**-**	**(10,020)**	**-**	**-**	**381,930**
John Haller memorial fund	**10,000**	**-**	**-**	**-**	**-**	**10,000**
Day Room transformation	**39,918**	**-**	**(937)**	**-**	**-**	**38,981**
The Advice and Referral Centre fund	**52,795**	**-**	**(1,200)**	**-**	**-**	**51,595**
Other restricted funds	**68,557**	**2,500**	**(56,186)**	**-**	**-**	**14,871**
Restricted donation	**100,000**	**25,000**	**(6,496)**	**-**	**-**	**118,504**
Lymphodema Clinic	**-**	**10,000**	**-**	**-**	**-**	**10,000**
Bladder Scanner	**-**	**7,830**	**-**	**-**	**-**	**7,830**

21. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Roof Refurbishment	-	95,470	(928)	-	-	94,542
Patient Chairs	-	5,000	-	-	-	5,000
Sponsor a Nurse	-	41,200	(41,200)	-	-	-
	4,554,934	187,000	(255,236)	-	-	4,486,698
Total of funds	21,728,774	12,878,664	(12,976,576)	-	(233,843)	21,397,019

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2022* £
Unrestricted funds						
Roof replacement fund	-	-	-	*424,500*	-	*424,500*
March of the Elephants Art Trail	-	-	-	*390,000*	-	*390,000*
General Funds	*15,419,147*	*13,576,551*	*(12,049,791)*	*(814,500)*	*227,933*	*16,359,340*
Total Unrestricted funds	*15,419,147*	*13,576,551*	*(12,049,791)*	-	*227,933*	*17,173,840*
Restricted funds						
IPU fund	*1,205,724*	-	*(30,850)*	-	-	*1,174,874*
Barn Farm fund	*1,111,597*	-	*(33,217)*	-	-	*1,078,380*
Capital appeal fund	*1,712,662*	-	*(74,202)*	-	-	*1,638,460*
Day Therapies Centre	*401,686*	-	*(9,736)*	-	-	*391,950*
John Haller memorial fund	*10,000*	-	-	-	-	*10,000*
Day Room transformation	*39,918*	-	-	-	-	*39,918*
The Advice and Referral Centre fund	*53,995*	-	*(1,200)*	-	-	*52,795*
Other restricted funds	*68,557*	-	-	-	-	*68,557*
Restricted donation	-	*100,000*	-	-	-	*100,000*
	4,604,139	*100,000*	*(149,205)*	-	-	*4,554,934*

21. Statement of funds (continued)

	Balance at 1 April 2021 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2022* £
Total of funds	*20,023,286*	*13,676,551*	*(12,198,996)*	*-*	*227,933*	*21,728,774*

Restricted funds

The IPU fund represents funds received towards the building at Whittington and fitting out of the new In-Patient Unit. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund the construction of a hospice in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the construction of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the old In-Patient Unit to create an integrated Day Therapies Centre. This provides services such as a Day Hospice, Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Day Room transformation, which involved significantly improved facilities for patients, was funded in part by a grant from the Department of Health.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day. 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016.

The Hospice received a £100,000 gift from a major donor in quarter 4 of the year. £50k was restricted to the upgrade of syringe drivers to meet compliance requirements and £50k to the ERS service in Sutton. The full value of these funds were yet to be spent at 31 March 2022.

The Lymphodema Clinic fund represents funds received towards the purchase or equipment for the lymphodema clinic.

The Bladder Scanner fund represents funds received to facilitate the purchase of a bladder scanner for use by the community team.

The Roof Refurbishment fund relates to funds received to carry out roof and drainage improvements and maintenance.

The Patient Chairs fund represents funds received for the purchase of chairs for the Inpatient Unit.

The Sponsor A Nurse fund relates to funds received for the provision of an enhanced respite nurse.

Designated funds

A decision was taken on 24th November 2021 to set aside designated reserves for the March of the Elephants art trail sculpture due to take place in 2023, a major fundraising campaign recognising 40 years of providing hospice care.

Transfers between funds

During the year, £424,500 was transferred from designated funds to general funds. This amount was previously designated in relation to a roof replacement project. On completion of this project, the full value of the designated fund was transferred to general funds.

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Designated funds	**814,500**	**-**	**-**	**(424,500)**	**-**	**390,000**
General funds	**16,359,340**	**12,691,664**	**(12,721,340)**	**424,500**	**(233,843)**	**16,520,321**
Restricted funds	**4,554,934**	**187,000**	**(255,236)**	**-**	**-**	**4,486,698**
	21,728,774	**12,878,664**	**(12,976,576)**	**-**	**(233,843)**	**21,397,019**

Summary of funds - prior year

	Balance at 1 April 2021 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Gains/ (Losses) £*	*Balance at 31 March 2022 £*
Designated funds	*-*	*-*	*-*	*814,500*	*-*	*814,500*
General funds	*15,419,147*	*13,576,551*	*(12,049,791)*	*(814,500)*	*227,933*	*16,359,340*
Restricted funds	*4,604,139*	*100,000*	*(149,205)*	*-*	*-*	*4,554,934*
	20,023,286	*13,676,551*	*(12,198,996)*	*-*	*227,933*	*21,728,774*

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	6,557,342	4,345,364	**10,902,706**
Fixed asset investments	3,679,408	-	**3,679,408**
Current assets	7,657,892	141,334	**7,799,226**
Creditors due within one year	(909,321)	-	**(909,321)**
Provisions for liabilities and charges	(75,000)	-	**(75,000)**
Total	16,910,321	4,486,698	**21,397,019**

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Tangible fixed assets	*6,335,216*	*4,454,934*	*10,790,150*
Fixed asset investments	*3,931,377*	-	*3,931,377*
Current assets	*8,179,749*	*100,000*	*8,279,749*
Creditors due within one year	*(1,202,493)*	-	*(1,202,493)*
Provisions for liabilities and charges	*(70,009)*	-	*(70,009)*
Total	*17,173,840*	*4,554,934*	*21,728,774*

24. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	*Group 2022 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(331,755)**	*1,705,488*
Adjustments for:		
Depreciation charges	**419,331**	*396,638*
Gains/(losses) on investments	**283,956**	*(176,000)*
Dividends, interests and rents from investments	**(120,530)**	*(113,629)*
Decrease/(increase) in stocks	**(4,926)**	*28,875*
Decrease in debtors	**336,378**	*654,037*
Increase/(decrease) in creditors	**(293,172)**	*81,971*
Increase in provisions	**4,991**	*-*
Net cash provided by operating activities	**294,273**	*2,577,380*

25. Analysis of cash and cash equivalents

	Group 2023 £	*Group 2022 £*
Cash in hand	**5,065,823**	*5,214,894*
Cash on deposit awaiting interest	**69,916**	*19,836*
Total cash and cash equivalents	**5,135,739**	*5,234,730*

26. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	**5,214,894**	**(149,071)**	**5,065,823**

27. Pension commitments

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk.

The pension cost charges, representing employer's contributions to all schemes, amounted to £474,424 *(2022: £488,129)*. Contributions totalling £70,826 *(2022: £76,916)* were payable at the year end and are included in other creditors.

28. Operating lease commitments

At 31 March 2023 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023 £	*Group 2022 £*
Not later than 1 year	**311,203**	*346,371*
Later than 1 year and not later than 5 years	**723,807**	*745,565*
Later than 5 years	**63,875**	*154,375*
	1,098,885	*1,246,311*

29. Related party transactions

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £736,827 *(2022: £518,852)*. The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £129,733 *(2022: £203,644).*

Gift aid was received from St Giles Hospice Shops Limited for £67,699 *(2022: £35,601)* and from St. Giles Hospice (Promotions) Limited for £823,832 *(2022: £844,747)*.

The company purchased services value at £2,971 *(2022: £2,885)* from Hospice UK, a company in which Trustee, P Jennings, is also a Trustee. At the year end the company was owed £Nil *(2022: £Nil)* by Hospice UK.

ST GILES HOSPICE

England & Wales - Charity number 509014

Accounts

Registered number: 01430090
Charity number: 509014

ST GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

ST GILES HOSPICE
(A company limited by guarantee)

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ST GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees	Robin Vickers, Chair Lindsey Williams, Deputy Chair Stephen Ridler Robert Andrew Donald Catherine Finn Simon James Paul Jennings Val Jones (appointed 4 November 2021) Bernie Creaven (resigned 25 November 2021) Dr Paul Joshi (resigned 25 November 2021) Sue Read (resigned 25 November 2021) Joanne Maidment (resigned 25 November 2021)
Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Andrew Neil Harkness
Chief executive officer	Andrew Neil Harkness
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Investment Advisor

Cannacord Genuity
Wealth Management
41 Lothbury
London
EC2R 7AE

CCLA Investment Management Ltd
Senator House
85 Queen Victoria Street
London
EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2022.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1 January 2015). The Trustees also have due regard to the requirements of the Charities Act 2011 and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering high-quality specialist care for people living with diseases which may not be curable, as well as providing support for their families and carers.

Services include a team of community-based St Giles clinical nurse specialists, a state of the art in-patient unit, Day Services, Hospice at Home, Bereavement and Family Support, and a Lymphoedema service. Patients come from across the hospice's catchment area, which ranges from Ashby-de-la-Zouch and Atherstone in the east, to Cannock and Walsall in the west – and from Burton and Uttoxeter in the north, to Sutton Coldfield and Coleshill in the south. Care is offered at the hospice's centres in Whittington, Sutton Coldfield, and Uttoxeter and in patients' own homes across the region. St Giles spends close to nine million pounds a year providing its specialist services and with little more than a third of this funded by the Government, the registered charity relies heavily on donations and income generation from the local community.

The Board of Trustees, the Executive Leadership Team (ELT) and all staff and volunteers at the Charity are committed to providing individualised care for patients and their families. The Charity aims to achieve this by providing consistent high quality, cost effective care underpinned by sound governance across all aspects of the organisation. Care is based on an active collaboration with patients, their families and carers to establish their wishes and needs, underpinned by expert holistic assessment by multi-professional teams.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15 June 1979 and received its first in-patient on 12 April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in 2015. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, an induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the CEO on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chairman and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter, plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were one hundred and fifteen out of a possible total of one hundred and forty four. In addition to this, the Chair, Deputy Chair and Group Chief Executive meet on a monthly basis or more often if it is required.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of three times, the maximum term of office being nine years. The maximum term of nine years, was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2021 Annual General Meeting, no Trustees were re-elected. Jo Maidment, Bernie Creaven, Paul Joshi and Sue Read retired from the role of Trustee. During the financial year 2021 – 2022, Val Jones was appointed to the role of Trustee. As at 31 March 2022, there were eight Trustees.

During 2021 – 2022, the Board and the Executive and Senior Management Teams dealt with the continuous challenges that came as a result of the Covid-19 pandemic. There have been two extra-ordinary Board meetings in this financial year.

A Remuneration, Skills and Recruitment Committee meet as a sub-committee of the Board to ensure that the Trustee Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Trustee Board regarding the appointment of new Trustees and members of the Executive Leadership Team/Senior Management Team.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently thirty seven members of the Company.

During 2021 – 2022, there were four main governance committees: Care Services Assurance; Finance, Audit and Risk; Workforce Assurance Programme Board and the Healthcare Strategy Trading Board. Each committee, chaired by a Trustee, comprises of some Trustees and selected members of the Executive Leadership Team. The aspect governance committees meet four times a year or more frequently if required.

There is also a Research Ethics sub group Committee chaired by a Trustee, comprising of some Trustees and selected members of the Executive Leadership Team. The committee meet twice a year.

In addition, the Board of Trustees oversees corporate governance assurance.

The Trustees agree strategy and supporting objectives, delegating their execution to the Group Chief Executive and the Executive Leadership Team. During the financial year 2021 – 2022, the Executive Leadership Team met on a bi-weekly basis, with meetings chaired by the Chief Executive. There were also informal Executive Leadership Team meetings held on a weekly basis to ensure high level discussion and communication between clinical and non-clinical leads. Senior Management Teams met on a bi-weekly bases, with input from the Executive Leadership Team and a rotational Chair.

During 2021 – 2022, Restoration and Recovery Group meetings were held on an as and when required basis to ensure continued compliance with Government/PHE guidance on Covid-19. There were monthly Hospice Briefs for staff and volunteers across group, chaired by the CEO. The hospice held quarterly Managers Forum meetings and new staff attended a meet to CEO meeting as part of their onboarding process.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable company. This cover is up to £5m and cost £484.46.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability.

c. Subsidiary Companies

The Company had three subsidiary companies during the financial year 2021 – 2022; St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, and Walsall Hospice Trading Ltd, all limited by shares wholly owned by the Hospice.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming gift aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought-in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade.

Oversight of the trading companies controlled by St Giles is through the Combined Trading Companies Board (CTC). The CTC Board has influence over the strategy and operational management of the businesses. The Board is chaired by a Trustee, comprises of some Trustees, NEDs and the Executive Leadership Team. The Board meets quarterly or more frequently as required.

d. Pay policy for key management personnel

Remuneration of the Executive Leadership Team and some Senior Management is approved by a Remuneration Committee made up of the Chair, Deputy Chair, Chair of Audit & Risk and one other Trustee. For clinical staff, we attempt to match the salary and condition of those employed in the NHS.

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individual care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care includes a range of services including specialist care at home, inpatient care, lymphoedema, day services, bereavement, spiritual care, and a range of therapies. In addition to direct patient care services, St Giles has a proactive Community Engagement agenda encouraging more discussion regarding issues to do with dying and bereavement and an Education and Research Agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of what we do at St Giles. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the many letters we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their families; this commitment runs throughout St Giles at all levels and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. Even though the majority of care that we provide is in the community, this year we have again seen a significant rise in our inpatient unit occupancy rates due to the impact of the pandemic.

St Giles Hospice is committed to offer care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure. In each of the strategic aims, the Charity seeks partnerships with others who share their aims in order to address increasing complexity of health and social need in an environment of limited resources.

Clinical Effectiveness & Activity

We are especially proud of being able to demonstrate that we positively enable people to remain at home at the end of their lives, where we know they choose to be.

- 99% of patients who receive care from our Hospice at Home team were able to die at home if that was their wish.
- 99% of urgent referrals took one day or less to be completed by the Advice and Referral team.
- 90% of triage were completed within one day; we were pleased to be able to maintain our high degree of responsiveness to referrals.

b. Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2020-2021. The data includes key quality measures that are reportable to statutory commissioners.

	2021/22
Total number outpatient attendances	2383
Total number of visits with patients by the community service	7275
Total number of Hospice at Home sessions provided	6621
Referrals received across our clinical departments	3570
Calls handled by our Advice and Referrals Centre (ARC)	13380
Total number of complaints Whittington	9
The number of complaints which were investigated and upheld in full	2
The number of complaints which were investigated, resolved but only upheld in part	6
The number of complaints which were investigated and not upheld	1
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	5
Total number of patients admitted to Whittington inpatient unit	367
% of patients who went home	33%
% Bed Occupancy	91%
Patients diagnosed with reportable infections whilst on the inpatient unit	0
Average length of stay on the inpatient unit (days)	12
Number of falls per occupied bed in a year (Number of beds multiplied by bed occupancy and divided by number of falls)	1.85

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

Number of Volunteers by Activity	2021/22
Advice Referral Centre Volunteers	3
Community Volunteers	4
Day Hospice Volunteers	14
Education Volunteers	6
Family Support and Bereavement	1
Finance Volunteers	1
Fundraising Volunteers	9
Hospice at Home Volunteers	N/A
Housekeeping Volunteers	28
Human Resources	1
IT Services	1
Lymphoedema Volunteers	6
Marketing Volunteers	4
Medical Volunteers	1
Payroll	1
Quality Assurance	1
Quality Assurance & Clinical Education Volunteers	3
Reception Volunteers	65
Stewards Volunteers	13
Supportive Care Volunteers	76
Sutton Volunteers	17
Transport Volunteers	31
Trustees / NEDs	11
Uttoxeter Volunteers	12
Volunteer Services Volunteers	1
Whittington IPU Volunteers	44
Total	**354**

Subsidiary Company Volunteers

Promotions (Lottery)	7
Shops (including Shenstone Warehouse)	423
Total	430

Research

The Hospice has significantly increased its research activity and is currently undertaking a number of research studies including:

1. With University of Stirling a study entitled "Improving end of life care: supporting the workforce and reducing hospitalisations through an implementation study in care homes"

This will provide information on whether needs rounds supported by a palliative care practitioner is a beneficial model of clinical care within care homes. This project comes to an end on the 1 July 2022.

2. With Kings College London a study entitled "Understanding and improving community palliative care out of

hours – Delphi Study"

The aim of the study is to reach an expert consensus on the most essential components of out of hours' palliative care for people being looked after at home. The results of this study could be used to shape the out of hours' provision provided by St Giles Hospice. St Giles Hospice has been selected to take part in Phase 3 of this research study and recruitment will begin through the clinical teams in August 2022.

3. With Surrey University a study entitled "A cluster randomised trial of clinically-assisted hydration in patients in the last days of life. CHELsea II Trial" This is a definitive study exploring the use of clinically assisted hydration in patients who are end of life. St Giles Hospice were part of the feasibility study and are delighted to have been accepted as a site for the definitive study. The outcomes of this study will impact on the clinical care provided to patients.

Completed research activity includes work with:

1. With Warwick University a study entitled "The impact and implications of Covid 19 on the relational, social, and healthcare experiences of hospice care in the West Midlands".

We have expressed interest in a number of other research studies that are planned for 2022 - 2023.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the two principle Clinical Commissioning Groups ("CCGs") with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, where the content of these reports form the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year there were no areas of concern raised which required action.

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and was inspected under the CQC category of Independent Hospitals.

Strategic report

a. Strategic Aims

The impact and effects of the pandemic continued into the 2021/2022 financial year as did the hard work, commitment and dedication of our staff and volunteers.

We continued to adapt our ways of working to enable us to support as many people as we could clinically, sociologically and emotionally during the year. This included our frontline services such as inpatient care, specialist community nursing, hospice at home, 24/7 advice and referral and bereavement services.

Our shops portfolio was impacted by the pandemic and reduced to 21 shops to enable us to focus on the sustainability of St Giles Hospice charity. Once shops resumed trading in April 2021, we did not have any further enforced lockdowns. The continued effects of Covid-19 on staff was managed in house by areas managers in rotating shops staff and volunteers to enable shops to continue trading. The community response to our fundraising challenges has been remarkable and our teams worked hard to find innovative ways to income generate.

Our focus for 2021/22 remained on Recovery and Sustainability, both in terms of the business impact of the pandemic on the organisation and our services, and the impact on the wellbeing of our workforce. The Board

and ELT considered our approach to delivering a sustainable model of hospice care, demands on hospice services continued to rise and we needed to ensure our service transformation plans recognised the upcoming changes in the NHS (ICS, ICP and PCN) as part of the local system architecture.

Whilst additional monies were given to the Hospice by the NHS and by way of additional legacies in response to the pandemic impact, these were not within our forecast of expected revenue and were not received until late on in the financial year. At the half year point, a significant in-year operating deficit was reported, and difficult decisions had to be made in regard to the total number of Hospice beds that could remain available for patient use in the second half of the financial year.

The Board and ELT considered our approach to delivering a sustainable model of hospice care, demands on hospice services continued to rise and we needed to ensure our service transformation plans recognised the upcoming changes in the NHS (ICS, ICP and PCN) as part of the local system architecture.

The balance between recurring and nonrecurring funding across the Hospice's activities remains a complex one. As we moved into 2022/23, we maintained strategic intent to integrate and optimise returns from the Hospice's commercial ventures, thereby reducing overreliance on fundraising income and minimising revenue volatility risk.

Workforce for the future is also a key area of future strategy for the hospice in ensuring the workforce has the skills required for the future. We have considered organisational culture, staff morale, learning offer/education and pay and reward. Work began on identifying our common purpose and the values and behaviours that underpin this, work continues in this area into 2022/2023.

b. Achievements and performance

In addition to our ongoing commitment to providing exceptional levels of care through our direct clinical services, the focus for 2021-2022 was the consideration and approach to delivering a sustainable model of hospice care. The aim, objective and goal of service transformation and financial recovery programme were as follows: -

- Aim - to continue to be a high quality, forward thinking hospice working in partnership with our community and the healthcare system for future generations

- Objective - to achieve the best level of financial stability and resilience possible within the context of the hospice ethos and design principles

- Goal - To achieve a balanced budget

Trustees approved the Three Year Recovery and Clinical Transformation plan in May 2021.

The Executive Leadership Team prioritised the following as key work streams: -

1. Reporting and Impact Monitoring for the Delivery of the Plan
2. Paid for Services
3. In Memorium Fundraising
4. Supporting the recovery from the challenges of working through a pandemic for staff and volunteers

What we aim to achieve:

A sustainable financial model that continues to deliver high quality care and considers our financial plans, digital innovation and our services. The development and implementation of these plans are fundamental to the strategy for our organisation.

Performance is overseen and monitored directly by the Board to whom the ELT report quarterly progress or more frequently as required.

c. Financial recovery

A full assessment of our existing income generation portfolios was undertaken and new business opportunities were identified. For example, 2023 will see St Giles celebrate its 40th Anniversary and as part of our celebrations for this occasion, the Board approved St Giles host a Wild in Art Sculpture Trail across our catchment area.

What we aim to achieve:

The pandemic fast-tracked a decline in community fundraising activities and they are unlikely to recover fully. The trail could enable community fundraising recovery with sustainability by allowing us to access new community audiences outside of our normal demographic.

The trail also offers a unique way of engaging corporate supporters and it is anticipated the trail will enable us to get support from organisations that would not previously have supported the hospice.

Progress on the above is monitored weekly and reported to Trustee Board on a quarterly basis, or more often as appropriate.

d. Other activity

Other projects that St Giles took part in during 2021 - 2022 included

Dementia Carer support, provided via dementia support worker

During the pandemic a 4-week carer programme was developed with Green Square Accord to provide specialist support and signposting to other services via a video consultation or through a telephone call. The aim was to reduce social isolation for carers supporting loved ones with a dementia diagnosis.

The course covered wellbeing for the carer and training on nutrition, dementia related behaviours, future planning and end of life care. Data captured showed that 100% of participants found that the topics covered were relevant to their situations, 92% of participants found the sessions fulfilled their expectations and that 100% were given the opportunity to ask questions.

Over 80 carers have been supported in the first 6 months of the service commencing.

Pandemic End of life Care Home Project

The aim of this project was to enable care homes to identify residents who were in the last year of life. This was achieved through weekly support, either by phone or video conferencing platforms, using an empowerment approach. Once residents were identified, the facilitators prompted care home staff to consider the following: -

Do Not Attempt Cardiopulmonary Resuscitation Orders, emergency care plans, anticipatory medications and any communications which may be needed with the GP, resident or resident's family.

17 Care Homes are included in this project and 191 Residents on the Planning Ahead Register at end of March 2022.

Enhanced Respite Service

The aim of the service was to provide support to patients and carers in the last 12 months of life by providing respite care and education within the home setting. This was achieved by building resilience and well-being within the carer, and increasing knowledge and skills for informal carers to support them in the provision of care to those they are caring for.

There were 144 referrals and 534 visits as at end of March 2022.

Project ECHO to support end of life education in primary care

Project ECHO is an innovative tele mentoring programme designed to create virtual communities of learners by bringing together health care providers and subject matter experts using videoconference technology, brief lecture presentations, case-based learning, fostering an 'all teach, all learn' approach.

This was initially a six-month pilot to support end of life care education in primary care as a response to the Covid-19 pandemic.

Connected parties

During 2021/22 three members of staff were seconded in part to Compassionate Cities UK, including the Chief Executive in post. Two of the three staff secondments were by way of additional hours over and above Hospice contracted working hours, and were fully reimbursable by Compassionate Cities UK. The third secondment included contribution to the salary of staff member who had capacity due to the pandemic

Financial review

a. Financial Review

To enable the Charity to continue offering its end of life services free of charge means continuing discussions over funding with the NHS, the maximisation of existing income streams, the development of new initiatives and being cost effective in the delivery of services.

The Trustees report that the Statement of Financial Activities shows a surplus for the year of £1,738,508 (2021: surplus of £3,711,588).

The year was one of stabilisation as we began to emerge from the pandemic environment. The welcomed support from NHS England through covid related grants has helped tremendously, as has the receipt of a couple of significant legacies during the year. This continues to help to cushion St Giles while we transition into a strategy of service transformation which will give rise to a more sustainable position with a balanced financial position over the coming years.

b. Income

As a proportion of total expenditure on services, NHS income increased significantly to 73.5% from 69.5% in 2020/21. Similarly to the prior year, this increase includes the additional covid grants received from NHS England, with these removed there was an in-year increase to 62.2%. Therefore, whilst diversifying how we support our communities is positive, the income required for traditional hospice services is still under funded.

c. Reserves policy

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, the need to match variable income and fixed commitments, and the nature of the reserves.

The Board of Trustees has set a reserves policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of twelve months. In addition, reserves should also allow for the completion of capital expenditure

projects in progress or planned for the following twelve months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.

- The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on a quarterly basis at the Audit & Risk Aspect Governance Committee.

Total funds of the group at the year-end stood at £21,809,567 (2021: £20,023,286). Restricted funds totalled £4,454,934 (2021: £4,604,139) and unrestricted funds totalled £17,354,633 (2021: £15,419,147).

Free reserves of the group at the year end, stood at £10,024,124 (2021: £8,860,934).

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £4m in free reserves. Over the past few years there has been a deliberate use of excess reserves as surplus cash has been applied to fund the extension and development of care services. St Giles is committed to assessing and then strategically reconciling its anticipated levels of income and expenditure over the coming years.

d. Investments policy

Canaccord Genuity and CCLA Investment Management Ltd. manage the Hospice's investments. The Audit and Risk Aspect Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written investment policy.

e. Going concern

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was central to these assessments. Our Trustees have concluded that there are no material uncertainties that call into doubt the charities ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

f. Plans for 2022-23

There have been changes to the Executive Leadership Team (ELT) of St Giles Hospice following the appointment of a new Chief Executive Officer in May 2022. As a result of these changes, this financial year provides an opportunity for us to undertake a baseline assessment of our current position and to determine our future direction of travel. As we move into a post pandemic period and are learning to live with Covid we now need to offer clarity in terms of our purpose and endeavour to ensure we are a sustainable organisation.

Future Strategy

The Board of Trustees have requested that a new organisational strategy be developed that covers the next three-year period. There are two key elements to this ask; firstly, that we clearly define our purpose and secondly, we clarify how we ensure annual operational financial sustainability. A strategy development plan and timeline has been agreed, the implementation of the new strategy will be April 2023.

Financial sustainability

In order that we can continue to offer and provide our outstanding levels of care and support we need to ensure that we operate in a financially sustainable manner. As a hospice and charity, we fully recognise that elements of our funding has and will remain unpredictable. However, we also recognise that there is opportunity to review and challenge ourselves in terms of budgeting and ensuring financial sustainability. This includes looking at all of our income and expenditure to ensure we consider all areas of opportunity.

Organisational development and people

Our aspiration is to become an employer of choice for new and existing staff and volunteers. To understand where we are current are, in terms of what we do well and what we can do better as a hospice and employer, we are undertaking a staff and volunteer survey during July and August 2022. We are committed to using the outputs from this survey to inform a new organisational development strategy and delivery plan that will complement and support the delivery of our organisational strategy.

Communications and engagement

As an ELT we have already made changes to how we communicate and engage with staff and volunteers. For example, we have introduced the weekly Hospice Round-Up. This provides a summary of the latest news, information and projects across all areas of St Giles. However, whilst we believe we have a good basis as a starting point, we are keen to explore how we improve both through traditional mechanisms and the use of digital media.

Progress on the above is monitored weekly and reported to Aspect Committees and Trustee Board on a quarterly basis, or more often as appropriate.

g. Principal risks and uncertainties

The principal risks to the Charity are:

- Reduced income from subsidiary companies and fundraising activities creating risk to financial sustainability and service delivery.
- Potential for reputational risk and a reduction of voluntary support due to closure or reduction of a service due to financial constraints
- Loss of NHS income creating risk to financial sustainability and service delivery
- Other providers looking to offer a wider range or duplicate service for no or reduced cost to the health system causing a risk to voluntary and/or statutory income.

The principal uncertainties arise from the external environment:

- The economic impact of Covid-19 in particular on trading
- Uncertainty on the structure, timing and impact of new models by NHS CCGs for end of life care services
- Changing complexity and disease profiles of patients, and the increase in demand

h. Management of risks

The Risk Register identifies the governance committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence; likelihood and score set with a timeline set for attainment, and is allocated to a member of the Executive Leadership Team for management oversight.

Risk is a standing item on the ELT and SMT meeting agendas, with each directorate having their own risk register. Directors receive and respond to newly identified organisational risks, escalating to the Corporate Risk Register (organisational) as appropriate. In addition, each division formally reviews the risk register quarterly, noting mitigating actions undertaken and revising risk scores accordingly.

Fundraising

All St Giles Hospice fundraising activities are managed by the Income Generation Director and are split broadly into 3 income generating departments of Fundraising, Retail and Lottery.

All Fundraising activities are managed by the internal fundraising team and we comply with all relevant statutory regulations including the Charities Act 2011, The Charities Act 2016 and the Data Protection Act 2018. We are registered with the Fundraising Regulator and use their trust mark on all relevant materials to show our commitment to best practice. As part of our registration with the Fundraising Regulator we follow all Fundraising Code of Practice and are members of the Chartered Institute of Fundraising.

Our Supporter Care team and internal fundraisers manage all of our In Aid Of activities and mass participation events and are committed to excellent stewardship of our donors and supporters to ensure an excellent supporter journey. Every In Aid Of supporter will receive a 'Letter of Authority' upon registration outlining our expectations and codes of practice as well as offering advice on fundraising techniques that require specific management e.g. raffles. All participants in our mass participation events sign up to relevant terms and conditions associated with the event upon registration. All people fundraising on our behalf will have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

Any commercial participator agreements we enter in to are done so as a tripartite agreement where required, with the charity, trading company and commercial participator.

Lottery canvassing had been on hold during the Covid-19 pandemic, it has now resumed delivered by a third party agency. Staff receive an in depth induction on joining St Giles Hospice Lottery and ongoing review and training to ensure their standards and practices in dealing with the public are to the highest standard and compliant with current fundraising and gambling legislation and guidance. Any agencies we work with are experienced in charity fundraising and have to meet our required standard of quality checks and training. External agents are required to have induction training prior to representing St Giles. Regular checks and quality calls are made to ensure agents are representing the hospice to the required standard.

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Our lottery age restriction is set at 18 years and above – higher than the legal age limit of 16.

All Fundraising and Lottery communications with a donor, whether administration, relationship management or marketing are recoded using our centralised database Donorflex.

St Giles Shops are members of the Charity Retail Association and abide by its code of conduct. We operate a retail network including online and furniture collection scheme. Majority of goods sold are donated and all donors

have the option of joining the Retail Gift Aid scheme. No undue pressure is put on our donors who have signed up to the scheme as our compulsory notifications state the value of the goods sold and allow donors to claim back monies raised on donated goods if they wish. The scheme also provides donors with a regular update of monies raised for the charity, supporting our commitment to excellent stewardship. We also sell a small range of new goods, with Christmas cards being our biggest seller.

In year 21/22 there were 4 complaints and 2 concerns involving Fundraising or Lottery.
In the year 21/22 there were 10 complaints and 29 concerns relating to retail. There were two themes that stood out during the financial year; 1) collection, refusal and delivery of donated items (38%) and 2) poor customer service/staff attitude in our shops (48%). All complaints were handled via the complaints process, were resolved and are now closed.

Greenhouse gas emissions, energy consumption and energy efficiency action

St Giles is in its first year using the Streamlined Energy and Carbon Reporting (SECR) guidance to measure and report on our carbon footprint. This will be the standard against which we can gauge energy and carbon performance across the whole organisation. It will also highlight what we need to change and where.

Scope 1 of the SECR relates to the direct emissions from gas and transport fuel combustion. For St Giles this will include gas consumption from our Lichfield and Sutton sites, as well as transport fuel used for our in-house fleet.

Scope 2 of the SECR relates to the indirect emissions from electricity generation. For St Giles this will include gas consumption from our Lichfield and Sutton sites.

For both Scope 1 and 2 reporting we have used energy and fuel consumption data from our suppliers and partners and used DEFRA 2020 conversion factors to calculate the CO2e emissions.

For Scope 2, electricity emissions only include bulk supplies from our electricity provider and do not include energy generated by solar photovoltaic (PV) panels. Energy generated from our PV panels typically feeds the National Grid and is not utilised by the Hospice directly.

The chosen intensity measurement ratio is total gross emissions in metric tonnes per staff headcount.

		2021/2022
Energy consumption used to calculate emissions (kWh)		
Energy consumption breakdown:	Gas (kWh):	1,712,931
	Electricity (kWh):	541,745
	Fleet Transport Fuel (diesel, litres)	2,772
	Fleet Transport Fuel (petrol, litres)	79
	Employee owned (claimed mileage)	240,296
Associated GHG emissions:	Gas consumption Tonnes CO2 equivalent	313.7
Indirect energy emissions:	Purchased electricity Tonnes CO2 equivalent	115
Other indirect emissions:	Fuel used in Hospice owned vehicles Tonnes CO2 equivalent	7.1
	Mileage travelled by Hospice employees in own vehicles Tonnes CO2 equivalent	67.9
Total gross emissions in metric tonnes CO2e		503.7
Intensity ratio metric tonnes CO2e per staff FTE		1.44

Statement of engagement with employees

Our Executive Leadership Team (ELT) is made up of the Chief Executive Officer and Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

Monthly Hospice Briefs are held for staff and volunteers across group, chaired by the CEO. This is an open forum meeting, staff are updated on current areas of work, issues on the horizon and there is a Q&A session at the end.

The hospice reintroduced "In the Know" in August 2021 as a bimonthly update for staff and volunteers. There were three "In the Know" published during 2021-2022. This publication updated staff and volunteers on what was happening across the hospice, promoting things such as events, success stories, introducing new starters and updating on leavers, and a spotlight on section for an individual or team in the organisation.

Managers attend a quarterly Managers Forum meeting where specific topics are covered and a Q&A session is held. Managers are invited to present to the group.

The Restoration and Recovery Group was formed at the beginning of the pandemic to work through key decisions and actions the hospice needed to take and work through some of the scenarios we faced. This group met on an ad hoc basis during 2021-2022 as we learned to "live" with the effects of Covid-19 and ensure compliance with Government/PHE guidance.

The Workforce Assurance Programme Board meets quarterly with the 4 main areas of focus being 1) Align Well; 2) Recruit Well and Join Well; 3) Learn and Grow Well; 4) Resolve Well. The People & OD Group met biweekly focusing on specific work streams for example, describing Our Common Purpose in terminology that befits both the internal and external audience. The minutes of the Workforce Assurance Programme Board are available for the Trustee Board. In addition, the Workforce Assurance Programme Board reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness etc. and also to review the ongoing development of employees with regards to training, education and appraisals.

Directors organise Trustee visits to the hospice/wider group both as part of their induction and ongoing in order

for Trustees to engage directly with teams from across the Hospice. Trustees attend many of the employee engagement and/or fundraising events that are held throughout the year including the annual Light up a Life services held at multiple venues.

Board decisions are made with consideration to the impact on employees by bringing together the views of the Executive Leadership Team and Directors.

Section 172(1) statement (The Companies (Miscellaneous Reporting) Regulations 2018)

The Charity regularly reviews principal stakeholders and St Giles Hospice engages with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by the management team and by direct engagement with stakeholders themselves. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The Charity does not have a dependency on any supplier but deals with both large and small enterprises aiming to always pay within terms and build a long-standing relationship with its suppliers which is beneficial to both parties. Where it is practicable, local suppliers are included in tender processes.

Other disclosure requirements of this regulation are covered elsewhere in the Trustees report.

Annual General Meeting

The Annual General Meeting of the Charity will be held on Monday 12 December 2022.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Disclosure of information to auditors

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Auditors

The Charity's auditors, Crowe UK LLP, have indicated their willingness to continue in office and, in accordance with Section 485 of the Companies Act 2006, a resolution proposing their re-appointment will be put to the Annual General Meeting.

Approved by order of the members of the board of Trustees at the Annual General Meeting and signed on their behalf by:

Rob Vickers
(Chair of the Board of Trustees)
Date: 28 November 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE

Opinion

We have audited the financial statements of St Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, 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 incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

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

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

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)

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

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 Auditors' 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kerry Brown

Kerry Brown (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 20 December 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:					
Donations and legacies	3	**3,629,562**	**100,000**	**3,729,562**	*4,471,064*
Charitable activities	4	**5,005,729**	**-**	**5,005,729**	*6,811,934*
Other trading activities	5	**4,822,640**	**-**	**4,822,640**	*4,011,790*
Investments	6	**113,629**	**-**	**113,629**	*105,351*
Other income	7	**4,991**	**-**	**4,991**	*749,010*
Total income		**13,576,551**	**100,000**	**13,676,551**	*16,149,149*
Expenditure on:					
Raising funds	8,9	**3,387,518**	**-**	**3,387,518**	*3,749,064*
Charitable activities	10	**8,662,273**	**149,205**	**8,811,478**	*9,315,753*
Total expenditure		**12,049,791**	**149,205**	**12,198,996**	*13,064,817*
Net income/(expenditure) before net gains on investments		**1,526,760**	**(49,205)**	**1,477,555**	*3,084,332*
Net gains on investments		**227,933**	**-**	**227,933**	*627,256*
Net movement in funds		**1,754,693**	**(49,205)**	**1,705,488**	*3,711,588*
Reconciliation of funds:					
Total funds brought forward		**15,419,147**	**4,604,139**	**20,023,286**	*16,311,698*
Net movement in funds		**1,754,693**	**(49,205)**	**1,705,488**	*3,711,588*
Total funds carried forward		**17,173,840**	**4,554,934**	**21,728,774**	*20,023,286*

The notes on pages 27 to 51 form part of these financial statements.

ST GILES HOSPICE

(A company limited by guarantee)
REGISTERED NUMBER: 01430090

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021 £*
Fixed assets					
Tangible assets	15		**10,790,150**		*11,108,002*
Investments	16		**3,931,377**		*3,716,052*
			14,721,527		*14,824,054*
Current assets					
Stocks	17	**11,330**		*40,205*	
Debtors	18	**3,053,525**		*3,707,562*	
Cash at bank and in hand		**5,214,894**		*2,641,995*	
		8,279,749		*6,389,762*	
Creditors: amounts falling due within one year	19	**(1,202,493)**		*(1,101,030)*	
Net current assets			**7,077,256**		*5,288,732*
Total assets less current liabilities			**21,798,783**		*20,112,786*
Provisions for liabilities	20		**(70,009)**		*(89,500)*
Total net assets			**21,728,774**		*20,023,286*
Charity funds					
Restricted funds	21		**4,554,934**		*4,604,139*
Unrestricted funds	21		**17,173,840**		*15,419,147*
Total funds			**21,728,774**		*20,023,286*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 28 November 2022

The notes on pages 27 to 51 form part of these financial statements.

ST GILES HOSPICE

(A company limited by guarantee)
REGISTERED NUMBER: 01430090

COMPANY BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021 £*
Fixed assets					
Tangible assets	15		**10,790,150**		*11,107,584*
Investments	16		**3,931,482**		*3,716,157*
			14,721,632		*14,823,741*
Current assets					
Stocks	17	**-**		*10,969*	
Debtors	18	**3,759,565**		*4,216,057*	
Cash at bank and in hand		**4,200,424**		*1,826,552*	
		7,959,989		*6,053,578*	
Creditors: amounts falling due within one year	19	**(882,920)**		*(764,435)*	
Net current assets			**7,077,069**		*5,289,143*
Total assets less current liabilities			**21,798,701**		*20,112,884*
Provisions for liabilities			**(70,009)**		*(89,500)*
Total net assets			**21,728,692**		*20,023,384*
Charity funds					
Restricted funds	21		**4,554,934**		*4,604,319*
Unrestricted funds	21		**17,173,758**		*15,419,065*
Total funds			**21,728,692**		*20,023,384*

The company's net movement in funds for the year was £1,705,488 (2021 - £3,711,588)

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 28 November 2022

The notes on pages 27 to 51 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	*2021 £*
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	24	**2,577,380**	*1,380,926*
Cash flows from investing activities			
Dividends, interests and rents from investments		**113,629**	*105,407*
Loss on the disposal of tangible fixed assets		**-**	*4,752*
Purchase of tangible fixed assets		**(78,786)**	*(63,246)*
Proceeds from sale of investments		**141,074**	*306,704*
Purchase of investments		**(172,403)**	*(481,739)*
Net cash provided by/(used in) investing activities		**3,514**	**(128,122)**
Change in cash and cash equivalents in the year		**2,580,894**	**1,252,804**
Cash and cash equivalents at the beginning of the year		**2,653,836**	*1,401,032*
Cash and cash equivalents at the end of the year	25	**5,234,730**	*2,653,836*

The notes on pages 27 to 51 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

1.2 Company status

The company is a company limited by guarantee. The members of the company include the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was considered when making these assessments. Throughout the year a number of decisions were made to limit the impact of the pandemic on the sustainability of the Hospice, as mentioned in the Trustee's report. We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

1. Accounting policies (continued)

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,500 or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost

1. Accounting policies (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

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

1.13 Pensions

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by NOW Pensions) and any other pension plan are charged against income when payable.

1. Accounting policies (continued)

1.14 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

Investment fund comprises unrestricted funds that have been set aside by the Trustees to contribute towards the running costs of the hospice in the event of insufficient public support.

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

£996,171 (2021: £2,881,583) of income related to Government grants from NHS England (NHSE). The NHSE awarded funding to allow the hospice to make available bed capacity and community support to provide support to people with complex needs in the context of the continuing COVID-19 situation. On this basis the grant has been treated as unrestricted income.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	2,030,949	100,000	**2,130,949**
Legacies	1,598,613	-	**1,598,613**
	3,629,562	100,000	**3,729,562**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Donations	*2,039,977*	*2,039,977*
Legacies	*2,431,087*	*2,431,087*
	4,471,064	*4,471,064*

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
NHS grants and contracts for patient care	4,024,307	**4,024,307**	*6,473,737*
Recharged services	941,398	**941,398**	*308,203*
Other income	40,024	**40,024**	*29,994*
Total 2022	5,005,729	**5,005,729**	*6,811,934*

5. Income from other trading activities and fundraising events

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from trading subsidiaries	1,556,063	**1,556,063**	*1,616,560*
Sale of donated goods	3,026,778	**3,026,778**	*2,242,655*
Fundraising events	56,256	**56,256**	*59,797*
Merchandise	320	**320**	*274*
Catering & refreshments	15,667	**15,667**	*32,573*
Room hire	29,139	**29,139**	*23,841*
Training & course fees	138,417	**138,417**	*36,090*
	4,822,640	**4,822,640**	*4,011,790*

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Investment income	113,629	**113,629**	*105,351*

7. Other income

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
CJRS income	4,991	**4,991**	*749,010*

The group has been eligible to claim additional funding in the year to 31 March 2021 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received relates to staff costs included in note 13.

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Expenditure on raising voluntary income	93,923	**93,923**	*97,070*
Expenditure on raising voluntary income - staff costs	371,001	**371,001**	*308,208*
	464,924	**464,924**	*405,278*

Fundraising trading expenses

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Fundraising trading expenditure	1,585,367	**1,585,367**	*1,424,823*
Fundraising trading expenses – staff costs	1,268,090	**1,268,090**	*1,809,180*
Fundraising trading expenditure - NI	11,951	**11,951**	*29,990*
Fundraising trading expenditure - pension costs	8,951	**8,951**	*18,145*
Fundraising trading expenses - depreciation	31,917	**31,917**	*51,769*
	2,906,276	**2,906,276**	*3,333,907*

9. Investment management costs

	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Investment management fees	16,318	**16,318**	*9,879*

10. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Operation of the Hospice	8,662,273	149,205	**8,811,478**

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total 2021 £*
Operation of the Hospice	*9,154,354*	*161,399*	*9,315,753*

10. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £
Operation of the Hospice	6,428,234	364,721	2,018,523	**8,811,478**

	Staff costs 2021 £	*Depreciation 2021 £*	*Other costs 2021 £*	*Total 2021 £*
Operation of the Hospice	*7,002,671*	*360,558*	*1,952,524*	*9,315,753*

11. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Operation of the Hospice	6,861,803	1,949,675	**8,811,478**

	Activities undertaken directly 2021 £	*Support costs 2021 £*	*Total funds 2021 £*
Operation of the Hospice	*7,574,043*	*1,741,710*	*9,315,753*

11. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	*Total funds 2021 £*
Wages & salaries	**1,034,307**	*911,533*
Depreciation	**364,721**	*360,558*
Support services and overheads	**81,226**	*77,213*
Executive and PR	**28,929**	*31,146*
Estate and facilities	**230,110**	*218,568*
IT	**210,382**	*142,692*
	1,949,675	*1,741,710*

During the year ended 31 March 2022, the company incurred the following Governance costs:

£18,965 (2021: £10,130) in respect of audit and accountancy fees, £34,744 (2021 - £6,250) in respect of professional fees and staff costs of £98,175 (2021: £81,544).

12. Net income/(expenditure)

	2022 £	*2021 £*
Depreciation of tangible fixed assets	**396,638**	*412,327*
Fees payable to the company's auditor in respect of:		
Auditors' remuneration - audit	**21,550**	*20,550*
Auditors' remuneration - other services	**3,835**	*3,650*
Operating lease rentals	**384,139**	*408,498*

13. Staff costs

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Wages and salaries	**7,010,522**	*8,095,479*	**6,858,351**	*7,695,438*
Social security costs	**589,576**	*578,700*	**577,625**	*548,710*
Contribution to defined contribution pension schemes	**488,129**	*494,015*	**479,178**	*475,870*
	8,088,227	*9,168,194*	**7,915,154**	*8,720,018*

During the year, the group made redundancy and termination payments amounting to £16,104 (2021: £57,981) with respect to 7 (2021: 12) individual cases

The average number of persons employed by the company during the year was as follows:

	Group 2022 No.	*Group 2021 No.*
Hospice services	**274**	*225*
Fundraising	**12**	*15*
Education & training	**1**	*4*
Merchandising	**55**	*95*
	342	*339*

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	*Group 2021 No.*
In the band £60,001 - £70,000	**2**	*2*
In the band £70,001 - £80,000	**1**	*2*
In the band £90,001 - £100,000	**-**	*1*
In the band £100,001 - £110,000	**1**	-

Senior management
The key management personnel of the hospice are represented by the senior management team who are the Group Chief Executive and 5 other Directors, 3 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £440,664 (2021: £518,959)

Volunteers
During the year, the hospice has benefited substantially from the regular services of 360 (2021: 447) volunteers. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 436 (2021: 559). St. Giles Hospice (Promotions) Limited has also received the assistance of nil (2020: 17) volunteers during the year.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, expenses totalling £nil were reimbursed or paid directly to Trustees *(2021 - £28 to Trustee)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

15. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2021	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,827,779**	**18,199,337**
Additions	**-**	**-**	**-**	**-**	**78,786**	**78,786**
Disposals	**-**	**-**	**-**	**-**	**(1,066)**	**(1,066)**
At 31 March 2022	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,905,499**	**18,277,057**
Depreciation						
At 1 April 2021	**3,882,384**	**442,557**	**15,250**	**152,387**	**2,598,757**	**7,091,335**
Charge for the year	**264,252**	**33,386**	**-**	**10,968**	**88,032**	**396,638**
On disposals	**-**	**-**	**-**	**-**	**(1,066)**	**(1,066)**
At 31 March 2022	**4,146,636**	**475,943**	**15,250**	**163,355**	**2,685,723**	**7,486,907**
Net book value						
At 31 March 2022	**9,358,611**	**1,193,303**	**-**	**18,460**	**219,776**	**10,790,150**
At 31 March 2021	*9,622,863*	*1,226,689*	*-*	*29,428*	*229,022*	*11,108,002*

15. Tangible fixed assets (continued)

Company

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2021	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,795,785**	**18,167,343**
Additions	**-**	**-**	**-**	**-**	**78,786**	**78,786**
At 31 March 2022	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,874,571**	**18,246,129**
Depreciation						
At 1 April 2021	**3,882,384**	**442,557**	**15,250**	**152,387**	**2,567,181**	**7,059,759**
Charge for the year	**264,252**	**33,386**	**-**	**10,968**	**87,614**	**396,220**
At 31 March 2022	**4,146,636**	**475,943**	**15,250**	**163,355**	**2,654,795**	**7,455,979**
Net book value						
At 31 March 2022	**9,358,611**	**1,193,303**	**-**	**18,460**	**219,776**	**10,790,150**
At 31 March 2021	*9,622,863*	*1,226,689*	*-*	*29,428*	*228,604*	*11,107,584*

16. Fixed asset investments

Group and company	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 April 2021	**3,704,212**	**11,840**	**3,716,052**
Additions	**172,403**	**258,265**	**430,668**
Disposals	**(141,074)**	**(229,783)**	**(370,857)**
Revaluations	**176,000**	**-**	**176,000**
Management fee	**-**	**(20,486)**	**(20,486)**
At 31 March 2022	**3,911,541**	**19,836**	**3,931,377**
Net book value			
At 31 March 2022	**3,911,541**	**19,836**	**3,931,377**
At 31 March 2021	*3,704,212*	*11,840*	*3,716,052*

Principal subsidiaries

The following were subsidiary undertakings of the company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes

16. Fixed asset investments (continued)

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	**1,418,416**	**573,669**	**844,747**	**2**
St. Giles Hospice Shops Limited	**137,762**	**(102,161)**	**35,601**	**2**

The following companies remained dormant throughout the year:
Walsall Hospice Trading Limited, net assets of £100

17. Stocks

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Raw materials and consumables	**-**	*10,969*	**-**	*10,969*
Finished goods and goods for resale	**11,330**	*29,236*	**-**	*-*
	11,330	*40,205*	**-**	*10,969*

18. Debtors

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Due within one year				
Trade debtors	**663,814**	*614,522*	**662,314**	*613,772*
Amounts owed by group undertakings	**-**	*-*	**722,496**	*513,076*
Other debtors	**81,866**	*159,428*	**81,866**	*159,428*
Prepayments and accrued income	**2,307,845**	*2,933,612*	**2,292,889**	*2,929,781*
	3,053,525	*3,707,562*	**3,759,565**	*4,216,057*

19. Creditors: Amounts falling due within one year

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Trade creditors	**372,914**	*197,193*	**365,476**	*194,316*
Other taxation and social security	**184,318**	*187,114*	**184,318**	*178,760*
Other creditors	**141,011**	*152,738*	**121,561**	*122,356*
Accruals and deferred income	**504,250**	*563,985*	**211,565**	*269,003*
	1,202,493	*1,101,030*	**882,920**	*764,435*

20. Provisions

Group and company

	Dilapidations provision £
At 1 April 2021	**89,500**
Amounts used	**(19,491)**
	70,009

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds						
Roof replacement fund	-	-	-	424,500	-	424,500
March of the Elephants Art Trail	-	-	-	390,000	-	390,000
General Funds	15,419,147	13,576,551	(12,049,791)	(814,500)	227,933	16,359,340
Total Unrestricted funds	15,419,147	13,576,551	(12,049,791)	-	227,933	17,173,840
Restricted funds						
IPU fund	1,205,724	-	(30,850)	-	-	1,174,874
Barn Farm fund	1,111,597	-	(33,217)	-	-	1,078,380
Capital appeal fund	1,712,662	-	(74,202)	-	-	1,638,460
Day Therapies Centre	401,686	-	(9,736)	-	-	391,950
John Haller memorial fund	10,000	-	-	-	-	10,000
Day Room transformation	39,918	-	-	-	-	39,918
The Advice and Referral Centre fund	53,995	-	(1,200)	-	-	52,795
Other restricted funds	68,557	-	-	-	-	68,557
Restricted donation	-	100,000	-	-	-	100,000
	4,604,139	100,000	(149,205)	-	-	4,554,934
Total of funds	20,023,286	13,676,551	(12,198,996)	-	227,933	21,728,774

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	*Income* £	*Expenditure* £	*Gains/ (Losses)* £	*Balance at 31 March 2021* £
Unrestricted funds					
General Funds - all funds	*11,546,160*	*16,149,149*	*(12,903,418)*	*627,256*	*15,419,147*
Restricted funds					
IPU fund	*1,236,574*	-	*(30,850)*	-	*1,205,724*
Barn Farm fund	*1,144,814*	-	*(33,217)*	-	*1,111,597*
Capital appeal fund	*1,786,864*	-	*(74,202)*	-	*1,712,662*
Day Therapies Centre	*411,706*	-	*(10,020)*	-	*401,686*
John Haller memorial fund	*10,000*	-	-	-	*10,000*
Day Room transformation	*40,854*	-	*(936)*	-	*39,918*
The Advice and Referral Centre fund	*55,195*	-	*(1,200)*	-	*53,995*
Other restricted funds	*79,531*	-	*(10,974)*	-	*68,557*
Total Restricted funds	*4,765,538*	-	*(161,399)*	-	*4,604,139*
Total of funds	*16,311,698*	*16,149,149*	*(13,064,817)*	*627,256*	*20,023,286*

Restricted funds

The IPU fund represents funds received towards the building at Whittington and fitting out of the new In-Patient Unit. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund the construction of a hospice in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the construction of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the old In-Patient Unit to create an integrated Day Therapies Centre. This provides services such as a Day Hospice, Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Day Room transformation, which involved significantly improved facilities for patients, was funded in part by a grant from the Department of Health.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day. 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016.

The Hospice received a £100,000 gift from a major donor in quarter 4 of this year. £50k was restricted to the upgrade of syringe drivers to meet compliance requirements and £50k to the ERS service in Sutton. The full value of these funds were yet to be spent at 31 March 2022.

Designated funds

The Board has designated £424,500 of funds in relation to a roof replacement project agreed in the financial year.

A decision was taken on 24th November 2021 to set aside designated reserves for the March of the Elephants art trail sculpture due to take place in 2023, a major fundraising campaign recognising 40 years of providing hospice care.

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Designated funds	-	-	-	**814,500**	-	**814,500**
General funds	**15,419,147**	**13,576,551**	**(12,049,791)**	**(814,500)**	**227,933**	**16,359,340**
Restricted funds	**4,604,139**	**100,000**	**(149,205)**	-	-	**4,554,934**
	20,023,286	**13,676,551**	**(12,198,996)**	-	**227,933**	**21,728,774**

Summary of funds - prior year

	Balance at 1 April 2020 £	*Income* £	*Expenditure* £	*Gains/ (Losses)* £	*Balance at 31 March 2021* £
General funds	*11,546,160*	*16,149,149*	*(12,903,418)*	*627,256*	*15,419,147*
Restricted funds	*4,765,538*	-	*(161,399)*	-	*4,604,139*
	16,311,698	*16,149,149*	*(13,064,817)*	*627,256*	*20,023,286*

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	6,335,216	4,454,934	**10,790,150**
Fixed asset investments	3,931,377	-	**3,931,377**
Current assets	8,179,749	100,000	**8,279,749**
Creditors due within one year	(1,202,493)	-	**(1,202,493)**
Provisions for liabilities and charges	(70,009)	-	**(70,009)**
Total	17,173,840	4,554,934	**21,728,774**

23. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Tangible fixed assets	*6,558,213*	*4,549,789*	*11,108,002*
Fixed asset investments	*3,716,052*	-	*3,716,052*
Current assets	*6,335,412*	*54,350*	*6,389,762*
Creditors due within one year	*(1,101,030)*	-	*(1,101,030)*
Provisions for liabilities and charges	*(89,500)*	-	*(89,500)*
Total	*15,419,147*	*4,604,139*	*20,023,286*

24. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022 £	*Group 2021 £*
Net income for the year (as per Statement of Financial Activities)	**1,705,488**	*3,711,588*
Adjustments for:		
Depreciation charges	**396,638**	*412,327*
Gains/(losses) on investments	**(176,000)**	*(601,233)*
Dividends, interests and rents from investments	**(113,629)**	*(105,407)*
Decrease in stocks	**28,875**	*5,748*
Decrease/(increase) in debtors	**654,037**	*(2,081,783)*
Increase in creditors	**81,971**	*39,686*
Net cash provided by operating activities	**2,577,380**	*1,380,926*

25. Analysis of cash and cash equivalents

	Group 2022 £	*Group 2021 £*
Cash in hand	**5,214,894**	*2,641,995*
Cash on deposit awaiting interest	**19,836**	*11,841*
Total cash and cash equivalents	**5,234,730**	*2,653,836*

26. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	**2,641,995**	**2,572,899**	**5,214,894**

27. Pension commitments

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk.

The pension cost charges, representing employer's contributions to all schemes, amounted to £488,129 (2021: £494,015). Contributions totalling £76,916 (2021: £76,196) were payable at the year end and are included in other creditors.

28. Operating lease commitments

At 31 March 2022 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	*Group 2021 £*
Not later than 1 year	**346,371**	*384,139*
Later than 1 year and not later than 5 years	**745,565**	*641,925*
Later than 5 years	**154,375**	*18,536*
	1,246,311	*1,044,600*

29. Related party transactions

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £518,852 (2021: £481,494). The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £203,644 (2021: £36,825).

Gift aid was received from St Giles Hospice Shops Limited for £35,601 (2021: £3,874) and from St. Giles Hospice (Promotions) Limited for £844,747 (2021: £815,057).

There are no other related party transactions to disclose.

ST GILES HOSPICE

England & Wales - Charity number 509014

Accounts

Registered number: 01430090
Charity number: 509014

ST GILES HOSPICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

ST GILES HOSPICE
(A company limited by guarantee)

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ST GILES HOSPICE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees	Robin Vickers, Chair (appointed 10 December 2020) Lindsey Williams, Deputy Chair Joanne Maidment Bernie Creaven Stephen Ridler Robert Andrew Donald Dr Paul Joshi Sue Read Catherine Finn (appointed 10 December 2020) Simon James (appointed 10 December 2020) Paul Jennings (appointed 10 December 2020) Alison Fowler (resigned 25 November 2020) Dr Magnus Harrison (resigned 25 November 2020) Dr Rashi Negi (resigned 16 February 2021) Sukie Shemar (resigned 10 February 2021) Margaret Wood (resigned 25 November 2020)
Company registered number	01430090
Charity registered number	509014
Registered office	Fisherwick Road Whittington Lichfield Staffs WS14 9LH
Company secretary	Emma Jane Hodges
Chief executive officer	Emma Jane Hodges
Independent auditors	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
Solicitors	Pickerings Solicitors LLP Etchell House Bonehill Road Tamworth Staffordshire B78 3HQ Keely's LLP 28 Dam Street Lichfield Staffordshire WS13 6AA

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Investment Advisor	Cannacord Genuity Wealth Management 41 Lothbury London EC2R 7AE
	CCLA Investment Management Ltd Senator House 85 Queen Victoria Street London EC4V 4ET

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Introduction

The Trustees of the Charity St Giles Hospice, (sometimes referred to in this report as "the Company"), who are also Directors of the Company for the purposes of the Companies Act 2006 are pleased to publish their Annual Report, including the Strategic Report, and audited financial statements for the year ended 31 March 2021.

The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and 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) (effective 1 January 2015). The Trustees also have due regard to the requirements of the Charities Act 2011 and to the public benefit guidance published by the Charity Commission.

St Giles Hospice is a registered charity offering high-quality specialist care for people living with diseases which may not be curable, as well as providing support for their families and carers.

Services include a team of community-based St Giles clinical nurse specialists, a state of the art in-patient unit, Day Services, Hospice at Home, Bereavement and Family Support, and a Lymphoedema service. Patients come from across the hospice's catchment area, which ranges from Ashby-de-la-Zouch and Atherstone in the east, to Cannock and Walsall in the west – and from Burton and Uttoxeter in the north, to Sutton Coldfield and Coleshill in the south. Care is offered at the hospice's centres in Whittington, Sutton Coldfield and Uttoxeter and in patients' own homes across the region. St Giles spends over nine million pounds a year providing its specialist services and with little more than a third of this funded by the Government, the registered charity relies heavily on donations and income generation from the local community.

The Board of Trustees, the Executive Leadership Team ("ELT") and all staff and volunteers at the Charity are committed to providing individualised care for patients and their families. The Charity aims to achieve this by providing consistent high quality, cost effective care underpinned by sound governance across all aspects of the organisation. Care is based on an active collaboration with patients, their families and carers to establish their wishes and needs, underpinned by expert holistic assessment by multi-professional teams.

Structure, governance and management

a. Structure

St Giles Hospice was incorporated on 15 June 1979 and received its first in-patient on 12 April 1983. It is governed by a Memorandum and Articles of Association, which were last subject to full review in 2015. The Charity's overriding objective, as defined in the Memorandum, continues to be the relief of sickness and the preservation of health. The Charity's aims fully reflect the legal objects and purposes the Charity was set up to further.

Structure, governance and management (continued)

b. The Governing Body

The Board of Trustees (the Board) is the governing body of St Giles Hospice. The purpose of the Board is to enable the Hospice to fulfil its charitable objectives by ensuring sound governance of the Charity.

All Trustees give their time voluntarily and receive no benefits from the Charity. When new Trustees are appointed, an induction programme is arranged, including a tour of the Hospice sites and visits to the subsidiary companies, a briefing from the CEO on current developments both at the Hospice and in palliative care more generally, meeting with all members of the ELT to discuss their respective roles and portfolio, statutory and mandatory training modules and meetings with the Chairman and members of the Board of Trustees.

The Board meets once every three months to review performance in the previous quarter, plus additional Board Meetings should the need arise. The quorum for Board and Governance meetings is two Charity Trustees or the number nearest to one third of the total number of Charity Trustees, whichever is greater, or such larger number that the Charity Trustees may decide from time to time. The total attendances were ninety one out of a possible total of one hundred and nine. In addition to this the Chair, Deputy Chair and Group Chief Executive meet on a monthly basis or more often if it is required.

Trustees are elected for a term of office of three years, after which a Trustee may stand for re-election. Trustees may offer themselves for re-election up to a maximum of three times, the maximum term of office being nine years. The maximum term of nine years, was implemented in 2019, in accordance with 2017 Charity Governance Code. At the 2020 Annual General Meeting, Andy Donald, Bernie Creaven and Lindsey Williams were re-elected; Margaret Wood and Alison Fowler retired and Magnus Harrison resigned from the role of Trustee. During the financial year 2020 – 2021, the following Trustees were appointed; Rob Vickers, Cath Finn, Simon James and Paul Jennings. As at 31 March 2021, there were eleven Trustees.

During 2020 – 2021 the Board and the Executive and Senior Management Teams dealt with the challenges that came as a result of the Covid-19 pandemic. The Board met on a fortnightly basis during the peak of the crisis. There have been five extra- ordinary Board meetings in this financial year.

A Remuneration, Skills and Recruitment Committee meet as a sub-committee of the Board to ensure that the Trustee Board has the skills and experience required to meet its legal requirements and to support the achievement of the strategic direction of St Giles. This Committee also interviews and makes recommendations to the Trustee Board regarding the appointment of new Trustees and members of the Executive Leadership Team/Senior Management Team.

Membership of the Company is open to anyone, subject only to formal approval by the Board. There are currently forty-three members of the Company.

During the financial year 2020 - 2021, a new aspect governance committee was established focusing on delivering a medium to long term strategy which sets out detail of how the Hospice will deliver its services over the next three to five years. The committee is called the Healthcase Strategy & Trading Board (HSTB). There are four main governance committees: Care Services; Audit and Risk; Workforce Assurance & Programme Board and the HSTB. Each committee, chaired by a Trustee, comprises of some Trustees and selected members of the Executive and Senior Management Team. The aspect governance committees meet four times a year or more frequently if required.

There is also a Research Ethics sub group Committee chaired by a Trustee, comprising of some Trustees and selected members of the Executive and Senior Management Team. The committee meet three times per year.

In addition, the Board of Trustees oversees corporate governance assurance.

Structure, governance and management (continued)

The Trustees agree strategy and supporting objectives, delegating their execution to the Group Chief Executive and the Executive Management Team. Due to the pandemic, during the financial year 2020 – 2021, the Executive/Senior Management Team met on a weekly basis, with meetings chaired by the Chief Executive. There were also informal Executive and Senior Management Team meetings held on a weekly basis to ensure high level discussion and communication between clinical and non-clinical leads.

During 2020 – 2021, Management Forum meetings were held on a fortnightly basis, chaired by the CEO. A new Restoration and Recovery Group was formed, who met weekly in the first instance, dropping to fortnightly then monthly as the year progressed. There were monthly Hospice Briefs, which were held more frequently as required, for staff and volunteers across group, chaired by the CEO. The hospice held Keeping in Touch sessions, led by the CEO and the HR department, specifically aimed at those members of staff who were on furlough or shielding.

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the charitable company. This cover is up to £5m and cost £615.03.

The Trustees sponsor and are committed to a culture of continuous improvement. They have adopted the 2017 Charity Governance Code, and endeavour to meet its recommended practices and outcomes based upon its seven principles: Organisational purpose; Leadership; Integrity; Decision making; Risk and control; Board effectiveness; Diversity; Openness and accountability. A Board effectiveness review was undertaken, which was incorporated into our Strategic Priorities for 2020 – 2021.

c. Subsidiary Companies

The Company had four subsidiary companies during the financial year 2020 - 2021; St Giles Hospice Shops Ltd, St Giles Hospice (Promotions) Ltd, Walsall Hospice Trading Ltd, St Giles Hospice Commercial Enterprises Ltd, all limited by shares wholly owned by the Hospice.

However, the decision was made to close St Giles Hospice Commercial Enterprises Ltd and the company was dissolved at companies House on the 23 March 2021.

The Shops Company acts as an agent for the Hospice in both the sale of donated goods and in reclaiming gift aid on donations arising from the sale of donated goods. The Shops Company also sells new, bought-in goods. The Promotions Company runs the Hospice Lottery. Walsall Hospice Trading holds shops' leases but otherwise does not trade; St Giles Hospice Commercial Enterprises (formerly St Giles Hospice Care Agency) does not trade and the company was dissolved on the 23 March 2021.

During the financial year 2019 - 2020, we reviewed the purpose, structure and oversight of the trading companies controlled by St Giles through the Combined Trading Companies Board (CTC). The outcome of the review decided that the statutory entities were to be retained, but that the constituency of the boards should change. It was felt that the board structure had little influence over the strategy and operational management of the businesses at that time and the review of the trading companies' performance was carried out at a number of compliance / assurance meetings within the St Giles organisation. It was agreed there would be an annual Trading Board meeting with the Board comprising of ELT/SMT in addition to the Chair and Chair of Audit and Risk.

During the financial year 2020 – 2021, the impact of Covid on retail, lottery and our ability to generate income was being discussed frequently at Board and Extraordinary Board meetings. With this in mind, Trustees agreed to reinstate the Combined Trading Company with effect from January 2021. The Board is chaired by a Trustee, comprises of some Trustees in attendance, Non-Executive Directors and selected members of the Executive Management Team. The Board meets quarterly or more frequently as required.

Structure, governance and management (continued)

d. Pay policy for key management personnel

Remuneration of the Executive and Senior management is approved by a Remuneration Committee made up of the Chair, Deputy Chair, Chair of Audit & Risk and one other Trustee. For clinical staff we attempt to match the salary and condition of those employed in the NHS.

Objectives and activities

a. Objectives

The objectives of St Giles Hospice, as detailed in the Memorandum and Articles are specifically restricted to the relief of sickness and the preservation of health, in such ways as the Charity shall from time to time determine, within England and Wales. This purpose is further detailed in the Charity Commission return as providing high quality individual care for local people with cancer and other serious illnesses, as well as offering support for their families and carers. This care includes a range of services including specialist care at home, inpatient care, lymphoedema, day services, bereavement, spiritual care, and a range of therapies. In addition to direct patient care services, St Giles has a proactive Community Engagement agenda encouraging more discussion regarding issues to do with dying and bereavement and an Education and Research Agenda aiming to improve palliative and end of life care.

Quality of care is at the heart of what we do at St Giles. Cicely Saunders, the founder of the modern hospice movement said, "How people die remains in the memory of those who live on". At St Giles, we know from the many letters we receive from family members how true this is. We also know from patients how much they appreciate the support for their families leading up to and after their bereavement, knowing that their loved ones are not going to be alone. Our governance, policies, protocols, audits and education all aim to ensure the highest quality of care for our patients and their families; this commitment runs throughout St Giles at all levels and in all roles.

Our focus remains on providing high quality care for patients with specialist palliative care needs. Even though the majority of care that we provide is in the community, this year we have again seen a significant rise in our inpatient unit occupancy rates due to the impact of the pandemic.

St Giles Hospice is committed to offer care on the basis of need and not diagnosis. The Charity recognises the increasing need for high quality end of life care for people living with multiple conditions as well as single diagnoses such as cancer, dementia and heart failure. In each of the strategic aims, the Charity seeks partnerships with others who share their aims in order to address increasing complexity of health and social need in an environment of limited resources.

Clinical Effectiveness & Activity

We are especially proud of being able to demonstrate that we positively enable people to remain at home at the end of their lives, where we know they choose to be.

- 99% of patients who receive care from our Hospice at Home team were able to die at home if that was their wish.
- 99% of urgent referrals took one day or less to be completed by the Advice and Referral team.
- 94% of triage were completed within one day; we were pleased to be able to maintain our high degree of responsiveness to referrals.

(continued)

b. Activities

Core Charitable Activities Data - detailed below is the activity data outlining St Giles' performance of core charitable activities for 2020-2021. The data includes key quality measures that are reportable to statutory commissioners.

	2020/21
Total number outpatient attendances	Nil
Total number of attendances by patients at the Day Hospice	Nil
Total number of visits with patients by the community service	6,797
Total number of Hospice at Home sessions provided	6,340
Referrals received across our clinical departments	3,086
Calls handled by our Advice and Referrals Centre (ARC)	11,231
Total number of complaints Whittington	10
The number of complaints which were investigated and upheld in full	1
The number of complaints which were investigated, resolved but only upheld in part	6
The number of complaints which were investigated and not upheld	3
The number of incidents reported to RIDDOR involving patients (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	3
Total number of patients admitted to Whittington inpatient unit	437
% of patients who went home	42%
% Bed Occupancy	79%
Patients diagnosed with reportable infections whilst on the inpatient unit	0
Average length of stay on the inpatient unit (days)	15.12
Number of falls per occupied bed in a year (Number of beds multiplied by bed occupancy and divided by number of falls)	1.95
**** Walsall inpatient unit**	
Total number of patients admitted to inpatient unit	93
% of patients who went home	49%
% Bed Occupancy	66%
Patients who were diagnosed with reportable infections whilst on the inpatient unit.	0
Average length of stay on the inpatient unit (days)	12.85
Number of falls per occupied bed (Number of beds multiplied by bed occupancy and divided by number of falls)	0.30

** Total number of patients admitted to Walsall inpatient unit reflects the period 1 April 2020 to 31 August 2020 only.

St Giles continues to be heavily reliant on volunteers in delivering its charitable objects:

(continued)

Number of Volunteers by Activity	2020/21
Advice Referral Centre Volunteers	3
Community Volunteers	2
Day Hospice Volunteers	17
Education Volunteers	7
Finance Volunteers	6
Fundraising Volunteers	80
Hospice at Home Volunteers	1
Housekeeping Volunteers	28
Lottery Volunteers	11
Lymphoedema Volunteers	5
Marketing Volunteers	2
Medical Volunteers	1
Quality Assurance & Clinical Education Volunteers	2
Reception Volunteers	51
Stewards Volunteers	11
Supportive Care Volunteers	72
Sutton Volunteers	17
Transport Volunteers	33
Trustees	12
Uttoxeter Volunteers	13
Volunteer Services Volunteers	1
Walsall IPU Volunteers	2
Whittington IPU Volunteers	39
Total	**416**

Subsidiary Company Volunteers

Promotions (Lottery)	4
Shops (including Shenstone Warehouse)	490
Total	494

Research

The Hospice has significantly increased its research activity and is currently undertaking a number of research studies including:

1. With University of Stirling a study entitled "Improving end of life care: supporting the workforce and reducing hospitalisations through an implementation study in care homes"

(continued)

This will provide information on whether needs rounds supported by a palliative care practitioner is a beneficial model of clinical care within care homes.

2. With Keele University a study entitled "An exploration of local views on living and dying with dementia."

Impact on practice/ outcomes - the incidence of people diagnosed with dementia is likely to rise exponentially. Caring for this rising population is problematic, and utilising hospice care is an option that is becoming increasingly explored. The first qualitative phase of this proposed research is to critically explore the experiences, challenges and equity and parity of palliative and end of life services for people with dementia (and associated families) in Staffordshire. The outcomes of this first phase will inform the development of the research questions and methods which can then be tested further in a more substantial phase two of this study.

3. With Kings College London a study entitled "Understanding and improving community palliative care out of hours – Delphi Study"

The aim of the study is to reach an expert consensus on the most essential components of out of hours' palliative care for people being looked after at home. The results of this study could be used to shape the out of hours' provision provided by St Giles Hospice.

4. With Warwick University a study entitled "The impact and implications of Covid-19 on the relational, social, and healthcare experiences of hospice care in the West Midlands"

The aim of the study is to explore the impact Covid-19 has had on patients, carers and staff members who accessed hospice care during the pandemic.

Completed research activity includes work with:

- With Keele University a study entitled "Exploring hospice care from the perspective of people living with multiple sclerosis : An exploratory case study"
- With Sheffield Teaching Hospitals NHS Foundation Trust a study entitled "A multi-centre evaluation of excessive saliva management in patients with motor neurone disease."
- With Kings College London a study entitled "Rapid evaluation of the COVID-19 pandemic response in palliative and end of life care: national delivery, workforce and symptom management (CovPall)"

We have expressed interest in a number of other research studies that are planned for 2021 - 2022.

Assurance for NHS Commissioners in year

St Giles Hospice has sent the three principle Clinical Commissioning Groups ("CCGs") with which it contracts a Quarterly Quality Report. We have met regularly with these Commissioners throughout the year, where the content of these reports form the basis for discussion and review.

The reports cover key patient safety topics including the reporting, monitoring, prevention and management of: Falls, Pressure Ulcers, Accidents, Incidents and Near Misses, Safeguarding (including where associated with Deprivation of Liberty and Mental Capacity), Infection Control, Medicines Management, Complaints and Patient and Family Reported Outcome Measures. In year there were no areas of concern raised which required action.

The Hospice is rated outstanding by the Care Quality Commission ("CQC") and was inspected under the CQC category of Independent Hospitals.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Strategic report

a. Strategic Aims

The financial year 2020/2021 has been a year like no other. We are incredibly proud and humbled by the commitment and dedication of so many colleagues at St Giles and across the health and care economy.

At St Giles, we quickly adapted to new ways of working supporting as many people as we could clinically, sociologically and emotionally during the pandemic. We were able to maintain all of our frontline services including our inpatient care, specialist community nursing, hospice at home and 24/7 Advice with face to face care being provided as required. We moved all of our bereavement support and group activities online, supporting people on how to use Zoom. We tried to ensure that everyone was being contacted regularly whether that be patients, families, volunteers or staff.

We cared for people with and without Covid, both onsite and in people's home. Our team adjusted to help loved ones understand visiting rules and used technology where necessary to help people say goodbye. We are only just starting to understand the impact of the pandemic on the health and wellbeing of our teams and communities. It is anticipated that responses to grief will be more complex and we will continue to do all we can to support resilience and community cohesion as part of our bereavement services.

Lockdown impacted our shops and we furloughed everyone we could to focus on the sustainability of the charity. Furlough, government support with grants, additional NHS England funding negotiated by Hospice UK and local financial support ensured that we survived financially. The community response to our fundraising challenges has been phenomenal.

As we look forward to 2021/22 our theme is Recovery and Sustainability. This is not just about the business impact of the pandemic, but also recovery in terms of our workforce's wellbeing and our range of services. We are committed to sustaining our focus on the patient and their loved ones, quality of care and our role in the community.

We are concerned about the impact of Covid on people with cancer and also individuals who do not currently have equal access to palliative care. We will be working with our health and care partners to help address these issues.

Prior to the pandemic, the Board and Senior Management Team worked towards year four of the five-year strategy that was launched in 2017. The strategy, which defined the strategic aims, highlighted our commitment to care and the estimated additional one thousand people in the community who could benefit from our support.

It outlined the need to challenge preconceptions around hospice care and tackle some of the taboos surrounding death, dying and bereavement. We believe that encouraging open, honest conversations around end of life issues can encourage people living with palliative illnesses to seek help at an earlier stage. We also believe that having these conversations, whether as individuals, organisations or health care providers, can help to create more compassionate communities, who are better equipped to support people who are grieving or at the end of their life.

Strategic report (continued)

b. Achievements and performance

In addition to our ongoing commitment to providing exceptional levels of care through our direct clinical services, there were two specific priorities to enhance support to St Giles' beneficiaries, which were reportable to the board in 2020/21.

1. **Workforce for the Future**

The Patients of the Future project proposed and accepted a care model for St Giles that clarifies its core charitable purpose and response to the wider challenges of palliative and end of life care. Two workforce workshops took place during the Patients of the Future project and these findings have been used to formulate six work streams sitting under Workforce for the Future. The work streams pick up on feedback raised at engagement events and from the staff survey. Each of these will have a project document with more details regarding the purpose of the piece of work, timescales and resource allocation.

What we aim to achieve:

The strategy is to ensure the workforce has the skills required to deliver the Patients of the Future strategy. In addition, Workforce for the Future considers organisational culture, staff morale, education and pay and reward.

Progress will be monitored and reported:

The development of this strategy will be overseen and monitored directly by the Board to whom we will report quarterly progress.

2. **Restoration and Recovery**, which includes:
   a) Financial Recovery including trading
   b) Service Recovery including digital and information governance (this includes interoperability of systems)

Looking to the future, it is crucial that we are in the best position possible when recovering from the pandemic. We aim to continue to provide a high level of care to as many people as we are able to, whilst adjusting to the world post Covid-19. To do this, we need to consider our financial sustainability, digital innovation and our service provision needs.

What we aim to achieve:

A sustainable financial model that continues to deliver high quality care. In addition, where necessary, to restore and redesign our clinical service as a consequence of Covid-19.

Progress will be monitored and reported to the Board quarterly or more frequently as required.

This year we will produce three plans to assist us in achieving our overall aim; the plans will consider our financial plans, digital invocation and our services. The development and implementation of these plans are fundamental to the strategy for our organisation; they will be overseen and monitored directly by the Board to whom we will report quarterly progress.

Strategic report (continued)

c. Other activity

Other projects that St Giles took part in during 2020 - 2021 included:

My Wishes

Building on the work of the first phase of the My Wishes project which started in 2020, the second phase aims to take the learning about advanced care planning in the community and look to integrate the process within NHS patient care record. This is important to support uptake and support from the public and NHS staff as the information in care plans becomes more readily available to health and social care workers as it is needed.

Initially, it was hoped that a third party website such as My Wishes could be hosted in the NHS patient care record; however after seeking advice from NHS digital it became clear that the data sharing requirements needed by the NHS for this would take longer to arrange than the duration of our project. An alternative solution, creating a care planning form in the NHS App was felt to be more achievable.

Working closely with community members, a new Advanced Care Planning form has been developed and is in the initial stages of testing. Arrangements are being made to integrate the form (expected in the autumn of 2021). The project has the support of 3 local GP surgeries and their Patient Participation Groups who will aid the hospice in getting their patients to complete the forms.

Care Home Project

St Giles Hospice has supported 26 care homes in the South East Staffordshire area since March 2018. This project was extended in April 2020 to support 16 care homes in the North Birmingham area. Most care homes involved in the project are engaging well with the facilitators. Facilitators are now able to visit the homes in person which is improving engagement with some care homes who had struggled with contact via phone or a teleconferencing platform. The Covid-19 pandemic has been a particularly difficult time for care homes and their staff, the facilitators have provided general support/debriefs for staff whilst also supporting with the project. Facilitators have also been supporting care home staff to put in place future planning for their residents to prevent avoidable admissions to hospital and support residents to die in the care homes.

Social Prescribing

We continue our partnership with four other VCSE organisations to develop and deliver social prescribing within East Staffs and Mercian PCN. This funded work has enabled the development of strong links with these organisations and access to funding to support the delivery of loss, grief and bereavement workshops, and training for SPLW's throughout Staffordshire.

The work is also providing a platform and opportunity for the development of a public health approach to palliative care through interest in adopting the compassionate cities charter as part of a compassionate community.

We are also working with local community partners to build a compassionate community and partnership approach to support people with learning disability who are facing death, dying and bereavement. The project aims to develop and build sustainable relationships as well as raise awareness and provide training.

Strategic report (continued)

Care Coordination

Via our connections with East Staffordshire and Mercian PCN's, we have been given an opportunity to lead on the implementation of a new role in primary care, care coordinators. St Giles is being funded to employ and manage a small team of care coordinators who will focus on improving care for people in care homes by working closely with the care homes, GP's and the wider MDT.

d. Fundraising

All St Giles Hospice fundraising activities are managed by the Income Generation Director and are split broadly into 3 income generating departments of Fundraising, Retail and Lottery.

All Fundraising activities are managed by the internal fundraising team and we comply with all relevant statutory regulations including the Charities Act 2011, The Charities Act 2016 and the Data Protection Act 2018. We are registered with the Fundraising Regulator and use their trust mark on all relevant materials to show our commitment to best practice. As part of our registration with the Fundraising Regulator we follow all Fundraising Code of Practice and are members of the Institute of Fundraising.

Our Supporter Care team and internal fundraisers manage all of our In Aid Of activities and mass participation events and are committed to excellent stewardship of our donors and supporters to ensure an excellent supporter journey. Every In Aid Of supporter will receive a 'Letter of Authority' upon registration outlining our expectations and codes of practice as well as offering advice on fundraising techniques that require specific management e.g. raffles. All participants in our mass participation events sign up to relevant terms and conditions associated with the event upon registration. All people fundraising on our behalf will have a point of contact within the fundraising team to offer help, advice and support and ensure all fundraising undertaken in our name is done so with the high standards we adhere to.

Any commercial participator agreements we enter in to are done so as a tripartite agreement with the charity, trading company and commercial participator.

Lottery canvassing has been on hold during the covid 19 pandemic, when it resumes it will be delivered via agency staff. Staff receive an in depth induction on joining St Giles Hospice Lottery and ongoing review and training to ensure their standards and practices in dealing with the public are to the highest standard and compliant with current fundraising and gambling legislation and guidance. Any agencies we work with are experienced in charity fundraising and have to meet our required standard of quality checks and training. External agents are required to visit the hospice and undertake a hospice tour and induction training prior to representing St Giles. Regular checks and quality calls are made to ensure agents are representing the hospice to the required standard.

Our lottery is licensed by the Gambling Commission and operates in compliance with the Lottery Conditions and Codes of Practice (LCCP). We are members of the Hospice Lotteries Association and the Lotteries Council, who provide information, training and share best practice across the charity and hospice lottery sector.

Our lottery age restriction is set at 18 years and above – higher than the legal age limit of 16.

All Fundraising and Lottery communications with a donor, whether administration, relationship management or marketing are recorded using our centralised database Donorflex.

St Giles Shops are members of the Charity Retail Association and abide by its code of conduct. We operate a retail network, house clearance and furniture collection schemes. Majority of goods sold are donated and all donors have the option of joining the Retail Gift Aid scheme. No undue pressure is put on our donors who have signed up to the scheme as our compulsory notifications state the value of the goods sold and allow donors to

Strategic report (continued)

claim back monies raised on donated goods if they wish. The scheme also provides donors with a regular update of monies raised for the charity, supporting our commitment to excellent stewardship.

We also sell a small range of new goods, with Christmas cards being our biggest seller. We collaborate with external commercial outlets to sell St Giles Christmas cards and monitor sales and monies raised regularly – this is managed by our Brought Goods Manager who regularly visits these outlets and arranges cash uplifts. Once stock is reconciled we issue a VAT invoice at the end of the season and balances paid.

All shops staff had Dementia Friends training which identified the protection of vulnerable people and to watch for unnecessary shopping habits and how to raise the alarm if shops were concerned about a regular shopper.

In year 20/21 there was 1 complaint and 1 concern involving Fundraising or Lottery.

In the year 20/21 there were 11 complaints and 19 concerns relating to retail. The overall theme was refusal to accept donations which was directly related to covid-19 restrictions. All complaints were handled via the complaints process, were resolved and are now closed.

Financial review

a. Financial Review

To enable the Charity to continue offering its end of life services free of charge means continuing discussions over funding with the NHS, the maximisation of existing income streams, the development of new initiatives and being cost effective in the delivery of services.

The Trustees report that the Statement of Financial Activities shows a surplus for the year of £3,711,588 (2020: deficit of £873,172).

The year has been a turbulent one, filled with much uncertainty around our financial position and a number of difficult decisions have had to be made, closure of services, restructuring and redundancies being amongst them.

During the year the shops business has been through numerous changes with repeated lockdowns and permanent closures. They have taken advantage of the various schemes that have been available to them, along with a significant loss of earnings insurance claim which has left them in a neutral position. So far we have seen a good bounce back in the remaining shops and are hopefully that the shops business should recover over the next few years.

The welcomed support from NHS England through covid related grants has helped tremendously, as has the receipt of a couple of significant legacies during the year. This will help to cushion St Giles while we transition into a strategy of service transformation which will give rise to a more sustainable position with a balanced financial position over the coming years.

St Giles Walsall Hospice

As part of our long term strategic planning, we made the difficult decision to transfer the running of the Walsall Hospice into the NHS. Unlike most areas, all of the other specialist palliative care services are run by the NHS in Walsall and therefore this transfer made sense for the system and for patients. NHS End of Life Care in Walsall was also rated outstanding by CQC meaning there should be no loss of quality. This move also helped contribute to the hospices financial planning.

b. Income

As a proportion of total expenditure on services, NHS income increased significantly to 69.5% from 34.5%, this increase includes the additional covid grants received from NHS England, with these removed there is an increase to 38.6%. This relates to fully funded additional services rather than an increased contribution to the long-standing specialist palliative care services that St Giles receives an NHS contribution towards. Therefore, whilst diversifying how we support our communities is positive, the income required for traditional hospice services is still under funded.

c. Reserves policy

The Trustees have reviewed the reserves of the Charity including the nature of the income and expenditure streams, the need to match variable income and fixed commitments, and the nature of the reserves.

The Board of Trustees has set a reserves policy:

- The most significant risk to the financial sustainability of the Hospice is the potential for a rapid deterioration in income, which cannot be matched, immediately with a corresponding reduction in costs. Therefore, reserves should be sufficient to cover the maximum foreseeable reduction in income within a period of twelve months. In addition, reserves should also allow for the completion of capital expenditure projects in progress or planned for the following twelve months, should cover the anticipated monthly fluctuation in cash flows and include a contingency for unexpected material expenditure not included in the budget for the coming year.
- The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the Charity's continuing obligations at least on a quarterly basis at the Audit & Risk Aspect Governance Committee.

Total funds of the group at the year-end stood at £20,023,286 (2020: £16,331,698). Restricted funds totalled £4,604,139 (2020: £4,765,538) and unrestricted funds totalled £15,419,147 (2020: £11,546,160).

Free reserves of the group at the year end, stood at £8,860,934 (2020: £4,789,789).

The Trustees apply a risk assessment and mitigation approach to arriving at a figure for the minimum level of reserves to be held. At the year end, the threshold calculated provided a figure of £3.27m in free reserves. Over the past few years there has been a deliberate use of excess reserves as surplus cash has been applied to fund the extension of care services. St Giles is working hard to assess and then match its anticipated levels of income and expenditure over the coming years.

d. Investments policy

Canaccord Genuity and CCLA Investment Management Ltd. manage the Hospice's investments. The Audit and Risk Aspect Governance Committee reviews the investment managers' reports every three months.

The investment objectives are to achieve long-term capital and income growth in a moderately conservative manner, following guidelines agreed by the Trustees. The investment managers have discretion in the management of a portfolio within given criteria.

The Memorandum and Articles of Association permit funds to be invested as the Trustees see fit, providing these powers of investment are only exercised for the purpose of attaining the objectives and in a manner that is legally charitable. The Charity has a formal written investment policy.

e. Going concern

We have set out in the Trustees' Report a review of the financial performance, risk management policies, the charities reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was central to these assessments. Our Trustees have concluded that there are no material uncertainties that call into doubt the charities ability to continue. The financial statements have therefore been prepared on the basis that the charity is a going concern.

f. Plans for 2021-22

Strategic Priorities for 2021-2022:

The main focus for 2021-2022 is the consideration and approach to delivering a sustainable model of hospice care. The aim, objective and goal of service transformation and financial recovery programme are as follows: -

Aim - to continue to be a high quality, forward thinking hospice working in partnership with our community and the healthcare system for future generations

Objective - to achieve the best level of financial stability and resilience possible within the context of the hospice ethos and design principles

Goal - To achieve a balanced budget

Trustees approved the Three Year Recovery and Clinical Transformation plan in May 2021.

The Executive Leadership Team have prioritised the following as key work streams to focus on during Year 1. ELT meet weekly to forward this agenda: -

1. Reporting and Impact Monitoring for the Delivery of the Plan
2. Paid for Services
3. In Memorium Fundraising
4. Articulating and Measuring the Unique Hospice Offer from the Hospice's Design Principles
5. Implementing the Cultural Map at St Giles as part of supporting the recovery for staff from the challenges of working through a pandemic and aligning to the recovery plan.

Progress on the above is monitored weekly and reported to Aspect Committees and Trustee Board on a quarterly basis, or more often as appropriate.

The development and implementation of the recovery and clinical transformation plans are fundamental to the future strategy for our organisation. They will be overseen and monitored directly by the Board of Trustees to whom we will report quarterly progress, or more frequently as appropriate.

g. Principal risks and uncertainties

The principal risks to the Charity are:

- Reduced income from subsidiary companies and fundraising activities creating risk to financial sustainability and service delivery.
- Potential for reputational risk and a reduction of voluntary support due to closure or reduction of a service due to financial constraints
- Loss of NHS income creating risk to financial sustainability and service delivery
- Other providers looking to offer a wider range or duplicate service for no or reduced cost to the health system causing a risk to voluntary and/or statutory income.

The principal uncertainties arise from the external environment:

- The economic impact of Covid-19 in particular on trading
- Uncertainty on the structure, timing and impact of new models by NHS CCGs for end of life care services
- Changing complexity and disease profiles of patients, and the increase in demand

h. Management of risks

The Risk Register identifies the governance committee primarily responsible for monitoring the risk and seeks assurance of the management of that risk. Every risk is set a target consequence; likelihood and score set with a timeline set for attainment, and is allocated to a member of the Executive Leadership Team for management oversight.

Risk is a standing item on the ELT and SMT meeting agendas, with each directorate having their own risk register. Directors receive and respond to newly identified organisational risks, escalating to the organisational risk register as appropriate. In addition, each division formally reviews the risk register quarterly, noting mitigating actions undertaken and revising risk scores accordingly.

Statement of engagement with employees

Our Executive Leadership Team (ELT) is made up of Directors who meet on a weekly basis to discuss the performance of the Charity in line with our strategic priorities.

Management Forum meetings are held monthly, or more frequently as required, and chaired by the CEO. The Restoration and Recovery Group was formed at the beginning of the pandemic to work through key decisions and actions the hospice needed to take and work through some of the scenarios we faced – this included the production of risk assessments, policies and guidelines, service plans, zoning and the Staff Charter. This Group consisted of ELT and senior managers, and decisions were cascaded to staff. These meetings were initially held weekly, dropping to fortnightly then monthly and are now more ad hoc. Monthly Hospice Briefs are held for staff and volunteers across group, chaired by the CEO. This is an open forum meeting, staff are updated on current areas of work, issues on the horizon and there is a Q&A session at the end. Managers attend a monthly Managers forum meeting where specific topics are covered and a Q&A session is held. Managers are invited to present to the group.

The Workforce Assurance Programme Board meets quarterly with the 4 main areas of focus being 1) Align Well; 2) Recruit Well and Join Well; 3) Learn and Grow Well; 4) Resolve Well. Along with the People & OD Group, work is being undertaken on describing Our Common Purpose in terminology that befits both the internal and external audience. The minutes of the Workforce Assurance Programme Board are available for the Trustee Board. In addition, the Workforce Assurance Programme Board reviews data that may suggest there are issues within the workforce such as increased turnover, grievances, sickness etc. and also to review the ongoing development of employees with regards to training, education and appraisals.

Directors undertake Trustee visits as part of their induction and ongoing in order to engage directly with teams from across the Hospice and attend many of the employee engagement and/or fundraising events that are held throughout the year.

Board decisions are made with consideration to the impact on employees by bringing together the views of the Executive team and Directors.

Annual General Meeting

The Annual General Meeting of the Charity will be held on Wednesday 24 November 2021.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

In accordance with company law, we, the Trustees, acting also as Directors of the Company, certify that so far as we are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware. Each Trustee has taken all the steps that ought to have been taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Auditors

The Charity's auditors, Crowe UK LLP, have indicated their willingness to continue in office and, in accordance with Section 485 of the Companies Act 2006, a resolution proposing their re-appointment will be put to the Annual General Meeting.

Approved by order of the members of the board of Trustees at the Annual General Meeting and signed on their behalf by:

Rob Vickers
(Chair of the Board of Trustees)
Date: 8 September 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE

Opinion

We have audited the financial statements of St Giles Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, 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 incoming resources and application of resources, including its 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the 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 our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST GILES HOSPICE (CONTINUED)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

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

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

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, income testing on a sample basis, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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

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 Auditors' 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kerry Brown

Kerry Brown (Senior statutory auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House

Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 5 October 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from:					
Donations and legacies	3	**4,471,064**	**-**	**4,471,064**	*4,263,968*
Charitable activities	4	**6,811,934**	**-**	**6,811,934**	*3,909,720*
Other trading activities	5	**4,011,790**	**-**	**4,011,790**	*5,525,179*
Investments	6	**105,351**	**-**	**105,351**	*130,842*
Other income	7	**749,010**	**-**	**749,010**	*-*
Total income		**16,149,149**	**-**	**16,149,149**	*13,829,709*
Expenditure on:					
Raising funds	8,9	**3,749,064**	**-**	**3,749,064**	*4,524,928*
Charitable activities	10	**9,154,354**	**161,399**	**9,315,753**	*10,029,488*
Total expenditure		**12,903,418**	**161,399**	**13,064,817**	*14,554,416*
Net income/(expenditure) before net gains/(losses) on investments		**3,245,731**	**(161,399)**	**3,084,332**	*(724,707)*
Net gains/(losses) on investments		**627,256**	**-**	**627,256**	*(148,465)*
Net movement in funds		**3,872,987**	**(161,399)**	**3,711,588**	*(873,172)*
Reconciliation of funds:					
Total funds brought forward		**11,546,160**	**4,765,538**	**16,311,698**	*17,184,870*
Net movement in funds		**3,872,987**	**(161,399)**	**3,711,588**	*(873,172)*
Total funds carried forward		**15,419,147**	**4,604,139**	**20,023,286**	*16,311,698*

The notes on pages 28 to 53 form part of these financial statements.

ST GILES HOSPICE
(A company limited by guarantee)
REGISTERED NUMBER: 01430090

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		*2020 £*
Fixed assets					
Tangible assets	15		**11,108,002**		*11,461,835*
Investments	16		**3,716,052**		*2,975,782*
			14,824,054		*14,437,617*
Current assets					
Stocks	17	**40,205**		*45,953*	
Debtors	18	**3,707,562**		*1,625,779*	
Cash at bank and in hand		**2,641,995**		*1,353,193*	
		6,389,762		*3,024,925*	
Creditors: amounts falling due within one year	19	**(1,101,030)**		*(1,150,844)*	
Net current assets			**5,288,732**		*1,874,081*
Total assets less current liabilities			**20,112,786**		*16,311,698*
Provisions for liabilities	20		**(89,500)**		*-*
Total net assets			**20,023,286**		*16,311,698*
Charity funds					
Restricted funds	21		**4,604,139**		*4,765,538*
Unrestricted funds	21		**15,419,147**		*11,546,160*
Total funds			**20,023,286**		*16,311,698*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 8 September 2021

The notes on pages 28 to 53 form part of these financial statements.

ST GILES HOSPICE

(A company limited by guarantee)
REGISTERED NUMBER: 01430090

COMPANY BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	15		**11,107,584**		*11,454,570*
Investments	16		**3,716,157**		*2,975,887*
			14,823,741		*14,430,457*
Current assets					
Stocks	17	**10,969**		*10,969*	
Debtors	18	**4,216,057**		*1,848,425*	
Cash at bank and in hand		**1,826,552**		*823,931*	
		6,053,578		*2,683,325*	
Creditors: amounts falling due within one year	19	**(764,435)**		*(801,986)*	
Net current assets			**5,289,143**		*1,881,339*
Total assets less current liabilities			**20,112,884**		*16,311,796*
Provisions for liabilities	20		**(89,500)**		-
Total net assets			**20,023,384**		*16,311,796*
Charity funds					
Restricted funds	21		**4,604,319**		*4,765,538*
Unrestricted funds	21		**15,419,065**		*11,546,258*
Total funds			**20,023,384**		*16,311,796*

The company's net movement in funds for the year was £3,711,588 (2020 - £(873,074)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Rob Vickers
Chair of Trustees
Date: 8 September 2021

The notes on pages 28 to 53 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	24	**1,380,926**	*(598,499)*
Cash flows from investing activities			
Dividends, interests and rents from investments		**105,407**	*130,842*
Loss on the diposal of tangible fixed assets		**4,752**	-
Purchase of tangible fixed assets		**(63,246)**	*(332,207)*
Proceeds from sale of investments		**306,704**	*1,371,373*
Purchase of investments		**(481,739)**	*(645,442)*
Net cash (used in)/provided by investing activities		**(128,122)**	**524,566**
Change in cash and cash equivalents in the year		**1,252,804**	**(73,933)**
Cash and cash equivalents at the beginning of the year		**1,401,032**	*1,474,965*
Cash and cash equivalents at the end of the year	25	**2,653,836**	*1,401,032*

The notes on pages 28 to 53 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

1.2 Company status

The company is a company limited by guarantee. The members of the company include the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

We have set out in the Trustee's report a review of the financial performance, risk management policies, the charity's reserves position and other factors likely to affect future development, including the impact of economic uncertainty on voluntary income. The impact of coronavirus was considered when making these assessments. Throughout the year a number of decisions were made to limit the impact of the pandemic on the sustainability of the Hospice, as mentioned in the Trustee's report. We believe that there are no material uncertainties that call into doubt the charity's ability to continue, and therefore the financial statements have been prepared on the basis that the charity is a going concern.

1. Accounting policies (continued)

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,500 or more are capitalised.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- 2% of cost
Long-term leasehold property	- 2% of cost
Short-term leasehold property	- Straight line over life of the lease
Motor vehicles	- 20% of cost
Fixtures and fittings	- 20% of cost
Computer equipment	- 33.3% of cost

1. Accounting policies (continued)

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

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

1.13 Pensions

Pension contributions to the group personal pension plan, the NHS superannuation scheme, the Auto Enrolment Pension Plan (administered by NOW Pensions) and any other pension plan are charged against income when payable.

1. Accounting policies (continued)

1.14 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes.

Investment fund comprises unrestricted funds that have been set aside by the Trustees to contribute towards the running costs of the hospice in the event of insufficient public support.

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Accrued income includes legacy income amounts. In recognising accrued legacy income, the Trustees have considered the probability of receiving each legacy. Each legacy is carefully assessed to determine an appropriate allowance which reflects the possibility of not subsequently receiving the full legacy income amounts that the Charity is aware of. The allowance is based on the circumstances behind each legacy and the probability of receiving the income.

£2,881,583 of income related to Government grants from NHS England (NHSE). The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. On this basis the grant has been treated as unrestricted income.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	2,039,977	-	**2,039,977**
Legacies	2,431,087	-	**2,431,087**
	4,471,064	-	**4,471,064**

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Donations	*1,868,806*	*6,000*	*1,874,806*
Legacies	*2,389,162*	-	*2,389,162*
	4,257,968	*6,000*	*4,263,968*

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
NHS grants and contracts for patient care	6,473,737	**6,473,737**	*3,463,259*
Recharged services	308,203	**308,203**	*356,106*
Other income	29,994	**29,994**	*90,355*
Total 2021	6,811,934	**6,811,934**	*3,909,720*

5. Income from other trading activities and fundraising events

Income from fundraising events

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from trading subsidiaries	1,616,560	**1,616,560**	*1,970,890*
Sale of donated goods	2,242,655	**2,242,655**	*3,284,384*
Fundraising events	59,797	**59,797**	*66,195*
Merchandise	274	**274**	*2,032*
Catering & refreshments	32,573	**32,573**	*115,022*
Room hire	23,841	**23,841**	*34,271*
Training & course fees	36,090	**36,090**	*52,385*
	4,011,790	**4,011,790**	*5,525,179*

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Investment income	105,351	**105,351**	*130,842*

7. Other income

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
CJRS income	749,010	**749,010**	-

The group has been eligible to claim additional funding in the year to 31 March 2021 from the furlough support scheme provided by the government in response to the coronavirus outbreak (CJRS) whereby the company furloughed staff. The funding received relates to staff costs included in note 13.

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Expenditure on raising voluntary income	97,070	**97,070**	*178,314*
Expenditure on raising voluntary income - staff costs	308,208	**308,208**	*467,214*
	405,278	**405,278**	*645,528*

Fundraising trading expenses

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Fundraising trading expenditure	1,424,823	**1,424,823**	*1,694,211*
Fundraising trading expenses – staff costs	1,809,180	**1,809,180**	*2,058,775*
Fundraising trading expenditure - NI	29,990	**29,990**	*31,148*
Fundraising trading expenditure - pension costs	18,145	**18,145**	*18,906*
Fundraising trading expenses - depreciation	51,769	**51,769**	*61,405*
	3,333,907	**3,333,907**	*3,864,445*

9. Investment management costs

	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Investment management fees	9,879	**9,879**	*14,955*

10. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Operation of the Hospice	9,154,354	161,399	**9,315,753**

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Operation of the Hospice	*9,836,737*	*192,751*	*10,029,488*

10. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £
Operation of the Hospice	7,002,671	360,558	1,952,524	**9,315,753**

	Staff costs 2020 £	*Depreciation 2020 £*	*Other costs 2020 £*	*Total funds 2020 £*
Operation of the Hospice	*7,199,576*	*364,681*	*2,465,231*	*10,029,488*

11. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Operation of the Hospice	7,574,043	1,741,710	**9,315,753**

	Activities undertaken directly 2020 £	*Support costs 2020 £*	*Total funds 2020 £*
Operation of the Hospice	*8,309,550*	*1,719,938*	*10,029,488*

11. Analysis of expenditure by activities (continued)

Analysis of support costs

	NHS grants and contracts 2021 £	Total funds 2021 £	*Total funds 2020 £*
Wages & salaries	911,533	**911,533**	*735,097*
Depreciation	360,558	**360,558**	*364,681*
Support services and overheads	77,213	**77,213**	*93,776*
Executive and PR	31,146	**31,146**	*75,091*
Estate and facilities	218,568	**218,568**	*255,332*
IT	142,692	**142,692**	*195,961*
	1,741,710	**1,741,710**	*1,719,938*

During the year ended 31 March 2021, the company incurred the following Governance costs:

£13,650 (2020 - £10,130) in respect of audit and accountancy fees, £6,250 (2020 - £6,113) in respect of professional fees and staff costs of £81,544 (2020 - £94,861).

12. Net income/(expenditure)

	2021 £	*2020 £*
Depreciation of tangible fixed assets	**412,327**	*426,086*
Fees payable to the company's auditor in respect of:		
Auditors' remuneration - audit	**20,550**	*19,990*
Auditors' remuneration - other services	**3,650**	*5,085*
Operating lease rentals	**643,535**	*643,535*

13. Staff costs

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Wages and salaries	**8,095,479**	*8,545,898*	**7,695,438**	*8,139,751*
Social security costs	**578,700**	*612,182*	**548,710**	*581,034*
Contribution to defined contribution pension schemes	**494,015**	*617,540*	**475,870**	*598,633*
	9,168,194	*9,775,620*	**8,720,018**	*9,319,418*

During the year, the group made redundancy and termination payments amounting to £57,981 (2020: £5,341) with respect to 12 (2020: 3) individual cases

The average number of persons employed by the company during the year was as follows:

	Group 2021 No.	*Group 2020 No.*
Hospice services	**225**	*262*
Fundraising	**15**	*17*
Education & training	**4**	*4*
Merchandising	**95**	*114*
	339	*397*

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	*Group 2020 No.*
In the band £60,001 - £70,000	**2**	*1*
In the band £70,001 - £80,000	**2**	*1*
In the band £80,001 - £90,000	**-**	*1*
In the band £90,001 - £100,000	**1**	*1*

Senior management
The key management personnel of the hospice are represented by the senior management team who are the Group Chief Executive and 5 other Directors, 3 of whom are responsible for clinical services. The total employee benefits of the key management personnel (inclusive of employers national insurance) were £518,959 (2020: £467,639)

Volunteers
During the year, the hospice has benefited substantially from the regular services of 447 (2020: 582) volunteers. Additionally, volunteers working at St. Giles Hospice Shops Limited and its associated warehouse number approximately 559 (2020: 764). St. Giles Hospice (Promotions) Limited has also received the assistance of 17 (2020: 10) volunteers during the year.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, expenses totalling £nil were reimbursed or paid directly to Trustees *(2020 - £28 to 1 Trustee)*.

15. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2020	**13,505,036**	**1,669,246**	**15,250**	**183,003**	**2,774,195**	**18,146,730**
Additions	**211**	**-**	**-**	**4,752**	**58,283**	**63,246**
Disposals	**-**	**-**	**-**	**(5,940)**	**(8,369)**	**(14,309)**
At 31 March 2021	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,824,109**	**18,195,667**
Depreciation						
At 1 April 2020	**3,618,131**	**409,172**	**15,250**	**143,280**	**2,499,062**	**6,684,895**
Charge for the year	**264,253**	**33,385**	**-**	**10,295**	**104,394**	**412,327**
On disposals	**-**	**-**	**-**	**(1,188)**	**(8,369)**	**(9,557)**
At 31 March 2021	**3,882,384**	**442,557**	**15,250**	**152,387**	**2,595,087**	**7,087,665**
Net book value						
At 31 March 2021	**9,622,863**	**1,226,689**	**-**	**29,428**	**229,022**	**11,108,002**
At 31 March 2020	*9,886,905*	*1,260,074*	-	*39,723*	*275,133*	*11,461,835*

15. Tangible fixed assets (continued)

Company

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost or valuation						
At 1 April 2020	**13,505,036**	**1,669,246**	**15,250**	**177,063**	**2,741,689**	**18,108,284**
Additions	**211**	**-**	**-**	**4,752**	**58,283**	**63,246**
Disposals	**-**	**-**	**-**	**-**	**(7,857)**	**(7,857)**
At 31 March 2021	**13,505,247**	**1,669,246**	**15,250**	**181,815**	**2,792,115**	**18,163,673**
Depreciation						
At 1 April 2020	**3,618,131**	**409,172**	**15,250**	**142,686**	**2,468,475**	**6,653,714**
Charge for the year	**264,253**	**33,385**	**-**	**9,701**	**102,893**	**410,232**
On disposals	**-**	**-**	**-**	**-**	**(7,857)**	**(7,857)**
At 31 March 2021	**3,882,384**	**442,557**	**15,250**	**152,387**	**2,563,511**	**7,056,089**
Net book value						
At 31 March 2021	**9,622,863**	**1,226,689**	**-**	**29,428**	**228,604**	**11,107,584**
At 31 March 2020	*9,886,905*	*1,260,074*	*-*	*34,377*	*273,214*	*11,454,570*

16. Fixed asset investments

Group and company	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 April 2020	**2,927,944**	**47,839**	**2,975,783**
Additions	**374,863**	**(374,863)**	**-**
Disposals	**(306,704)**	**355,304**	**48,600**
Revaluations	**601,233**	**-**	**601,233**
Amounts written off	**-**	**85**	**85**
Transfer in of legacy investments	**106,876**	**-**	**106,876**
Foreign exchange movement	**-**	**(16,525)**	**(16,525)**
At 31 March 2021	**3,704,212**	**11,840**	**3,716,052**
Net book value			
At 31 March 2021	**3,704,212**	**11,840**	**3,716,052**
At 31 March 2020	*2,927,944*	*47,839*	*2,975,783*

Principal subsidiaries

The following were subsidiary undertakings of the company:

Names	Company number	Principal activity	Holding	Included in consolidation
St. Giles Hospice (Promotions) Limited	03238435	Operates a lottery to raise funds for the charity	100%	Yes
St. Giles Hospice Shops Limited	01947774	Operates charity shops selling bought in goods to raise funds for the charity	100%	Yes

The financial results of the subsidiaries for the year were:

16. Fixed asset investments (continued)

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
St. Giles Hospice (Promotions) Limited	**1,615,933**	**805,357**	**810,576**	**4**
St. Giles Hospice Shops Limited	**86,270**	**82,396**	**3,874**	**2**

The following companies remained dormant throughout the year:
St Giles Hospice Commercial Enterprises Limited, net assets of £nil - Dissolved on 23 March 2021.
Walsall Hospice Trading Limited, net assets of £100

17. Stocks

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Raw materials and consumables	**10,969**	*10,969*	**10,969**	*10,969*
Finished goods and goods for resale	**29,236**	*34,984*	**-**	*-*
	40,205	*45,953*	**10,969**	*10,969*

18. Debtors

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Due within one year				
Trade debtors	**614,522**	*229,512*	**613,772**	*229,472*
Amounts owed by group undertakings	**-**	*-*	**513,076**	*228,712*
Other debtors	**159,428**	*128,937*	**159,428**	*128,517*
Prepayments and accrued income	**2,933,612**	*1,267,330*	**2,929,781**	*1,261,724*
	3,707,562	*1,625,779*	**4,216,057**	*1,848,425*

19. Creditors: Amounts falling due within one year

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Trade creditors	**197,193**	*278,377*	**194,316**	*276,088*
Other taxation and social security	**187,114**	*167,922*	**178,760**	*160,515*
Other creditors	**152,738**	*126,839*	**122,356**	*104,401*
Accruals and deferred income	**563,985**	*577,706*	**269,003**	*260,982*
	1,101,030	*1,150,844*	**764,435**	*801,986*

20. Provisions

Group and company

	Dilapidations provision £
Additions	**89,500**
	89,500

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds					
General Funds - all funds	**11,546,160**	**16,149,149**	**(12,903,418)**	**627,256**	**15,419,147**
Restricted funds					
IPU fund	**1,236,574**	**-**	**(30,850)**	**-**	**1,205,724**
Barn Farm fund	**1,144,814**	**-**	**(33,217)**	**-**	**1,111,597**
Capital appeal fund	**1,786,864**	**-**	**(74,202)**	**-**	**1,712,662**
Day Therapies Centre	**411,706**	**-**	**(10,020)**	**-**	**401,686**
John Haller memorial fund	**10,000**	**-**	**-**	**-**	**10,000**
Day Room transformation	**40,854**	**-**	**(936)**	**-**	**39,918**
The Advice and Referral Centre fund	**55,195**	**-**	**(1,200)**	**-**	**53,995**
Other restricted funds	**79,531**	**-**	**(10,974)**	**-**	**68,557**
	4,765,538	**-**	**(161,399)**	**-**	**4,604,139**
Total of funds	**16,311,698**	**16,149,149**	**(13,064,817)**	**627,256**	**20,023,286**

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds						
Designated Funds - all funds	*3,896,351*	-	-	*(3,747,886)*	*(148,465)*	-
General funds						
General Funds - all funds	*8,336,230*	*13,823,709*	*(14,361,665)*	*3,747,886*	-	*11,546,160*
Total Unrestricted funds	*12,232,581*	-	*(14,361,665)*	-	*(148,465)*	*11,546,160*
Restricted funds						
IPU fund	*1,267,424*	-	*(30,850)*	-	-	*1,236,574*
Barn Farm fund	*1,178,031*	-	*(33,217)*	-	-	*1,144,814*
Capital appeal fund	*1,861,066*	-	*(74,202)*	-	-	*1,786,864*
Day Therapies Centre	*421,726*	-	*(10,020)*	-	-	*411,706*
John Haller memorial fund	*10,000*	-	-	-	-	*10,000*
Day Room transformation	*42,731*	-	*(1,877)*	-	-	*40,854*
The Advice and Referral Centre fund	*56,605*	-	*(1,410)*	-	-	*55,195*
Other restricted funds	*114,706*	*6,000*	*(41,175)*	-	-	*79,531*
	4,952,289	*6,000*	*(192,751)*	-	-	*4,765,538*
Total of funds	*17,184,870*	*6,000*	*(14,554,416)*	-	*(148,465)*	*16,311,698*

Restricted funds

The IPU fund represents funds received towards the building at Whittington and fitting out of the new In-Patient Unit. Depreciation is charged against the fund.

The Barn Farm fund represents monies raised to fund the construction of a hospice in Sutton Coldfield. Depreciation on the leasehold property and the fixtures, fittings and equipment is charged against the fund.

Capital appeal funds represent monies raised to fund the construction of the hospice, including later additions. Depreciation on freehold property is charged against this fund.

The Day Therapies Centre fund represents primarily a Department of Health grant awarded to the hospice in order to reconfigure the old In-Patient Unit to create an integrated Day Therapies Centre. This provides services such as a Day Hospice, Family Support and Bereavement, Complementary Therapies and Education.

The John Haller memorial fund represents funds available for the promotion of educational projects amongst staff.

The Day Room transformation, which involved significantly improved facilities for patients, was funded in part by a grant from the Department of Health.

The Advice and Referral Centre fund relates to funds received to set up an advice centre which aims to offer advice and information 24 hours a day. 7 days a week. The centre became fully operational in April 2016 and was launched to the general public in May 2016

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
General funds	11,546,160	16,149,149	(12,903,418)	627,256	15,419,147
Restricted funds	4,765,538	-	(161,399)	-	4,604,139
	16,311,698	16,149,149	(13,064,817)	627,256	20,023,286

22. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2019 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2020* £
Designated funds	*3,896,351*	-	-	*(3,747,886)*	*(148,465)*	-
General funds	*8,336,230*	*13,823,709*	*(14,361,665)*	*3,747,886*	-	*11,546,160*
Restricted funds	*4,952,289*	*6,000*	*(192,751)*	-	-	*4,765,538*
	17,184,870	*13,829,709*	*(14,554,416)*	-	*(148,465)*	*16,311,698*

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	**Restricted funds 2021** £	**Total funds 2021** £
Tangible fixed assets	6,558,213	4,549,789	**11,108,002**
Fixed asset investments	3,716,052	-	**3,716,052**
Current assets	6,335,412	54,350	**6,389,762**
Creditors due within one year	(1,101,030)	-	**(1,101,030)**
Provisions for liabilities and charges	(89,500)	-	**(89,500)**
Total	15,419,147	4,604,139	**20,023,286**

23. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Tangible fixed assets	*6,756,371*	*4,705,464*	*11,461,835*
Fixed asset investments	*2,975,782*	*-*	*2,975,782*
Current assets	*2,964,850*	*60,074*	*3,024,924*
Creditors due within one year	*(1,150,843)*	*-*	*(1,150,843)*
Total	*11,546,160*	*4,765,538*	*16,311,698*

24. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2021 £	*Group 2020 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**3,711,588**	*(873,172)*
Adjustments for:		
Depreciation charges	**412,327**	*426,086*
Gains/(losses) on investments	**(601,233)**	*222,796*
Dividends, interests and rents from investments	**(105,407)**	*(130,842)*
Decrease/(increase) in stocks	**5,748**	*(4,596)*
Increase in debtors	**(2,081,783)**	*(195,233)*
Increase/(decrease) in creditors	**39,686**	*(43,538)*
Net cash provided by/(used in) operating activities	**1,380,926**	*(598,499)*

25. Analysis of cash and cash equivalents

	Group 2021 £	*Group 2020 £*
Cash in hand	**2,641,995**	*1,353,193*
Cash on deposit awaiting investment	**11,841**	*47,839*
Total cash and cash equivalents	**2,653,836**	*1,401,032*

26. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	**1,353,193**	**1,288,802**	**2,641,995**

27. Pension commitments

Staff previously employed by the National Health Service and who were members of the National Health Service Superannuation Scheme continue to be members of that scheme. All other staff may become members of St Giles Hospice Group Personal Pension Plan or and Auto Enrolment Pension Plan.

The NHS Scheme is a defined benefit pension scheme. However, the scheme is a multiemployer scheme and the group is unable to identify its share of the underlying assets and liabilities. The scheme is therefore accounted for as a defined contribution scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.pensions.nhsbsa.nhs.uk.

The pension cost charges, representing employer's contributions to all schemes, amounted to £494,015 (2020: £617,540). Contributions totalling £76,916 (2020: £84,750) were payable at the year end and are included in other creditors.

28. Operating lease commitments

At 31 March 2021 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	*Group 2020 £*
Not later than 1 year	**384,139**	*408,498*
Later than 1 year and not later than 5 years	**641,925**	*800,675*
Later than 5 years	**18,536**	*84,863*
	1,044,600	*1,294,036*

29. Related party transactions

Transactions with the subsidiary companies are set out below. The balance outstanding at the year end owed from St. Giles Hospice Shops Limited was £481,494 (2020: £90,306). The balance outstanding at the year end owed from St. Giles Hospice (Promotions) Limited was £36,825 (2020: £138,407).

Gift aid was received from St Giles Hospice Shops Limited for £3,874 (2020: £72,815) and from St. Giles Hospice (Promotions) Limited for £810,576 (2020: £908,608).

There are no other related party transactions to disclose.

Registered number: 01947774

ST GILES HOSPICE SHOPS LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

ST GILES HOSPICE SHOPS LIMITED

COMPANY INFORMATION

Directors	Stephen Ridler (appointed 10 December 2020) Simon James (appointed 10 December 2020) Bernard Kumeta (resigned 4 December 2020) Joanne Maidment (resigned 10 December 2020) Nicholas Wint (appointed 25 March 2021) Elinor Eustace (appointed 5 January 2021) Lindsey Williams (appointed 10 February 2021) David Barton (appointed 16 July 2021) Paul Dennis (appointed 22 July 2021)
Registered number	01947774
Registered office	Fisherwick Road Whittington Lichfield Staffordshire WS14 9LH
Independent auditor	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG

ST GILES HOSPICE SHOPS LIMITED

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DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The directors present their report and the financial statements for the Year ended 31 March 2021.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

Directors

The directors who served during the Year were:

Stephen Ridler (appointed 10 December 2020)
Simon James (appointed 10 December 2020)
Bernard Kumeta (resigned 4 December 2020)
Joanne Maidment (resigned 10 December 2020)
Nicholas Wint (appointed 25 March 2021)
Elinor Eustace (appointed 5 January 2021)
Lindsey Williams (appointed 10 February 2021)

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Auditor

The auditor, Crowe U.K. LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

Stephen Ridler
Director

Date: 8th September 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE SHOPS LIMITED

Opinion

We have audited the financial statements of St Giles Hospice Shops Limited (the 'Company') for the Year ended 31 March 2021, which comprise the Statement of income and retained earnings, the Balance sheet and the related notes, 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 Company's affairs as at 31 March 2021 and of its profit 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 Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 directors' 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 Company'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 directors with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE SHOPS LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The directors 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.

We have nothing to report in this regard.

Opinion 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 Directors' report for the financial Year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has 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.

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, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE SHOPS LIMITED (CONTINUED)

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 1, the directors 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 directors 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 directors are responsible for assessing the 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 directors 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 identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

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

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

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit,

there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 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 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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kerry Brown

Kerry Brown (Senior statutory auditor)

for and on behalf of
Crowe U.K. LLP

Statutory Auditor

Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG
Date: 5 October 2021

STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Turnover	**82,695**	*200,675*
Cost Of sales	**(26,787)**	*(77,312)*
Gross profit	**55,908**	*123,363*
Administrative expenses	**(55,609)**	*(50,548)*
Other operating income	**3,575**	-
Operating profit	**3,874**	*72,815*
Profit after tax	**3,874**	*72,815*
Profit for the Year	**3,874**	*72,815*
Gift aid	**(3,874)**	*(72,815)*
Retained earnings at the end of the Year	**-**	-

The notes on pages 9 to 11 form part of these financial statements.

ST GILES HOSPICE SHOPS LIMITED
REGISTERED NUMBER: 01947774

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £		2020 £	
Current assets					
Stocks		**29,236**		*34,984*	
Cash at bank and in hand		**457,059**		*59,082*	
		486,295		*94,066*	
Creditors: amounts falling due within one year	4	**(486,293)**		*(94,064)*	
Net current assets			**2**		*2*
Total assets less current liabilities			**2**		*2*
Net assets			**2**		*2*
Capital and reserves					
Called up share capital			**2**		*2*
			2		*2*

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Stephen Ridler
Director

Date: 8TH SEPTEMBER 2021

The notes on pages 9 to 11 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

St Giles Hospice Shops Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The company is part of a public benefit group as defined by FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

2.2 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the Company has transferred the significant risks and rewards of ownership to the buyer;
- the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

2.3 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of income and retained earnings in the same period as the related expenditure.

2. Accounting policies (continued)

2.4 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.5 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.6 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.7 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.8 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently at their settlement value at the balance sheet date.

3. Employees

The average monthly number of employees, including directors, during the Year was 78 *(2020 - 92)*. Due to the way staff salaries are apportioned in the Shops accounts the amount does not directly reflect the number of employees.

4. Creditors: Amounts falling due within one year

	2021 £	2020 £
Accruals and deferred income	**4,799**	*2,000*
Amounts owed to group undertakings	**481,494**	*92,064*
	486,293	*94,064*

5. Controlling party

The company's issued share capital is held by St Giles Hospice, a registered charity (number 509014) and a company limited by guarantee (number 01430090) in England and Wales. The Company is included in the consolidated financial statements of St Giles Hospice. Its registered office and principal place of business is Fisherwick Road, Whittington, Lichfield, Staffordshire, WS14 9LH.

DETAILED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Turnover	82,695	200,675
Cost Of Sales	(26,787)	(77,312)
Gross profit	55,908	123,363
Other operating income	3,575	-
Less: overheads		
Administration expenses	(55,609)	(50,548)
Operating profit	3,874	72,815
Profit for the Year/year	3,874	72,815

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Turnover		
Sales	79,776	179,457
Gift aid agency fees	2,919	21,218
	82,695	200,675

	2021 £	2020 £
Cost of sales		
Purchases	26,787	77,312

	2021 £	2020 £
Other operating income		
Furlough income	3,575	-

	2021 £	2020 £
Administration expenses		
Staff salaries	26,268	24,320
Staff national insurance	1,888	2,121
Staff pension costs - defined contribution schemes	675	720
Hotels, travel and subsistence	191	262
Printing and stationery	323	448
Telephone and fax	401	374
Advertising and promotion	1,612	979
Legal and professional	775	1,750
Auditors' remuneration	7,410	2,500
Bank charges	808	428
Rent - operating leases	12,146	12,130
Rates	799	786
Water	78	309
Light and heat	1,086	1,729
Insurances	445	445
Repairs and maintenance	704	1,247
	55,609	50,548

Registered number: 03238435

ST GILES HOSPICE (PROMOTIONS) LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

ST GILES HOSPICE (PROMOTIONS) LIMITED

COMPANY INFORMATION

Directors	Simon James (appointed 10 December 2020) Andrew Kightley (resigned 15 July 2020) Bernard Kumeta (resigned 4 December 2020) Joanne Maidment Richard Thomas (resigned 15 July 2020) Andrew Wilkinson (resigned 20 July 2020) Stephen Ridler (appointed 10 December 2020) Lindsay Williams (appointed 10 December 2020) David Barton (appointed 3 August 2021) Paul Dennis (appointed 3 August 2021) Nicholas Wint (appointed 3 August 2021)
Registered number	03238435
Registered office	Fisherwick Road Whittington Lichfield Staffordshire WS14 9LH
Independent auditor	Crowe U.K. LLP Black Country House Rounds Green Road Oldbury West Midlands B69 2DG

ST GILES HOSPICE (PROMOTIONS) LIMITED

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Balance sheet	8
Notes to the financial statements	9 - 14
The following pages do not form part of the statutory financial statements:	
Detailed profit and loss account and summaries	15 - 17

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The directors present their report and the financial statements for the Year ended 31 March 2021.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

Directors

The directors who served during the Year were:

Simon James (appointed 10 December 2020)
Andrew Kightley (resigned 15 July 2020)
Bernard Kumeta (resigned 4 December 2020)
Joanne Maidment
Richard Thomas (resigned 15 July 2020)
Andrew Wilkinson (resigned 20 July 2020)
Stephen Ridler (appointed 10 December 2020)
Lindsay Williams (appointed 10 December 2020)

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Auditor

The auditor, Crowe U.K. LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

Stephen Ridler
Director

Date: 8TH SEPTEMBER 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE (PROMOTIONS) LIMITED

Opinion

We have audited the financial statements of St Giles Hospice (Promotions) Limited (the 'Company') for the Year ended 31 March 2021, which comprise the Statement of income and retained earnings, the Balance sheet and the related notes, 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 Company's affairs as at 31 March 2021 and of its profit 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 Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 directors' 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 Company'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 directors with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE (PROMOTIONS) LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The directors 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.

We have nothing to report in this regard.

Opinion 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 Directors' report for the financial Year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has 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.

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, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST GILES HOSPICE (PROMOTIONS) LIMITED (CONTINUED)

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 1, the directors 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 directors 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 directors are responsible for assessing the 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 directors 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 identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

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

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

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit,

there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 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 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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kerry Brown (Senior statutory auditor)

for and on behalf of
Crowe U.K. LLP

Statutory Auditor

Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG
Date: 5 October 2021

STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Turnover	**1,533,865**	*1,770,215*
Cost of sales	**(326,178)**	*(381,254)*
Gross profit	**1,207,687**	*1,388,961*
Administrative expenses	**(478,837)**	*(482,670)*
Other operating income	**85,993**	-
Operating profit	**814,843**	*906,291*
Interest receivable and similar income	**214**	*2,219*
Profit before tax	**815,057**	*908,510*
Profit after tax	**815,057**	*908,510*
Retained earnings at the beginning of the Year	**2**	*100*
	2	*100*
Profit for the Year	**815,057**	*908,510*
Gift aid	**(815,057)**	*(908,608)*
Retained earnings at the end of the Year	**2**	*2*

The notes on pages 9 to 14 form part of these financial statements.

ST GILES HOSPICE (PROMOTIONS) LIMITED
REGISTERED NUMBER: 03238435

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	4		**418**		*7,265*
Current assets					
Debtors: amounts falling due within one year	5	**4,637**		*9,319*	
Cash at bank and in hand		**358,384**		*470,180*	
		363,021		*479,499*	
Creditors: amounts falling due within one year	6	**(363,435)**		*(486,760)*	
Net current liabilities			**(414)**		*(7,261)*
Total assets less current liabilities			**4**		*4*
Net assets			**4**		*4*
Capital and reserves					
Called up share capital			**2**		*2*
Profit and loss account			**2**		*2*
			4		*4*

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

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Stephen Ridler
Director

Date: 8TH SEPTEMBER 2021

The notes on pages 9 to 14 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

St Giles Hospice (Promotions) Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The company is part of a public benefit group as defined by FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies.

The following principal accounting policies have been applied:

2.2 Going concern

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the forseeable future. They continue to believe the going concern basis of accounting is appropriate in preparing the financial statements.

2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

2.4 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of income and retained earnings in the same period as the related expenditure.

2. Accounting policies (continued)

2.5 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.6 Taxation

Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Motor vehicles	- Straight line over 5 years
Office equipment	- Straight line over 3 years
Computer equipment	- Straight line over 2 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.8 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2. Accounting policies (continued)

2.9 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.10 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.11 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently at their settlement value at the balance sheet date.

3. Employees

The average monthly number of employees, including the directors, during the year was as follows:

	2021 No.	*2020* *No.*
Employees	**16**	*21*

4. Tangible fixed assets

	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2020	**5,940**	**7,238**	**25,268**	**38,446**
Disposals	**(5,940)**	**-**	**(512)**	**(6,452)**
At 31 March 2021	**-**	**7,238**	**24,756**	**31,994**
Depreciation				
At 1 April 2020	**594**	**7,100**	**23,487**	**31,181**
Charge for the Year on owned assets	**594**	**98**	**1,403**	**2,095**
Disposals	**(1,188)**	**-**	**(512)**	**(1,700)**
At 31 March 2021	**-**	**7,198**	**24,378**	**31,576**
Net book value				
At 31 March 2021	**-**	**40**	**378**	**418**
At 31 March 2020	*5,346*	*138*	*1,781*	*7,265*

5. Debtors

	2021 £	2020 £
Trade debtors	750	40
Amounts owed by group undertakings	57	3,673
Prepayments and accrued income	3,830	5,606
	4,637	9,319

6. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	2,877	2,289
Amounts owed to group undertakings	36,825	139,902
Other taxation and social security	8,354	7,407
Other creditors	25,196	22,439
Accruals	31,040	37,787
Advance ticket payments	259,143	276,936
	363,435	486,760

Included in other creditors is £510 (2020: £656) relating to pension contributions due to the scheme at the year end.

7. Controlling party

The company's issued share capital is held by St Giles Hospice, a registered charity (number 509014) and a company limited by guarantee (number 01430090) in England and Wales. The Company is included in the consolidated financial statements of St Giles Hospice. Its registered office and principal place of business is Fisherwick Road, Whittington, Lichfield, Staffordshire, WS14 9LH.

DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	*2020* *£*
Turnover	**1,533,865**	*1,770,215*
Cost Of Sales	**(326,178)**	*(381,254)*
Gross profit	**1,207,687**	*1,388,961*
Other operating income	**85,993**	*-*
Less: overheads		
Administration expenses	**(478,837)**	*(482,670)*
Operating profit	**814,843**	*906,291*
Interest receivable	**214**	*2,219*
Profit for the Year	**815,057**	*908,510*

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Turnover		
Draw entries	1,532,975	1,720,033
Other income	890	50,182
	1,533,865	1,770,215

	2021 £	2020 £
Cost of sales		
Prizes	199,728	199,728
Salaries & commission	119,455	171,298
Gambling commission fees	1,766	2,016
Direct computer costs	5,229	8,212
	326,178	381,254

	2021 £	2020 £
Other operating income		
Furlough income	85,993	-

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Administration expenses		
Staff salaries	218,065	230,554
Staff national insurance	28,102	29,027
Staff pension costs - defined contribution schemes	17,470	18,187
Redundancy payments	47,481	-
Staff training	-	(187)
Motor running costs	102	983
Hotels, travel and subsistence	3,985	24,218
Printing and stationery	21,728	31,601
Postage	23,182	19,598
Telephone and fax	1,197	661
Computer costs	1,683	1,966
Advertising and promotion	17,978	26,648
Legal and professional	3,978	3,266
Auditors' remuneration	3,930	3,210
Equipment hire	3,742	2,785
Bank charges	20,950	21,008
Bad debts	-	886
Sundry expenses	1,451	3,780
Depreciation - motor vehicles	594	594
Depreciation - computer equipment	1,403	2,048
Depreciation - fixtures and fittings	98	119
Management charges	60,000	60,000
Life assurance costs	1,718	1,718
	478,837	482,670

	2021 £	2020 £
Interest receivable		
Bank interest receivable	214	2,219