WIRRAL HOSPICE ST JOHN'S

England & Wales · Charity number 510643

Details

Other names	ST JOHN'S HOSPICE, WIRRAL HOSPICE ST JOHN'S LTD
Status	Registered
Legal form	Charitable company
Company number	01518364
Registered	1980-11-11
Register	View on the Charity Commission register

Contact

Address	Wirral Hospice St John's Mount Road Higher Bebington Wirral
Phone	01513342778
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Website	www.wirralhospice.org

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Activities

Objects: 1.1 TO PROMOTE THE RELIEF OF ILLNESS AND SUFFERING IN SUCH WAYS AS THE TRUSTEES SHALL FROM TIME TO TIME THINK FIT AND IN PARTICULAR IN THE METROPOLITAN COUNTY OF MERSEYSIDE AND COUNTY OF CHESHIRE AND ADJACENT AREAS AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY WHETHER GEOGRAPHICAL OR OTHERWISE OF SUCH OBJECT): 1.1.1 BY ESTABLISHING, MAINTAINING AND CONDUCTING RESIDENTIAL NURSING AND CONVALESCENT HOMES AND HOSPICES FOR THE RECEPTION AND CARE OF PERSONS WITHOUT DISTINCTION OF SEX, SEXUAL ORIENTATION, AGE, RACE OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS WHO ARE SUFFERING FROM ANY CHRONIC OR TERMINAL ILLNESS OR FROM ANY DISABILITY OR DISEASE AND BY PROVIDING MEDICAL OR OTHER TREATMENT OR ATTENTION FOR ANY SUCH PERSONS AS AFORESAID WHEREVER IT IS APPROPRIATE TO DO SO; 1.1.2 BY CONDUCTING OR PROMOTING OR ENCOURAGING RESEARCH INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM ANY SUCH ILLNESS, DISABILITY, DISEASE OR INFIRMITY AS AFORESAID AND, WITHOUT PREJUDICE TO THE GENERALITY OF THE FORGOING, PARTICULARLY INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM CANCER OR TERMINAL ILLNESSES AND BY PROVIDING FOR THE DISSEMINATION OF THE RESULTS OF SUCH RESEARCH; 1.1.3 BY PROMOTING OR ENCOURAGING OR ASSISTING IN THE TEACHING OR TRAINING OF DOCTORS, NURSES, ALLIED HEALTHCARE PROFESSIONALS AND OTHER PERSONS ENGAGED IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES AND IN THE TEACHING OR TRAINING OF STUDENTS IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES; 1.1.4 BY PROVIDING HOLISTIC CARE BOTH FOR THE PATIENT AND THE FAMILY OF THE PATIENT AND TO PROVIDE AN ENVIRONMENT IN WHICH THE PATIENT CAN LIVE EACH DAY TO THE FULLEST AND DIE IN DIGNITY WITHOUT PHYSICAL OR EMOTIONAL SUFFERING. THIS PROVISION MAY BE AMENDED BY SPECIAL RESOLUTION BUT ONLY WITH THE PRIOR WRITTEN CONSENT OF THE COMMISSION.

Activities: Provision of Specialist Palliative Care in Wirral comprising Inpatient, Outpatient , Wellbeing Services, Hospice at Home and advice line.

Classification

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

Geography

- **Area of benefit:** MERSEYSIDE AND CHESHIRE AND ADJACENT AREAS
- Cheshire West & Chester
- Wirral

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,719,651	£8,061,075	£17,062,699	180
2024-03-31	£8,021,476	£7,520,558	£16,318,904	172
2023-03-31	£7,969,127	£6,747,482	£15,195,430	165
2022-03-31	£6,730,371	£5,686,564	£14,340,746	158
2021-03-31	£6,552,124	£5,084,960	£13,136,271	160

Trustees

Name	Role	Appointed
Dr Hilary Leggat		2018-02-26
Dr Jean Quinn		2018-02-26
Dr Roger Hooton Platt		2019-08-05
Jennifer Porter		2022-11-28
Julie Wynne		2020-05-11
Keith Andrew Bailey		2022-11-28
Lynda Meadows		2019-08-05
Nichola Sandman		2022-11-28
Steve Schroeder		2015-02-09
Tim McDonnell		2021-11-29

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WIRRAL HOSPICE ST JOHN'S

England & Wales - Charity number 510643

Accounts

Wirral Hospice St John's

Company Limited By Guarantee

Trustee Annual Report & Accounts for the year ended 31 March 2025



Annual Report 2024-25

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The Trustees present their report together with the consolidated financial statements for the year ending 31 March 2025. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number:	510643
Company Number:	1518364
Registered Office:	Mount Road Higher Bebington Wirral CH63 6JE
Auditors:	**Mitchell Charlesworth (Audit) Limited** Suites C, D, E & F 14th Floor, The Plaza, 100 Old Hall Street Liverpool L3 9QJ
Bankers:	**HSBC Bank plc** 31 The Pyramids Grange Road Birkenhead CH41 2ZL
Solicitors:	**Brabners LLP** Horton House Exchange Flags Liverpool L2 3YL
Investment / Wealth Management Company:	**Rathbones (incorporating Investec Wealth & Investment UK)** Port of Liverpool Building Pier Head Liverpool L3 1NW



Directors, Trustees and Senior Leadership Team

President: His Honour John Roberts

Board of Trustees:
The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

Board Chair:	Tim McDonnell
Deputy Chair:	Dr. Jean Quinn
Treasurer:	Julie Wynne
Other Trustees:	Dr. Hilary Leggat Lyn N Meadows Dr. Roger H Platt Jenny Porter Nichola Sandman Sheena Hennell Keith Bailey *(resigned 04.10.2024)* Dr. Helen Smith *(resigned 14.10.2024)*
Company Secretary:	Mr. John R Pentland

Senior Leadership Team:

• Chief Executive Officer:	Helen Brown
• Director of Finance and Support Services	John R Pentland
• Director of Income Generation and Marketing	Teresa Nightingale
• Director of Clinical Services	Christine Sutcliffe
• Director of Workforce	Jane Bohan
• Medical Director / Consultant in Palliative Medicine	Dr. Emma Longford

Chair's Preface:

As we present this year's Annual Report and Accounts for the 2024-25 financial year, I am pleased to report that Wirral Hospice St John's remains in a position of financial stability. This is all the more pleasing when you consider the financial challenges that the sector as a whole has had to face this year and of which we ourselves are not immune, although it must be noted that we are becoming increasingly dependent on gifts in wills. However, thanks to the exceptional support and generosity of the Wirral Community we continue to thrive and grow and this enables the Hospice to care for, and support, even more patients and their families. I cannot stress enough how important this support is as without it the Hospice would struggle to function.

When I reported on last year's accounts, I also commented on some of the other challenges we were facing at the time regarding recruitment and dealing with an ageing estate. I am therefore delighted to be able to say that as a result of a combination of approaches including an exciting apprenticeship scheme, we find ourselves in a much better position, and whilst we cannot relax, we approach the future with confidence that our workforce is well placed to deliver our essential care.

I am also delighted to be able report that due to careful financial management we are in a position to be able to invest in the Hospice itself and as I write we will have refurbished our Wellbeing Centre, the Inpatient Lounge and Family Room. In early 2026 we will install solar panels and refurbish the Hub Cafe and reception area. This is really important and demonstrates the steps we are taking to future proof the Hospice and improve the environment and facilities for our patients and their families.

We also took the opportunity this year to strengthen our Trustee board and after a successful recruitment campaign I am pleased to report we have identified three prospective new Trustees who will be proposed at the AGM in November. Our Trustee board has exceptional skills and experience and this allows us to support Helen our Chief Executive, and her equally talented Senior Leadership Team to provide the first class care that we are all so proud of.

As we look ahead we will continue to look for ways of securing sustainable funding, and will continue to invest in patient care, our people to ensure we provide the highest standards of care, and our facilities to ensure we provide the best possible environment to deliver that care. The board of Trustees look forward with confidence in the Hospice's ability to continue to serve the Wirral Community.

Thank you for your unwavering support.



Tim McDonnell: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, supported by our multi-professional team working in collaboration and partnership with health and care professionals including primary, secondary, community care and the voluntary, community, faith and social enterprise sector (VCFSE).

Patients and those close to them are central to our services, and what matters most to them is the focus of our personalised care.

How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care & support, without charge, supporting patients and their families.

Our Key Strategic Aims for 2024-25:

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support where needed.

The foundation of the NHS 10-year plan centres on three shifts/changes, moving care from hospitals to local communities, preventing illness, not just treating it and realizing the potential of digital technology. Achieving this through the integration of the care system through partnership, and collaboration across the health & social care sector including VCFSE organisations, providing care locally at “Wirral PLACE” based level.

We aim to support the Cheshire & Merseyside Integrated Care System (C&M ICS) through complementary working alongside other service providers to ensure equitable access for all who would benefit from our specialist services across the local community we serve.

Through increased use of population health data we aim to identify and reach more patients and their families across our community, ensuring Wirral Hospice St John’s continues to be seen as a lead player in specialist palliative care, and an efficient and thriving organisation.

Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments

As a charity, we are heavily reliant upon the income we receive from our local community which amounts to 57% of total income. The NHS and C&M ICS is under immense financial pressure and service delivery challenges, the value of our statutory funding is declining as the cost of delivery increases. During the year we have continued to expand our retail network and legacy campaign in order to maximise our income generation.

Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. Having the right workforce with the right skills is pivotal to our ability to continue to develop and deliver patient and family services to meet the increasing future demand. The external landscape continues to change,

more choice and increased competition from which to recruit. It is essential that we continue to recruit, adapt and develop to retain high quality staff and volunteers investing in their knowledge and skills development. As generations change, so do their expectations of employment, looking for values based organisations offering greater flexibility , as an organisation we too must change and adapt developing career pathways for the future.

Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's has been a fundamental part of the local community for over 40 years, established and supported by them to provide care and support for them. We have developed a reputation for specialist high quality holistic care focused on patient need and maintaining that position is fundamental to securing our place in the provision of Integrated Care Services, as well as the funding we receive from both statutory and local community sources.

Monitoring Achievement of the Charity's Objectives:

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover: -

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Responsiveness and Activity Levels

The reports are reviewed by the Senior Leadership Team, Governance Committees and the Board as a whole.

In the period covered by this annual report, the Board met **5** times including the annual Board Strategy Day and the following Governance Committees met as follows: -

- Clinical Governance Committee (**4** times)
- Financial & Infrastructure Governance Committee (**4** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, **2** Investment Committee and **3** Income Generation & Marketing Committee meetings were held.

The Board and Senior Leadership Team undertook a Strategic planning day in January 2025 to focus on future strategic direction and risk. This led to the development of the hospice's proactive overarching Estates Strategy which sets out direction of travel for the next three years and identifies the projects against which government capital funds will be spent during 2025-26.

A clinical focused 'story' and a strategic element is incorporated into most Governance and Board meetings to focus on patient and family need and workforce, whilst facilitating discussion and identifying opportunities for future strategic planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure Governance Committee, Workforce Governance Committee and Clinical Governance Committees respectively review all organisational and respective complaints and incidents quarterly to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required. This data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

In line with the Quality Schedule, quarterly reports are provided to our commissioners, NHS Cheshire and Merseyside Integrated Care Board (ICB).

Our Achievements in the Year:

In pursuing Strategic Aim 1, we have: -

a. Continued to adapt to the changing environment both internal and external, maintaining and developing services with expended neurological conditions support.
b. Continued to examine and further develop the range of our clinical services particularly focusing on non-cancer life limiting conditions including liver failure and other neurological conditions developing supportive care pathways for patients.
c. Collaboratively delivered education and training to health & care professionals across Wirral via the Wirral Palliative Care Education hub

In pursuing Strategic Aim 2, we have: -

a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
b. Worked together through a values-based approach underpinning all that we do
c. Embedded the use of technology to maximise efficiency in service delivery
d. Enhanced our income generation strategy, strengthening income streams - retail, legacy and donation income inclusive of the Hospice UK national legacy campaign.

In pursuing Strategic Aim 3, we have: -

a. Maintained a competitive remuneration policy.
b. Embedded performance development framework across the organisation.
c. Embedded apprenticeship programme across the organisation with a number of apprentices currently undergoing training.
d. Continued with professional placements to support nursing and medical students
e. Provided access to education opportunities both in person and online
f. Enhanced well-being strategy across the organisation.
g. Embedded flexible working opportunities.
h. Continued additional leave purchase as an option.
i. Held a number of 'Thank you' events for staff and volunteers.
j. Embedded 'Freedom to Speak Up' culture .
k. Undertaken staff survey to inform and further development of communications framework.
l. Delivered quarterly volunteer updates, including volunteers in training opportunities.

In pursuing Strategic Aim 4, we have: -

a. Remained fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families; as demonstrated through our participation in the annual national Patient Led Assessments of the Care Environment (*also known as the PLACE Assessment*).

b. Retained "Good" through CQC review under the new inspection regime, following on from previous inspection under the Key Lines of Enquiry of Well Led and Safe.

c. Continued to develop staff training to optimise provision of enhanced advice and support for primary care professionals dealing with end-of-life issues through the Palliative Advice and Information Line (PAIL)

d. Continued to work closely with NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB), Wirral Place, Wirral Council and the wider health & care community to offer practical support and guidance for professionals, in palliative and end of life care.

e. Further developed collaborative working across Cheshire & Merseyside through Hospice Provider Collaborative, sharing good practice supporting other hospices, sharing knowledge and skills.

f. Actively engaged with and participated in joint work with our health & care colleagues, developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral

g. Enhanced communications & marketing and increased contact with the Wirral community

h. Continued to deliver Wirral Palliative & End of Life Care Education Hub offer, providing learning & development opportunities for health & care professionals across Wirral, enhancing the care and support for patients and families.

i. Increased our research participation through two national trials.

j. Continued to deliver a number of Showcase events promoting increased awareness of hospice services.

Our People:

As a values-based organisation, our people are at the very heart of the service we seek to provide, maintain and develop.

The Wirral community is pivotal to the hospice, volunteers over 43 years ago were instrumental in setting up the hospice and have continued to support the delivery of services to present day. We have continued to engage with and recognise their ongoing and invaluable contribution, listening to feedback from volunteers regarding what they want from the organisation in their role, embedding new communication and education framework and ensuring that relationships benefit all. New roles continue to be introduced in year to support growing service need. Current number of active volunteers is 433 inclusive of our Board of Trustees, supporting across the hospice site, driving and retail operations. Together they provide a benefit of **c£1m** to the hospice each year.

Annual Long Service Awards, Christmas Lunch and afternoon tea events recognise and celebrate the invaluable contribution from our volunteers.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on patient activity to Hospice UK and produces an annual Quality Account for NHS England which is published on our website. www.wirralhospice.org/wp-content/uploads/2025/06/Wirral-Hospice-St-Johns-Quality-Account-2024-25.pdf

Services Users: During 2024-25, we reported supporting 970 patients. These numbers do not include over 400 additional family members or carers who have had direct support from hospice services such as counselling, bereavement support or complementary therapy. Nor does it include the family members and carers who will have benefited from the intervention and care focused on the patients' needs, which on the basis of each patient having an average of two key family members or carers will be around a further 2,000 people benefiting from our support.

Inpatient Service: Wirral Hospice St John's has 16 bed spaces, comprising of seven single rooms and three, 3-bedded bays. A large lounge leads to an accessible patio are and gardens. An accessible relatives' lounge with ensuite facilities provides for overnight stays.

When patients' specialist palliative care needs cannot be supported or met by palliative care providers elsewhere, they are admitted for short term interventions of symptom management and optimisation, and where possible, facilitating the discharge of patients to an alternative setting. Admission is following assessment by the hospice's Multi-Disciplinary Team (MDT) which is comprised of medical, nursing and allied health and social care professionals.

Patients are admitted under the care of the Specialist Palliative Care Consultant. MDT meetings are held weekly. All patients, including family issues/concerns where appropriate, are discussed and a personalised management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a consultant.

Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the ward occurs once the patient's identified needs of what is important to them, and their specialist palliative care needs have been addressed.

The average length of stay over 2024-25 was 19 days; 48% of patients admitted have been discharged and 52% of patients have died (National HUK average remains 70% death 30% discharges).

Inpatients	2022-23	2023-24	2024-25
Total number of admissions	**165**	**186**	**197**
% Occupancy	**62.5%***	**71%**	**67.5%**
Mean Length of stay (Days)	**21.2**	**19.9**	**18.6**
Total number of discharges	**77 (48%)**	**114 (61%)**	**96 (48%)**
Total number of deaths	**83**	**74**	**90**

During 2024-25, the Unit has been measuring occupancy against 14 beds as per safe staffing criteria.

At times throughout the year staffing has been a challenge due to sickness and unfilled vacancies. Notable trends are increasing admissions and reducing length of stay meaning a higher turnover of patients. Occupancy levels are continuously monitored to promote optimal utilisation of available bed & staff resource. Increased awareness of hospice services is being promoted across the health & care sector to support increased referrals.

During 2024-25, alongside internal challenges, the IPU has also supported the lack of consultant cover at Hospice of the Good Shepherd by taking admissions from out of area for patients too complex for their care. There was also an increase in uptake in other services from Cheshire West patients.

Wellbeing Service: Provided by a specialist multi-professional team, the Wellbeing service works alongside patients and their families to enable them to live well with a life-limiting illness and introduces them to a rehabilitative model of care, which encourages them to maximise their potential within the constraints of their illness. Assessment and advice is available from members of the Multi-Professional Team; Occupational Therapy, Physiotherapy, Nursing, Counselling, and Social Work and has included support with advance care planning, benefits advice and family stress.

Wellbeing (48 places per week)	2022-23	2023-24	2024-25
Total number of patients	**218**	**312**	**412**
Total number of referrals	**211**	**246**	**260**
Total number of Wellbeing session attendances	**1,915**	**2,585**	**2,896**

Patients are offered an 8-week session programme with the option of further self-selected sessions at the end of the programme; the service supports over 150 patients per quarter. In line with increased patient numbers for 2024-25, the number of attendances per session was also higher with an extra 311 sessions attended.

A new bespoke group specifically for patients with degenerative neurological conditions was launched in mid-September 2024 and is a joint initiative between therapists and the Wellbeing Team. This group has run twice, successfully supporting 11 patients and their carers and will continue.

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and complementary therapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Specialist Palliative Care Team who require access to the specialist services provided by the hospice.

Outpatients	2022-23	2023-24	2024-25
Total number of Medical Referrals	**239**	**261**	**273**
Total number of New Doctors Appointments Attended	**136**	**137**	**177**
Total number of Medical Domiciliary Visits	**115**	**114**	**157**

Close working with the Community Specialist Palliative Care (CSPC) Team continues to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home.

Hospice at Home:

Hospice at Home is now established into its 2 formats of **Support Visits** and **Personal Care Visits (PCV)**:-

A partnership arrangement between the hospice and Marie Curie Nursing service provides a coordinated night sitting service.

The Hospice at Home team continues to provide quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The Hospice at Home service coordinates the care, daytime sits are provided by the hospice.

Hospice at Home Support Visit Service: NHS Cheshire and Merseyside Integrated Care Board (NHS C&M ICB) has commissioned Wirral Hospice St John's to continue to deliver Hospice at Home services for all Wirral residents.

Hospice at Home (Sits)	2022-23	2023-24	2024-25
Total number of referrals	420	405	394
Hospice Day Sits	1,911	2,118	1,953
Hospice Night Sits	320	399	293
Total Number of Deaths	304	246	197
Total number of deaths at home	254 (83%)	200 (84%)	180 (92%)

Hospice at Home Personal Care Visits (PCV): The Hospice at Home Personal Care service was developed in 2021-22 and has developed through partnership working and grown providing care and support for patients and their families to be cared for and to die in their own home.

Hospice at Home (Personal Care Visits)	2022-23	2023-24	2024-25
Total number of referrals	250	265	301
Total number of Personal Care Visits	1,868	5,880	6,921
Total number of deaths	149	150	169
Total number of deaths at home	138 (92%)	147 (94%)	168 (99%)

Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. It is provided by a Consultant Anesthetist. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice.

A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2022-23	2023-24	2024-25
Total number of referrals	73	77	77
New appointments	68	59	59

Wirral Palliative Care Advice Line:

This Specialist Palliative Care Advice Line can be accessed 24/7 in Wirral by professionals, patients, family members or carers through a single central number. The advice line is a successful example of collaborative working between Wirral Hospice St John's with the Community Trust's Community Specialist Palliative Care Team and the local children's hospice, Claire House working together to combine previous support lines for patients and healthcare professionals, reducing costs, sharing resources and providing an improved and valued service.

The hospice continues to offer advice to professionals between the hours of 5pm and 9am and 24hrs a day to families and patients. This continues to be monitored in partnership with the Community Specialist Palliative Care Trust who provide the professional support 9am to 5pm. A continued growth in the number of calls has been experienced since the creation of the joint advice line back in April 2022.

Advice Line Calls (taken by the Hospice)	2022-23	2023-24	2024-25
Calls from professionals (OOH)	130	174	152
Calls from families/ carers 24/7	71	180	190
Total number of all calls taken by hospice	201	354	342

Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities across the three year period set within the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

We will pursue Strategic Aim 1 by:

- Continuing to utilise population health data to identify need and inform future services, particularly focusing on those underrepresented and the delivery of care where needed.
- Optimising and enhancing continuity of care through integrated partnership approach.
- Continuing to strength partnerships with the community, voluntary, faith and social enterprise sectors to develop and deliver services to meet locality need.
- Utilising patient outcome measures to enhance and expand our care provision.
- 'Telling the story' Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals of the care and support we provide.
- Continuing to hold regular showcase events to inform our stakeholders of the role the hospice plays in the community and the services offered.
- Delivering collaborative education with other palliative care providers through Wirral Palliative and End of Life Care Education Hub, sharing knowledge and skills with the wider health & care sector enhancing the quality of end-of-life care across the health & care sector.
- Adjusting and adapting to the potential opportunities and challenges at "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System.
- Continuing to play a pivotal role in the ongoing development and provision of Cheshire & Merseyside Hospice Provider Collaborative.

- Increasing our engagement with Wirral education establishments offering volunteer and student engagement opportunities.

We will pursue Strategic Aim 2 by:

- Maintaining a market competitive remuneration policy.
- Further developing our existing strong income streams such as legacies and retail activity as well as exploring and testing reliable additions.
- Extending our marketing approach to increase our reach to both patients, families, professionals, potential investors, and across the local community through 'Telling our story'.
- Engage in year 2 of Hospice UK National legacy campaign in conjunction with local activity.
- Continuing to monitor costs and optimise procurement.
- Working together through a values-based approach underpinning all that we do, to optimise efficiency across all areas of the hospice, maximising available monies for direct patient care services.
- Optimising the use of digitization and technology to both provide opportunities to save and maximise efficiency in service delivery.

We will pursue Strategic Aim 3 by:

- Understanding present and future requirements through workforce analysis and planning.
- Exploring alternative approaches to recruitment where future challenges are identified.
- Collaboratively working within the Health & Care sector to develop realistic solutions to skills shortages.
- Identifying and developing career pathways and opportunities for progression.
- Enhancing learning & development programmes for staff including relevant professional placement opportunities.
- Enhancing learning & development opportunities for volunteers including greater deployment across departments.
- Continuing to grow our apprenticeship programme opportunities throughout the organisation.
- Expanding marketing, increasing presence at local jobs and careers fairs.
- Continuing to develop our schools work experience programme.
- Further embedding the well-being programme for staff and volunteers.
- Embedding flexible working across the organisation including hybrid working.

We will pursue Strategic Aim 4 by:

- Promoting a personalised approach to palliative care with patient reported outcome measures
- Continuously monitoring and evaluating the range of our clinical services to ensure fit for purpose, adapting & developing services to meet the identified need, informed by feedback from service users, professionals and utilisation of population health data.
- Reviewing progress and further developing our digital approach to care and support, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology
- Further development of integrated care pathways, providing continuity of care for patients and their families. Achieved through partnerships, collaboration and shared governance with other palliative care providers in Wirral
- Maximising the use of digital technology in data capture, analysis and communication to analyse effectiveness and impact of service delivery as well as strengthening knowledge of community need to inform future service development.
- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE"

level and with Primary Care Networks and communities to identify our optimum position in the sector to support development of a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral

- Increasing the number of organisations actively engaged with, through meetings, projects and service developments
- Increasing the knowledge of our services through enhanced marketing and increased contact with the people and organisations across Wirral
- Providing an enhanced education provision for professionals and the public which will enhance practice and increase the take up of services
- Engaging with and supporting our community colleagues to develop compassionate communities helping support one another
- Optimising user engagement in the planning & delivery of Wirral Hospice St John's services
- Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership
- Improving accessibility to palliative and end of life care for those with conditions other than cancer
- Embed our Estates Strategy with investment in capital to optimise facilities and ensure ongoing fitness for purpose.

Principal Risks and Uncertainties:

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

The principal risks are associated with sustainability, financial due to increase costs, reducing contract values and challenging income generation environment, access to a workforce with the necessary competencies to deliver our services and the increasing cyber threat. In identifying our Strategic Aims and our Future Plans for their pursuit we have set out how we intend to mitigate those risks.

The risk of a cyber-attack and having appropriate cyber security in place is an increasing risk to the organisation, we continue to regularly review, test and enhance our cyber security approach with increased training for all staff. We have fulfilled the required criteria for the Data Security and Protection toolkit required by NHS contracts with the aim of including Cyber Essential Plus for 2025-26 and continue to monitor and maintain mitigation measures against all identified risks.

The principal uncertainty arises around the ICS significant financial deficit and their future approach to funding of palliative and end of life care, currently under review. Consequently, we need to be clear that what we are doing is required, that we are providing services effectively with demonstrable impact, and that we are the organisation best suited to provide those services.

Whilst there is uncertainty arising out of the ICB, we also regard it as an opportunity to consolidate our position within the sector with the potential for development in meeting the increased demand for palliative & end of life care as well as additional statutory funding underpinning our financial viability. We are pro-actively engaging with Wirral Place, including representation on governance and operational groups and our already established practice of partnership working relations. We have embedded our performance monitoring systems and are able to tangibly demonstrate our cost effectiveness and value-based service delivery.

Structure, Governance and Management:

Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014 and a Special Resolution passed by the Trustees on 30 May 2023.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

Appointment and Tenure of Trustees:

New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustees normally serve in terms of 3 years with the maximum period of service for Trustees being 9 years in line with the Charity Commission's guidance. The Memorandum and Articles of Association requires three Trustees to retire by rotation at each AGM. There is no limitation on the number of Trustees that can be appointed.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in August 2022. The policies were updated to reflect the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of hospice services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Ongoing access to learning and development is available both online and in person for trustees to further develop their knowledge and skills.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**
- **Freedom to Speak Up**
- **Freedom to Listen Up**
- **Freedom to Follow Up**

In addition, the hospice's Safeguarding Trustee also undertakes mandatory eLearning in Preventing Radicalisation.

Trustees are also encouraged to undertake additional learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

Organisational Structure:

The Board currently has 9 Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Sub-Committees of the Board monitor specific areas of activity. The Terms of Reference for each of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day-to-day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity.

Risk Management:

The Board has overall responsibility for risk management and receives quarterly reports, in addition governance committees monitor the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The responsibility for ensuring appropriate reporting notifiable patient safety and other serious organisational / non-clinical incidents rests with the charity's trustees and there is a procedure in place which is intended to ensure that the trustees discharge their responsibility for oversight in respect of serious incidents and that there is a written record of assurance for all trustees being informed of relevant details in the exercise of the responsibility they share collectively. Staff compliance and awareness is maintained through adherence to the hospice's Duty of Candour & Being Open policy, through regular in-house meetings and through the guidance of their own professional bodies.
- Serious incidents are considered at relevant Governance Committees and reported to the Integrated Care Board– Quality Team, Charity Commission / CQC / Health & Safety Executive as appropriate.
- Management Accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented
- Investment Policy – a bi-annual review is undertaken by the Investment Committee and

subsequently endorsed by the Finance and Infrastructure Governance Committee

- Reserves Policy – an annual review is undertaken by the Treasurer and Finance & Infrastructure Governance Committee members and subsequently endorsed by the Board. The Reserves Management policy was adopted by the Board in February 2022, which sets out the hospice's approach to managing the use of its financial reserves in order to ensure financial sustainability.

These policies and procedures safeguard and ensure propriety.

Income Generation Review:

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door-to-door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up-to-date with activities and funds raised)

Wirral Hospice St John's income generation activities are aligned to legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities
- Some staff are individual members of the Hospice Income Generation Network, which is a charity providing training for fundraisers and marketers working in UK hospices. Wirral Hospice's Income Generation & Marketing Director is a trustee and Chair of the charity.

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year ended 31 March 2025, 4 actual complaints were recorded about income generation activities: -

- 3 relating to retail
- 1 relating to donations, charitable trusts and legacies

These were reviewed and investigated following Wirral Hospice St John's robust Concerns, Complaints and Compliments policy.

Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of the public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk. If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel the financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy so the risk of being out in the community reduces any vulnerability to which they might be exposing themselves.

Financial Review:

Income:

Total income is £700,000 more than the prior year at £8.7m. NHS Revenue grants covered 46% (2024: 48%) of our expenditure (excluding fundraising costs). Expenditure has once again risen faster than NHS income.

The turnover of the trading subsidiary was approximately £83,000. Details of the subsidiary's performance are set out in note 7b of the financial statements.

Expenditure:

74% (2024: 70%) of costs relate to salaries, the total salary bill for the year being approximately £5.9m. Of these costs, approximately 74% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£310,000) and the charity shops (£911,000), which generated income of £779,000 and £1.4m respectively.

Overall, this generated an operating surplus of £659,000, before gains on investments of £85,000. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £234,000 was spent on fixed assets in the year to upgrade our facilities and equipment.

Liquid reserves are £907,000 higher than the prior year. (Based on cash at bank and in hand)

The Trustees continue to closely monitor future activities and costs, particularly in light of the current economic climate and the impact on our income and operations.

Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 11.3 (2024: 10.2) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

Investment Policy:

The overall investment policy aims to achieve a balanced return of income and capital growth, with a medium level of risk, over the medium to long- term.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.
No more than 25% of the total equity allocation is to be invested in non-UK stocks and only through unit trusts and investment trusts. A maximum of 10% of the value of the portfolio may be invested in emerging markets through unit trusts and investment trusts. No investment should exceed 10% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

Investment Performance 2024-25:

During the year to 31 March 2025, the portfolio returned 3.31% compared to a benchmark return of just over 2% for the ARC Charity Steady Growth.

These are total return performance figures on a time weighted basis.
[Source: Investec Wealth & Investment (UK)]

Trustees' Responsibilities for the Financial Statements:

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and: -

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will not continue in business

In so far as the Trustees are aware: -

- There is no relevant audit information of which the company's auditors are unaware; and

- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable

steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

Auditors:

Mitchell Charlesworth (Audit) Limited offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

BY ORDER OF THE TRUSTEES:

..... **John R Pentland**
Company Secretary
24th November 2025

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity'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 Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the Group and Charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of 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 that charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information.

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within 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 the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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; or
- the trustees 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 Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which the audit was considered capable of detecting irregularities, including fraud.
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

· the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
· we identified the laws and regulations applicable to the company through discussions with directors and other management
· we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
· we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
· identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

· making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

· considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

· performed analytical procedures to identify any unusual or unexpected relationships;
· tested journal entries to identify unusual transactions; and
· assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
· investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

· agreeing financial statement disclosures to underlying supporting documentation;
· reading the minutes of meetings of those charged with governance; and
· enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with section 391 of the Companies Act 2014. 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Tony Stanley ACA (Senior Statutory Auditor)
for and on behalf of Mitchell Charlesworth (Audit) Limited

Dated ……

Chartered Accountants
Statutory Auditor

Suites C, D, E & F
14th Floor
The Plaza
100 Old Hall Street
Liverpool
L3 9QJ

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2025

	Note	Year ended 31.03.2025 Unrestricted Funds	Year ended 31.03.2025 Restricted Funds	Year ended 31.03.2025 Total Funds	Year ended 31.03.2024 Total Funds
		£	£	£	£
Income					
Income from generated funds:					
Donations and Legacies	2	2,473,421	-	2,473,421	2,093,211
Other Trading Activities	2	2,732,500	-	2,732,500	2,590,589
Investments	2	276,612		276,612	249,020
		5,482,533	-	5,482,533	4,932,820
Income from charitable activities	2	3,104,895	132,223	3,237,118	3,088,656
Total Income		8,587,428	132,223	8,719,651	8,021,476
Expenditure					
Costs of raising funds	3(a)	39,542	-	39,542	37,341
Fundraising costs	3(b)	1,806,325	-	1,806,325	1,734,659
Investment management costs		38,069	-	38,069	21,560
Charitable activities	4	6,104,848	72,291	6,177,139	5,726,998
Total expenditure		7,988,784	72,291	8,061,075	7,520,558
Net Income/expenditure		598,644	59,932	658,576	500,918
Net Gains on investments	9	85,219	-	85,219	622,556
Net movement in funds	14	683,863	59,932	743,795	1,123,474
Reconciliation of Funds					
Total funds brought forward at 1 April 2024		14,425,318	1,893,586	16,318,904	15,195,430
Total funds carried forward at 31 March 2025		15,109,181	1,953,518	17,062,699	16,318,904

The Statement of Financial Activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes at pages 34 to 50 form part of these accounts.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED BALANCE SHEET

As at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	8		**4,950,751**		5,001,080
Investments	9		**7,150,527**		7,102,575
			12,101,278		12,103,655
Current assets					
Stocks	10	**11,503**		10,048	
Debtors	11	**2,085,461**		3,714,150	
Cash at bank and in hand	12	**3,348,574**		2,441,627	
		5,445,538		6,165,825	
Liabilities					
Creditors: amounts falling due within one year	13	**(484,117)**		(1,950,576)	
Net current assets			**4,961,421**		4,215,249
Net assets			**17,062,699**		16,318,904
The funds of the charity					
Restricted income funds	14		**1,953,518**		1,893,586
Unrestricted income funds	14				
General		**6,538,377**		5,379,933	
Fixed Assets		**3,082,804**		3,197,385	
Designated		**5,488,000**		5,848,000	
Total unrestricted funds			**15,109,181**		14,425,318
Total charity funds			**17,062,699**		16,318,904

The notes at pages 34 to 50 form part of these accounts.

The directors approved the financial statements on 24th November 2025

T McDonnell **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CHARITY BALANCE SHEET

As at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	8		**4,950,751**		5,001,080
Investments	9		**7,150,529**		7,102,577
			12,101,280		12,103,657
Current assets					
Debtors	11	**2,097,381**		3,738,408	
Cash at bank and in hand	12	**3,345,244**		2,424,863	
		5,442,625		6,163,271	
Liabilities					
Creditors: amounts falling due within one year	13	**(481,206)**		(1,948,024)	
Net current assets			**4,961,419**		4,215,247
Net assets			**17,062,699**		16,318,904
The funds of the charity					
Restricted income funds	14		**1,953,518**		1,893,586
Unrestricted income funds	14				
General		**6,538,377**		5,379,933	
Fixed Assets		**3,082,804**		3,197,385	
Designated		**5,488,000**		5,848,000	
Total unrestricted funds			**15,109,181**		14,425,318
Total charity funds			**17,062,699**		16,318,904

The notes at pages 34 to 50 form part of these accounts.

The directors approved the financial statements on 24th November 2025

T McDonnell **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	**848,926**	478,939
Adjustments for:		
Depreciation of tangible assets	**284,281**	291,419
Profit on disposal of investments	**(190,350)**	21,979
Increase in trade and other debtors	**1,628,689**	31,761
(Increase) in stocks	**(1,455)**	(6,217)
(Decrease) in creditors	**(1,466,459)**	(85,189)
Net cash provided by operating activities	**1,103,632**	732,692
Cash flows from investing activities		
Proceeds from sale of investments	**908,295**	1,003,267
Purchases of tangible assets	**(233,952)**	(245,181)
Purchases of investments	**(845,828)**	(1,020,038)
(Increase)/Decrease in cash held by stockbrokers	**(25,200)**	54,308
Net cash (used in) / provided by investing activities	**(196,685)**	(207,644)
Net increase in cash and cash equivalents	**906,947**	525,048
Cash and cash equivalents at the beginning of year	**2,441,627**	1,916,579
Cash and cash equivalents at the end of the year	**3,348,574**	2,441,627

1. ACCOUNTING POLICIES

CHARITY INFORMATION
Wirral Hospice St John's is a registered charity and a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006, FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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).

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

BASIS OF CONSOLIDATION
The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 7B), drawn up to 31 March 2025. Profits or losses on intra group transactions are eliminated in full. The results of the charity's subsidiary have been incorporated on a line by line basis.

No specific SOFA or Income & Expenditure account has been presented for the parent charity alone becase the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN
At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

FUND ACCOUNTING
Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £800,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £3,090,000, a fund for the provision for closure costs of £1,300,000 and a fund for the maintenance and upgrading of our facilities over the next ten years of £400,000. The funds are offset by forecast Investment Gains of £302,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

INCOME
Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:
- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

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

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

INVESTMENTS

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not take out call or put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

Realised Gains and Losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CASH AND CASH EQUIVALENTS

Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

EMPLOYEE BENEFITS

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.
Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

STOCK

Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes

The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.

The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

EXPENDITURE

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds); and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

GOVERNANCE COSTS

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 5 to the Accounts.

VAT

Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.
Enterprises Income and Expenditure is recorded net of VAT.

FINANCIAL INSTRUMENTS

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.
Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.
Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in net income/(expenditure), except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both current and future periods.
Judgements are made on the useful economic life of fixed assets on acquisition when they are classified into categories. Depreciation is then calculated on each category as per the tangible fixed asset and depreciation policy (above). The classification of fixed assets could have a material impact on the asset net book value and annual depreciation charge. The useful economic lives are reassessed periodically to ensure they remain appropriate by assessing factors such as technological advancements, economic utilisation and the physical condition of the assets.

2. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2025	2024
	£	£
Depreciation	**284,281**	291,419
Auditors remuneration	**12,700**	12,000

and after crediting:

Donations and Legacies:		
Legacies	**1,934,029**	1,662,770
In memoriam	**196,859**	162,719
General donations	**248,944**	191,759
Gift Aid	**93,589**	75,963
	2,473,421	2,093,211
Investments:		
Listed investments	**180,001**	176,318
Bank deposits	**96,611**	72,702
	276,612	249,020
Income from charitable activities:		
Income from NHS Clinical Commissioning Groups	**2,005,553**	1,912,139
Hospice at Home Income	**854,445**	846,828
Dept of Health Capital Grant	**132,223**	0
Sundry Income	**244,897**	329,689
	3,237,118	3,088,656
Other trading activities:		
Fund-raising events	**485,164**	540,265
Charity shop sales	**1,384,664**	1,233,279
Subsidiary's turnover	**83,422**	46,813
Lottery income	**779,250**	770,232
	2,732,500	2,590,589

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice, St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

3. COST OF RAISING FUNDS

	2025	2024
	£	£
(a) Costs of generating voluntary income – salaries	**39,542**	37,341
(b) Fundraising costs :		
Salaries	**297,040**	264,041
Depreciation	**33,103**	28,515
Charity shop costs (including salaries £553,618)	**911,442**	795,297
Purchase of goods for resale	**49,085**	19,783
Lottery costs (including salaries £92,374)	**310,289**	370,718
Printing, stationery and advertising	**9,937**	26,662
Postage and telephone	**1,382**	1,659
Fundraising expenditure	**65,561**	114,108
Other	**128,486**	113,876
	1,806,325	1,734,659

4. CHARITABLE ACTIVITIES

	2025	2024
	£	£
Salaries	**4,384,825**	3,865,913
Depreciation	**251,175**	262,903
Medical supplies	**236,062**	249,119
Food	**73,679**	79,070
Heat and lighting	**117,601**	89,586
Repairs and renewals	**201,467**	239,063
Cleaning	**42,170**	39,772
Other	**154,160**	172,302
Support costs (note 5)	**716,000**	729,270
	6,177,139	5,726,998

5. SUPPORT COSTS

	2025	2024
	£	£
Salaries	**538,953**	544,487
Printing, stationery and advertising	**19,305**	23,355
Postage and telephone	**44,374**	42,324
Accountancy and payroll charges	**10,712**	11,666
Insurance	**61,264**	58,350
Governance Costs (Including salaries £18,783)	**41,392**	49,088
	716,000	729,270

Included in Governance Costs is an amount of £12,700 (2024: £12,000) payable to the company's auditor for the audit of its financial statements.

6. TRUSTEES AND EMPLOYEES

Staff costs during the year were as follows

	2025	2024
	£	£
Wages and salaries	**5,091,504**	4,517,917
Social security costs	**433,441**	397,988
Other pension costs	**400,191**	362,798
	5,925,136	5,278,703

Average number of employees	**180**	172

The analysis of employees by category is as follows:

	2025	2024
	Number	Number
Direct charitable	**120**	111
Fund-raising and publicity	**34**	32
Management and administration	**16**	19
Trustees	**10**	10

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2025	2024
	Number	Number
£60,000 - £70,000	**2**	1
£70,000 - £80,000	**3**	2
£90,000 - £100,000	**0**	1

One employeesearning £60,000 to £70,000 participated in the NHS defined benefit scheme. The other four employees participated in a defined contribution scheme.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Director of Finance, Director of Clinical Services, Director of Income Generation and Director of Workforce. The total employee benefits of the key management personnel employed by the Charity were £401,867 (2024: £417,085).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2025 was £316,298, (2024: £244,361). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

7a. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided for Corporation Tax as follows:
UK Corporation Tax at 25% £nil (2024: £nil)

7b. SUBSIDIARY

THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:

	2025	2024
	£	£
Turnover	**83,422**	46,813
Cost of sales	**(49,085)**	(19,783)
Gross profit	**34,337**	27,030
Administrative expenses	**(11,421)**	(8,272)
Taxation	**-**	0
Gift Aid Payment	**(22,916)**	(18,758)
Profit retained	**-**	-

THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:

	2025	2024
	£	£
Current assets	**14,833**	26,812
Current liabilities	**14,831**	26,810
	2	2
Share capital	**2**	2
Profit and loss account	**-**	0
	2	2

8. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Cost					
At 1 April 2024	6,795,219	2,681,912	302,098	47,347	9,826,576
Additions	66,011	112,625	34,781	20,535	233,952
Disposals	-	-	-	-	-
At 31 March 2025	6,861,230	2,794,537	336,879	67,882	10,060,528
Depreciation					
At 1 April 2024	2,404,091	2,198,293	186,820	36,292	4,825,496
Charge for the year	137,223	110,907	25,490	10,661	284,281
Disposals	-	-	-	-	-
At 31 March 2025	2,541,314	2,309,200	212,310	46,953	5,109,777
Net book amount at 31 March 2025	**4,319,916**	**485,337**	**124,569**	**20,929**	**4,950,751**
Net book amount at 31 March 2024	4,391,128	483,619	115,278	11,055	5,001,080

The net book amount at 31 March 2025 in respect of land and buildings compromises freehold property of £4,319,916 (2024: £4,391,128)

The net book amount at 31 March 2025 represents fixed assets used for:

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Charitable activities	4,319,916	485,337	-	-	4,805,253
Fund-raising			-	20,929	20,929
Charity shops	-	-	124,569	-	124,569
	4,319,916	**485,337**	**124,569**	**20,929**	**4,950,751**

The net amount at 31 March 2025 in respect of Charity shops comprises property improvements £58,338 and fixtures and fittings £66,231

9. INVESTMENTS

	The Group		The Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Quoted investments at market value	**7,056,445**	7,033,693	**7,056,445**	7,033,693
Cash held by stockbrokers	**94,082**	68,882	**94,082**	68,882
Investment in subsidiary undertaking at cost	**-**	-	**2**	2
	7,150,527	7,102,575	**7,150,529**	7,102,577

Quoted investments	**£**	£
Market value		
At 1 April 2024	**7,033,693**	6,394,366
Additions at cost	**845,828**	1,020,038
Disposal proceeds	**(908,295)**	(1,003,267)
Profit/(Loss) on disposals	**190,350**	(21,979)
Increase/(Decrease) in unrealised gain	**(105,131)**	644,535
At 31 March 2025	**7,056,445**	7,033,693
Cost	**6,042,866**	5,914,983

The year under review was a mixed year for investors with modest positive returns being generated over the 12 months as geopolitics drove much of the sentiment and the global economy ground out modest economic growth.

There had been hopes during the year that global interest rates would fall quickly from relatively high levels as inflationary pressures subsided somewhat. However economic growth remained quite resilient and inflation globally settled at higher levels than the central banks of the world had forecast thus reducing the scope for aggressive rate cuts.

Geopolitically the most important event was the election in the US which saw President Donald Trump return for a second term in the White House. Markets were a little fearful initially that President Trump's policies would inevitably be inflationary and ensure that US interest rates would have to remain higher for longer. Towards the end of the period under review and immediately post-inauguration markets became somewhat more positive with the US Mag 7 tech companies leading the charge. However as the period under review drew to a close investors became somewhat more concerned as to the impact POTUS's tariff policies would have on global trade.

The UK elected a Labour Government for the first time in 14 years which markets took in their stride given the previous government's somewhat chequered and at times chaotic reign. The UK economy, whilst still growing, was at pretty weak levels when compared to history though it was hoped that a more pro-business agenda would be positive for the economy. However the inaugural Budget in November was not greeted well by bond investors and the government's cost of borrowing rose commensurately as there were fears that fiscal headroom remained somewhat limited.

The war in Ukraine continued as did the conflict between Israel and Palestine and despite the terrible human cost on all sides the economic impact was limited globally.

Over the 12 months the Wirral Hospice St Johns portfolio generated a modestly positive total return of +3.31% when adjusted for fees against the ARC Charity Steady Growth peer group return of just above +2%. The vast majority of the asset classes to which the fund has exposure generated small positive returns over the 12 months reflecting the moribund economic environment global and the caution that prevailed throughout most of the year.

At the close of the financial year our asset allocation remained neutral across the majority of the five main asset classes that we are investing in; Global Equities 59%, Global Fixed Interest 23%, Property 5%, Alternatives 12% and Cash 1%

Our investment brokers, Rathbones, remained active throughout the year at an individual investment level and managed within the risk parameters laid down within the moderate risk balanced return mandate of the Fund.

During the year Investec successfully completed their combination with Rathbones and are now part of a large charities team based in the Port of Liverpool Building. The new team is amongst the largest outside of London. The merger of the two charity teams gives them an even greater level of resource and expertise in the charity investment arena. Our Trustees continue to work closely with our brokers, meeting regularly.

Investment in subsidiary undertaking

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods for resale).

10. STOCKS

	The Group		The Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Fund-raising goods	**11,503**	10,047	-	-

11. DEBTORS

	The Group		The Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Prepayments and accrued income	**1,969,960**	2,239,319	**1,969,960**	2,239,319
Due from subsidiary undertaking	-	-	**11,920**	24,258
Other debtors	**115,501**	1,474,831	**115,501**	1,474,831
	2,085,461	3,714,150	**2,097,381**	3,738,408

12. BANK BALANCES

	The Group		The Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank balances	**3,347,062**	2,440,388	**3,343,732**	2,423,624
Petty cash	**1,512**	1,239	**1,512**	1,239
	3,348,574	2,441,627	**3,345,244**	2,424,863

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade creditors	**173,338**	198,629	**172,627**	196,077
Social security and other taxes	**102,593**	84,751	**102,593**	84,751
Other creditors and accruals	**94,577**	117,071	**92,377**	117,071
Deferred income	**113,609**	1,550,125	**113,609**	1,550,125
	484,117	1,950,576	**481,206**	1,948,024

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	**Activities in furtherance of the charity's objectives**	**Lottery income**
	£	**£**	**£**
As at 1 April 2024	1,550,125	1,450,840	99,285
Released to income in the year	(1,550,125)	(1,450,840)	(99,285)
Deferred in the year	113,609	8,888	104,721
As at 31 March 2025	113,609	8,888	104,721

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

14. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2025 Total
	£	£	£	£	£
As at 1 April 2024	5,379,933	3,197,385	5,848,000	1,893,586	16,318,904
Surplus / (deficit) for the year	683,863	-	-	59,932	743,795
Transfers	474,581	(114,581)	(360,000)	-	-
As at 31 March 2025	**6,538,377**	**3,082,804**	**5,488,000**	**1,953,518**	**17,062,699**

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	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2025 Total
Represented by:					
Tangible fixed assets	-	3,082,804	-	1,867,947	4,950,751
Investments	1,662,527	-	5,488,000	-	7,150,527
Cash at bank and in hand	3,263,003	-	-	85,571	3,348,574
Other net current assets	1,612,847	-	-	-	1,612,847
	6,538,377	**3,082,804**	**5,488,000**	**1,953,518**	**17,062,699**

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2025 Total
	£	£	£	£	£
As at 1 April 2024	5,379,933	3,197,385	5,848,000	1,893,586	16,318,904
Surplus / (deficit) for the year	683,863	-	-	59,932	743,795
Transfers	474,581	(114,581)	(360,000)	-	-
As at 31 March 2025	**6,538,377**	**3,082,804**	**5,488,000**	**1,953,518**	**17,062,699**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2025 Total
Represented by:					
Tangible fixed assets	-	3,082,804	-	1,867,947	4,950,751
Investments	1,662,529	-	5,488,000	-	7,150,529
Cash at bank and in hand	3,259,673	-	-	85,571	3,345,244
Other net current assets	1,616,175		-	-	1,616,175
	6,538,377	**3,082,804**	**5,488,000**	**1,953,518**	**17,062,699**

14. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
	£	£	£	£	£
As at 1 April 2023	6,116,422	3,188,503	3,945,000	1,945,505	15,195,430
Surplus / (deficit) for the year	1,175,393	-	-	(51,919)	1,123,474
Transfers	(1,911,882)	8,882	1,903,000	-	-
As at 31 March 2024	**5,379,933**	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
Represented by:					
Tangible fixed assets	-	3,197,385	-	1,803,695	5,001,080
Investments	1,254,575	-	5,848,000	-	7,102,575
Cash at bank and in hand	2,351,736	-	-	89,891	2,441,627
Other net current assets	1,773,622	-	-	-	1,773,622
	5,379,933	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
	£	£	£	£	£
As at 1 April 2023	6,116,422	3,188,503	3,945,000	1,945,505	15,195,430
Surplus / (deficit) for the year	1,175,393	-	-	(51,919)	1,123,474
Transfers	(1,911,882)	8,882	1,903,000	-	0
As at 31 March 2024	**5,379,933**	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
Represented by:					
Tangible fixed assets	-	3,197,385	-	1,803,695	5,001,080
Investments	1,254,577	-	5,848,000	-	7,102,577
Cash at bank and in hand	2,334,972	-	-	89,891	2,424,863
Other net current assets	1,790,384		-	-	1,790,384
	5,379,933	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £743,795 (2024: surplus £1,123,474), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years. A breakdown of these funds is included in the Fund Accounting section of note 1.

15. RESTRICTED FUNDS

The Group and the Company

	At 1.4.24	Income	Expenditure	**At 31.03.25**
	£	£	£	**£**
Sunrise Appeal	377,939	-	(17,617)	**360,322**
Anniversary Appeal	581,997	-	(15,618)	**566,379**
Inpatient Refurbishment	370,000	-	(10,000)	**360,000**
Kitchen Appeal	31,136	-	(820)	**30,316**
Patient Information Centre	442,623	-	(11,065)	**431,558**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	5,083	-	0	**5,083**
Garden Project	6,931	-	(4,320)	**2,611**
Capital Grant 2024/25	-	132,223	(12,851)	**119,372**
	1,893,586	132,223	(72,291)	**1,953,518**

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

NHSE Covid Funding is funding which the The NHSE awarded to allow the hospice to make available bed capacity and community support and to provide support to people with complex needs in the context of the COVID-19 situation from April 2021 to March 2022 inclusive.

Capital Grant 24/25 is a Government Grant made available to purchase capital buildings and equipment.

This is a comparative for the prior year

The Group and the Company

	At 1.4.23	Income	Expenditure	**At 31.03.24**
	£	£	£	**£**
Sunrise Appeal	395,556	-	(17,617)	**377,939**
Anniversary Appeal	597,615	-	(15,618)	**581,997**
Inpatient Refurbishment	380,000	-	(10,000)	**370,000**
Kitchen Appeal	31,956	-	(820)	**31,136**
Patient Information Centre	453,688	-	(11,065)	**442,623**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	5,813	2,284	(3,014)	**5,083**
Bathroom	3,000	-	(3,000)	**0**
Garden Project	-	10,000	(3,069)	**6,931**
	1,945,505	12,284	(64,203)	**1,893,586**

16. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2025 or 31 March 2024.

17. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2025. (2024: nil)

18. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysed according to the expiry date of the leases.

	The Group		**The Company**	
	2025	2024	**2025**	2024
	£	£	**£**	£
Within one year	**156,033**	151,695	**156,033**	151,695
Between one and five years	**285,769**	368,634	**285,769**	368,634
More than five years	**9,625**	31,625	**9,625**	31,625
	451,427	551,954	**451,427**	551,954

2024 Figures are restated

19. RELATED PARTY TRANSACTIONS

The remuneration of the key management personnel is included in note 6.

The group has taken advantage of the disclosure exemptions to which it is entitled regarding transactions between parent and 100% owned subsidiary companies and there are no other disclosable related party transactions.

20. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has no share capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.
The liability of the members is £Nil

21. ANALYSIS OF PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2024 Unrestricted Funds	Year ended 31.03.2024 Restricted Funds	Year ended 31.03.2024 Total Funds
	£	£	£
Income			
Donations and Legacies	2,093,211	-	2,093,211
Other Trading Activities	2,590,589	-	2,590,589
Investments	249,020	-	249,020
	4,932,820	-	4,932,820
Income from charitable activities	3,076,372	12,284	3,088,656
Total Income	8,009,192	12,284	8,021,476
Expenditure			
Costs of raising funds	37,341	-	37,341
Fundraising costs	1,734,659	-	1,734,659
Investment management costs	21,560	-	21,560
Charitable activities	5,662,795	64,203	5,726,998
Support costs	-	-	0
Total Expenditure	7,456,355	64,203	7,520,558
Net expenditure / income	552,837	(51,919)	500,918
Gains / (Losses) on investments	622,556	-	622,556
Gain on Disposal of Fixed Assets	-	-	0
Net movement in funds	1,175,393	(51,919)	1,123,474
Reconciliation of Funds			
Total funds brought forward	13,249,925	1,945,505	15,195,430
Total funds carried forward	14,425,318	1,893,586	16,318,904

WIRRAL HOSPICE ST JOHN'S

England & Wales - Charity number 510643

Accounts

Wirral Hospice St John's

Company Limited By Guarantee

Trustee Annual Report & Accounts for the year ended 31 March 2024



Annual Report 2023-24

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The Trustees present their report together with the consolidated financial statements for the year ending 31 March 2024. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number:	510643
Company Number:	1518364
Registered Office:	Mount Road Higher Bebington Wirral CH63 6JE
Auditors:	Mitchell Charlesworth (Audit) Limited Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
Bankers:	HSBC Bank plc 31 The Pyramids Grange Road Birkenhead CH41 2ZL
Solicitors:	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Investment Manager:	Rathbones Incorporating Investec Wealth & Investment (UK) 100 Old Hall Street Liverpool L3 9AB



Directors, Trustees and Senior Leadership Team

President: His Honour John Roberts

Trustees:

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

• Mr. Tim McDonnell	Chair
• Dr Jean Quinn	Deputy Chair
• Mrs. Julie Wynne	Treasurer
• Mr. Keith Bailey	Resigned 04.10.2024
• Dr Hilary Leggat	
• Mrs. Lyn N Meadows	
• Mr. Steve Schroeder	Retired 27.11.2023
• Dr Roger H Platt	
• Mrs. Jenny Porter	
• Mrs. Nichola Sandman	
• Dr Helen Smith	Appointed 05.06.2023 - Resigned 14.10.2024
• Mrs. Sheena Hennell	Appointed 21.08.2023

Company Secretary:

- Mr. John R Pentland

Senior Leadership Team:

• Mrs. Helen Brown	Chief Executive Officer
• Mr. John R Pentland	Director of Finance and Support Services
• Mrs. Teresa Nightingale	Director of Income Generation and Marketing
• Mrs. Christine Sutcliffe	Director of Clinical Services
• Mrs. Jane Bohan	Director of Workforce
• Dr Emma Longford	Medical Director / Consultant in Palliative Medicine



Chair's Preface:

As we present this year's Annual Report and Accounts for the 2023-24 year, I am pleased to report that Wirral Hospice St John's remains in a position of financial stability. Despite the challenges that our sector is currently facing, the commitment of our staff, volunteers, supporters, and donors has ensured that we continue to deliver exceptional care and support to those who need it most.

However, as we look ahead, it is clear that maintaining this stability will be increasingly difficult. We are operating in an environment where costs are rising steadily, driven by inflation and increased demand for our services, while statutory funding continues to decline. This creates a growing gap between the funding we receive and the resources needed to deliver our essential services.

In addition to financial challenges, we also face difficulties in both workforce recruitment and an ageing estate. Attracting and retaining skilled professionals is becoming ever more competitive, and this has a direct impact on the quality and continuity of care we are able to offer. As patient needs are changing and our buildings age we need to continually invest to ensure that they remain fit for purpose providing a welcoming environment for patients, families, staff and visitors. These are challenges we are committed to addressing with innovation and determination.

Despite these hurdles, the Board of Trustees remain confident in the resilience of the organisation. We have a strong foundation, and with the continued support of our community, we are well positioned to navigate the uncertainties ahead. Our focus will be on securing sustainable funding, exploring new ways to support our workforce, and investing in our estate ensuring that we remain a lifeline for all who need our care.

Thank you for your unwavering support, which allows us to continue this vital work.

Tim McDonnell: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, supported by our multi-professional team working in collaboration and partnership with health and care professionals including primary, secondary, community care and the voluntary, community, faith and social enterprise sector (VCFSE).

Patients and those close to them are central to our services, and what matters most to them is the focus of our personalised care.

How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care & support, without charge, supporting patients and their families.

Our Key Strategic Aims for 2023-24:

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support where needed.

The foundation of the NHS future plan is the integration of the care system through partnership, integration and collaboration across the health & social care sector including VCFSE organisations, providing care locally at “Wirral PLACE” based level.

We aim to support the Cheshire & Merseyside Integrated Care System (C&M ICS) through complementary working alongside other service providers to ensure equitable access for all who would benefit from our specialist services across the local community we serve.

Through increased use of population health data we aim to reach more patients and their families across our community, ensuring Wirral Hospice St John’s continues to be seen as a lead player in specialist palliative care, and an efficient and thriving organisation.

Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments

As a charity, we are heavily reliant upon the income we receive from our local community which amounts to 58% of total income. The NHS and C&M ICS is under immense financial pressure and service delivery challenges, the value of our statutory funding is declining as the cost of delivery increases. During the year we have continued to expand our retail network and legacy campaign in order to maximise our income generation.

Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. Having the right workforce with the right skills is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change, offering more choice and increased competition from which to recruit. It is essential that we continue to recruit, develop and retain high quality staff and volunteers investing in their knowledge and skills development,

developing career pathways for the future.

Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's has been a fundamental part of the local community for over 40 years, established and supported by them to provide care and support for them. We have developed a reputation for specialist high quality holistic care focused on patient need and maintaining that position is fundamental to securing our place in the provision of Integrated Care Services, as well as the funding we receive from both statutory and local community sources.

Monitoring Achievement of the Charity's Objectives:

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover: -

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Responsiveness and Activity levels

The reports are reviewed by the Senior Leadership Team, the Board as a whole and Governance Committees of the Board.

In the period covered by this annual report, the Board met **5** times including the annual Board Strategy Day and the following Governance Committees met as follows: -

- Clinical Governance Committee (**4** times)
- Financial & Infrastructure Governance Committee (**4** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, Investment Committee meetings continued to take place bi-annually and the Income Generation & Marketing Committee held three meetings.

The Board and Senior Leadership Team undertook a Strategic planning day to focus on future strategic direction and risk.

A clinical focused 'story' and a strategic element is incorporated into most Governance and Board meetings to focus on patient and family need, whilst facilitating discussion and identifying opportunities for future strategic planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure Governance Committee, Workforce Governance Committee and Clinical Governance Committees respectively review all organisational and clinical complaints and incidents quarterly to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required. This data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

In line with the quality schedule, quarterly reports are provided for commissioners.

Our Achievements in the Year:

In pursuing Strategic Aim 1, we have: -

a. Adjusted and adapted to the changing environment both internal and external, maintaining and developing services, Hospice @ Home personal care became fully established meeting the needs of those in the last four weeks of life.
b. Continued to examine and further develop the range of our clinical services particularly focusing on non-cancer life limiting conditions including heart failure and other neurological conditions developing supportive care pathways for patients.
c. In conjunction with Motor Neurone Disease Association, embedded care pathway for those with motor neurone disease and their families
d. Embedded children & young people's counselling and bereavement service
e. Collaboratively delivered education and training to health & care professionals across Wirral via the Wirral Palliative Care Education hub

In pursuing Strategic Aim 2, we have: -

a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
b. Worked together through a values-based approach underpinning all that we do
c. Continued to optimise the use of technology to maximise efficiency in service delivery
d. Enhanced our income generation strategy, strengthening income streams - retail, legacy and donation income.

In pursuing Strategic Aim 3, we have: -

a. Maintained a competitive remuneration policy.
b. Further developed performance development framework across all departments.
c. Embedded apprenticeship programme across the organisation with 5 apprentices undergoing training.
d. Continued with professional placements to support nursing and medical students
e. Provided access to education opportunities both in person and online
f. Further embedded communication framework across the whole workforce inclusive of volunteers
g. Enhanced well-being strategy across the organisation.
h. Further developed flexible working opportunities.
i. Introduced opportunities to buy additional leave.
j. Held a number of 'Thank you' events for staff and volunteers.
k. Introduced 'Freedom to Speak Up' representatives.

In pursuing Strategic Aim 4, we have: -

a. Remained fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families; as demonstrated through our participation in the annual national Patient Led Assessments of the Care Environment (*also known as the PLACE Assessment*) and the outcome of a CQC remote review.

b. Retained “Good” through CQC review under the new inspection regime, following on from previous inspection under the Key Lines of Enquiry of Well Led and Safe.

c. Strengthened collaborative working across Wirral to optimise effective triage, care and support for patients in the community

d. Continued to develop staff training to optimise provision of enhanced advice and support for primary care professionals dealing with end-of-life issues through the Palliative Advice and Information Line (PAIL)

e. Continued to work closely with NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB), Wirral Place, Wirral Council and the wider health & care community to offer practical support and guidance for professionals, in palliative and end of life care.

f. Further developed collaborative working across Cheshire & Merseyside through Hospice Provider Collaborative, sharing good practice supporting other hospices, sharing knowledge and skills.

g. Actively engaged with and participated in joint work with our health & care colleagues, developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral

h. Enhanced communications & marketing and increased contact with the Wirral community

i. Continued to deliver Wirral Palliative & End of Life Care Education Hub offer, providing learning & development opportunities for health & care professionals across Wirral, enhancing the care and support for patients and families.

j. Increased our research participation through two national trials.

k. Delivered a number of Showcase events promoting increased awareness of hospice services.

Our People:

As a values-based organisation, our people are at the very heart of the service we seek to provide, maintain and develop.

The Wirral community is pivotal to the hospice, volunteers over 40 years ago were instrumental in setting up the hospice and have continued to support the delivery of services to present day. We have continued to engage with and recognise their ongoing and invaluable contribution, listening to feedback from volunteers regarding what they want from the organisation in their role, embedding new communication and education framework and ensuring that relationships benefit all. A number of new roles have been introduced in year to support growing service need. Current number of active volunteers is 401 inclusive of our Board of Trustees, supporting across the hospice site, driving and retail operations. Together they provide a benefit of c£1m to the hospice each year.

Annual Long Service Awards, Christmas Lunch and afternoon tea events recognise and celebrate the invaluable contribution from our volunteers.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on patient activity to Hospice UK and produces an annual Quality Account for the Department of Health and Social Care and published on our website.

Inpatient Service: Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three bedded bays. The ward has a large bright patient and visitor lounge with dining facilities, a relatives' room with ensuite facilities for overnight stays and easy access to patio areas and gardens.

Patients are admitted for short term interventions following assessment by the Multi-Disciplinary Team (MDT) whose specialist palliative care needs cannot be met by providers elsewhere. Patients are admitted under the care of the Specialist Palliative Care Consultant. MDT meetings are held weekly. All patients, including family issues/concerns where appropriate, are discussed and a personalised management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a consultant.

Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the ward occurs once the patient's identified needs of what is important to them, and their specialist palliative care needs have been addressed.

The average length of stay over 2023-24 was 19.9 days with 61% of patients being discharged.

Inpatients (16 beds)	2022-23	2023-24
Total number of admissions	**165**	**186**
% Occupancy	**62.5%***	**71%**
Mean Length of stay (Days)	**21.2**	**19.9**
Total number of discharges	**77 (48%)**	**114 (61%)**
Total number of deaths	**83**	**74**

During 2023-24, the Unit has been measuring occupancy against 13 beds.

At times throughout the year staffing has been a challenge due to sickness and unfilled vacancies. Notable trends are increasing admissions and reducing length of stay meaning a higher turnover of patients. Occupancy levels are continuously monitored to promote optimal utilisation of available bed & staff resource. Increased awareness of hospice services is being promoted across the health & care sector to support increased referrals.

Wellbeing Service: Provided by a specialist multi-professional team, the Wellbeing service works alongside patients and their families to enable them to live well with a life-limiting illness and introduces them to a rehabilitative model of care, which encourages them to maximise their potential within the constraints of their illness.

Assessment and advice is available from members of the Multi-Professional Team; Occupational Therapy, Physiotherapy, Nursing, Counselling, and Social Work and has included support with advance care planning, benefits advice and family stress.

Wellbeing (48 places per week)	2022-23	2023-24
Total number of patients	**218**	**312**
Total number of referrals	**211**	**246**
Total number of Wellbeing session attendances	**1,915**	**2,585**

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and complementary therapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Specialist Palliative Care Team who require access to the specialist services provided by the hospice.

Close working with the Community Specialist Palliative Care (CSPC) Team continues to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home.

Outpatients	2022-23	2023-24
Total number of Medical Referrals	**239**	**261**
New Doctors Appointments	**136**	**137**
Total number of Medical Domiciliary Visits	**115**	**113**

Medical staffing has affected the number of medical appointments in year. All referrals are triaged, and patients supported by the most appropriate service.

Hospice at Home Sitting Service:

The Hospice at Home (H@H) team continues to provide quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, daytime sits are provided by the hospice. A partnership arrangement between the hospice and Marie Curie Nursing service provides coordinated night sitting service.

Hospice at Home (Sits)	2022-23	2023-24
Total number of referrals	**420**	**405**
Hospice at day	**1,911**	**2,118**
Hospice at night	**320**	**399**
Total number of deaths	**304**	**239**
Total number of deaths at home	**254 (83%)**	**200 (84%)**

Hospice at Home Personal Care Service:

The Hospice at Home Personal Care service initiated in 2021/22 has developed and grown providing care and support for patients and their families to be cared for and to die in their own home.

Hospice at Home (Personal Care Visits)	2022-23	2023-24
Total number of referrals	**250**	**265**
Personal Care Visits	**1,868**	**5,880**
Total number of deaths	**149**	**150**
Total number of deaths at home	**138 (92%)**	**147 (94%)**

Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice.

A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2022-23	2023-24
Total number of referrals	**73**	**77**
New appointments	**68**	**59**

Wirral Palliative Care Advice Line:

Professional calls to the advice line are supported by the Community Specialist Palliative Care Team 9am-5pm.

Advice Line Calls (taken by the Hospice)	2022-23	2023-24
Calls from professionals (OOH)	**130**	**174**
Calls from families/ carers 24/7	**71**	**180**
Total number of all calls taken by hospice	**201**	**354**

Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities across the three year period set within the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

We will pursue Strategic Aim 1 by:

- Continuing to utilise population health data to identify need and inform future services, particularly focusing on those underrepresented and the delivery of care where needed.
- Optimising and enhancing continuity of care through integrated partnership approach.
- Continuing to strength partnerships with the community, voluntary, faith and social enterprise sectors to develop and deliver services to meet locality need.
- Utilising patient outcome measures to enhance and expand our care provision.
- 'Telling the story' Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals of the care and support we provide.
- Continuing to hold regular showcase events to inform our stakeholders of the role the hospice plays in the community and the services offered.
- Delivering collaborative education with other palliative care providers through Wirral Palliative and End of Life Care Education Hub, sharing knowledge and skills with the wider health & care sector enhancing the quality of end-of-life care across the health & care sector.
- Adjusting and adapting to the potential opportunities and challenges at "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System.
- Increasing our engagement with Wirral education establishments offering volunteer and student engagement opportunities.

We will pursue Strategic Aim 2 by:

- Maintaining a market competitive remuneration policy.
- Further developing our existing strong income streams such as legacies and retail activity as well as exploring and testing reliable additions.

- Extending our marketing approach to increase our reach to both patients, families, professionals, potential investors, and across the local community through 'Telling our story'.
- Continuing to monitor costs and optimise procurement.
- Working together through a values-based approach underpinning all that we do, to optimise efficiency across all areas of the hospice, maximising available monies for direct patient care services.
- Optimising the use of digitization and technology to both provide opportunities to save and maximise efficiency in service delivery.

We will pursue Strategic Aim 3 by:

- Mapping present and future requirements through workforce analysis and planning.
- Exploring alternative approaches to recruitment where future challenges are identified.
- Collaboratively working within the Health & Care sector to develop realistic solutions to skills shortages.
- Identifying and developing career pathways and opportunities for progression.
- Enhancing learning & development programmes for staff including relevant professional placement opportunities.
- Enhancing learning & development opportunities for volunteers including greater deployment across departments.
- Strengthening our apprenticeship programme opportunities throughout the organisation.
- Expanding marketing, increasing presence at local jobs and careers fairs.
- Continuing to develop our schools work experience programme.
- Further embedding the well-being programme for staff and volunteers.
- Developing the offer for flexible working across the organisation including hybrid working.

We will pursue Strategic Aim 4 by:

- Continuously monitoring and evaluating the range of our clinical services to ensure fit for purpose, adapting & developing services to meet the identified need, informed by population health data.
- Reviewing progress and further developing our digital approach to care and support, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology
- Further development of integrated care pathways, providing continuity of care for patients and their families. Achieved through strengthened partnerships, collaboration and shared governance with other palliative care providers in Wirral
- Maximising the use of digital technology in data capture, analysis and communication to analyse effectiveness and impact of service delivery as well as strengthening knowledge of community need to inform future service development.
- Listening to, reviewing and learning through feedback from service users, professionals and the community to inform and develop our services to meet changing need
- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks and communities to identify our optimum position in the sector to support development of a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with, through meetings, projects and service developments
- Increasing the knowledge of our services through enhanced marketing and increased contact with the people and organisations across Wirral
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services

- Engaging with and supporting our community colleagues to develop compassionate communities helping support one another
- Optimising user engagement in the planning & delivery of Wirral Hospice St John's services
- Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership
- Improving accessibility to palliative and end of life care for those with conditions other than cancer
- Ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model
- Promoting a personalised approach to palliative care with patient reported outcome measures
- Increasing knowledge and skills in Palliative and End of Life Care across professional groups
- Maximise usage of our facilities providing services tailored to need incorporating plans for future accommodation refurbishment/development.
- Embed our Estates Strategy with investment in capital to optimise facilities and ensure ongoing fitness for purpose.

Principal Risks and Uncertainties:

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

The principal risks are associated with sustainability, both financial and access to a workforce with the necessary competencies to deliver our services. They are inter-related in that maintaining competitive remuneration in support of recruitment and retention impacts on financial viability. In identifying our Strategic Aims and our Future Plans for their pursuit we have set out how we intend to mitigate those risks.

The risk of a cyber-attack and having appropriate cyber security in place is an increasing risk to the organisation, we have taken the opportunity of reviewing and enhancing our cyber security approach with increased training for all staff. We have fulfilled the required criteria for the Data security and protection toolkit required by NHS contracts with the aim of including Cyber Essential Plus for 2024-25 and continue to monitor and maintain mitigation measures against all identified risks.

The principal uncertainty arises around the ICS significant financial deficit and their future approach to funding of palliative and end of life care. Consequently, we need to be clear that what we are doing is required, that we are providing services effectively with demonstrable impact, and that we are the organisation best suited to provide those services.

Whilst there is uncertainty arising out of the of ICS, we also regard it as an opportunity to consolidate our position within the sector with the potential for development in meeting the increased demand for palliative & end of life care as well as additional statutory funding underpinning our financial viability. We are pro-actively engaging with Wirral Place, including representation on governance and operational groups and our already established practice of partnership working relations. We have developed our performance monitoring systems with the aim of tangibly demonstrating our cost effectiveness and value-based service delivery.

Structure, Governance and Management:

Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014 and a Special Resolution passed by the Trustees on 30 May 2023.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

Appointment and Tenure of Trustees:

New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustees normally serve in terms of 3 years with the maximum period of service for Trustees being 9 years in line with the Charity Commission's guidance. The Memorandum and Articles of Association requires three Trustees to retire by rotation at each AGM.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in August 2022. The policies were updated to reflect the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of hospice services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Ongoing access to learning and development is available both online and in person for trustees to further develop their knowledge and skills.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**
- **Oliver McGowan training stage 1**

Trustees are also encouraged to undertake additional learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

Organisational Structure:

The Board has a maximum of 15 Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Sub-Committees of the Board monitor specific areas of activity. The Terms of Reference for each of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day-to-day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity.

Risk Management:

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The Serious Untoward Incident Policy is regularly updated and reviewed 3 yearly or when legislation/guidance changes. Staff awareness is maintained through regular in-house meetings and through the guidance of their own professional bodies
- Management Accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented
- Investment Policy – a bi-annual review is undertaken by the Investment Committee and subsequently endorsed by the Finance and Infrastructure Governance Committee

- Reserves Policy – an annual review is undertaken by the Treasurer and Finance & Infrastructure Governance Committee members and subsequently endorsed by the Board. The Reserves Management policy was adopted by the Board in February 2022, which sets out the hospice's approach to managing the use of its financial reserves in order to ensure financial sustainability.

Serious incidents are considered at relevant Governance Committees and reported to the Integrated Care System – Quality Lead, Charity Commission / CQC / Health & Safety Executive as appropriate.

There was no serious untoward incident recorded during 2023-24.

These policies and procedures safeguard and ensure propriety. The Board has overall responsibility for risk management and receives quarterly reports, in addition to the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

Income Generation Review:

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door-to-door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up-to-date with activities and funds raised)

Wirral Hospice St John's income generation activities are aligned to legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities

- Some staff are individual members of the Hospice Income Generation Network, which is a charity providing training for fundraisers and marketers working in UK hospices. Wirral Hospice's Income Generation & Marketing Director is a trustee and Vice Chair of the charity.

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year ended 31 March 2024, 2 actual complaints were recorded about income generation activities: -

- 1 relating to retail
- 1 relating to donations, charitable trusts and legacies

These were reviewed and investigated following Wirral Hospice St John's robust complaints policy.

Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk. If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel the financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy so the risk of being out in the community reduces any vulnerability to which they might be exposing themselves.

Financial Review:

Income:

Total income is comparable to the prior year at just over £8m. NHS Revenue grants covered 48% (2023: 43%) of our expenditure (excluding fundraising costs). Due to high wage inflation, expenditure has once again risen faster than NHS income.

The turnover of the trading subsidiary was approximately £47k. Details of the subsidiary's performance are set out in note 7b of the financial statements.

Expenditure:

70% (2023: 69%) of costs relate to salaries, the total salary bill for the year being approximately £5.28m. Of these costs, approximately 73% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£371k) and the charity shops (£795k), which generated income of £770k and £1.2m respectively.

Overall, this generated an operating surplus of £501k, before gains on investments of £623k. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £245k was spent on fixed assets in the year to upgrade our facilities and equipment.

Liquid reserves are £525k higher than the prior year.

The Trustees continue to closely monitor future activities and costs, particularly in light of the current economic climate and the impact on our income and operations.

Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 10.2 (2023: 13.0) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

Investment Policy:

The overall investment policy aims to achieve capital growth, with a medium level of risk, taking a long- term view.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue

chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.
No more than 25% of the total equity allocation is to be invested in non-UK stocks and only through unit trusts and investment trusts. A maximum of 10% of the value of the portfolio may be invested in emerging markets through unit trusts and investment trusts. No investment should exceed 5% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

Investment Performance 2023-24:

During the year to 31 March 2024, the portfolio returned 11.87% compared to a benchmark return of 8.43% for the FTSE All Share Index.

These are total return performance figures on a time weighted basis.
[Source: Investec Wealth & Investment (UK)]

Trustees' Responsibilities for the Financial Statements:

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and: -

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will not continue in business

In so far as the Trustees are aware: -

- There is no relevant audit information of which the company's auditors are unaware; and

- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for keeping accounting records, which disclose with reasonable

accuracy the financial position of the group and charitable company and which enable them to ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

Auditors:

Mitchell Charlesworth (Audit) Limited offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

BY ORDER OF THE TRUSTEES:

..... **John R Pentland**
Company Secretary
25th November 2024

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity's affairs as at 31 March 2024 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 Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the Group and Charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of 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 that charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information.

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within 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 the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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 Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which the audit was considered capable of detecting irregularities, including fraud.
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

· the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
· we identified the laws and regulations applicable to the company through discussions with directors and other management
· we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
· we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
· identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

· making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

· considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

· performed analytical procedures to identify any unusual or unexpected relationships;
· tested journal entries to identify unusual transactions; and
· assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
· investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

· agreeing financial statement disclosures to underlying supporting documentation;
· reading the minutes of meetings of those charged with governance; and
· enquiring of management as to actual and potential litigation and claims.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chaper 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Louise Casey ACA (Senior Statutory Auditor)
for and on behalf of Mitchell Charlesworth (Audit) Limited

Dated ……

Accountants
Statutory Auditor

Tempest
Suite 5.1
12 Tithebarn Street
Liverpool
L2 2DT

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2024

	Note	Year ended 31.03.2024 Unrestricted Funds £	Year ended 31.03.2024 Restricted Funds £	Year ended 31.03.2024 Total Funds £	Year ended 31.03.2023 Total Funds £
Income					
Income from generated funds:					
Donations and Legacies	2	2,093,211	-	2,093,211	3,024,433
Other Trading Activities	2	2,590,589	-	2,590,589	2,248,531
Investments	2	249,020		249,020	185,111
		4,932,820	-	4,932,820	5,458,075
Income from charitable activities	2	3,076,372	12,284	3,088,656	2,511,052
Total Income		8,009,192	12,284	8,021,476	7,969,127
Expenditure					
Costs of raising funds	3(a)	37,341	-	37,341	31,334
Fundraising costs	3(b)	1,734,659	-	1,734,659	1,564,012
Investment management costs		21,560	-	21,560	22,163
Charitable activities	4	5,662,795	64,203	5,726,998	5,129,973
Total expenditure		7,456,355	64,203	7,520,558	6,747,482
Net Income/expenditure		552,837	(51,919)	500,918	1,221,645
Net Gains/(Losses) on investments	9	622,556	-	622,556	(366,961)
Net movement in funds	14	1,175,393	(51,919)	1,123,474	854,684
Reconciliation of Funds					
Total funds brought forward at 1 April 2023		13,249,925	1,945,505	15,195,430	14,340,746
Total funds carried forward at 31 March 2024		14,425,318	1,893,586	16,318,904	15,195,430

The Statement of Financial Activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes at pages 33 to 49 form part of these accounts.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED BALANCE SHEET

As at 31 March 2024

	Note	2024	2024	2023	2023
		£	£	£	£
Fixed assets					
Tangible assets	8		**5,001,080**		5,047,318
Investments	9		**7,102,575**		6,517,556
			12,103,655		11,564,874
Current assets					
Stocks	10	**10,048**		3,831	
Debtors	11	**3,714,150**		3,745,911	
Cash at bank and in hand	12	**2,441,627**		1,916,579	
		6,165,825		5,666,321	
Liabilities					
Creditors: amounts falling due within one year	13	**(1,950,576)**		(2,035,765)	
Net current assets			**4,215,249**		3,630,556
Net assets			**16,318,904**		15,195,430
The funds of the charity					
Restricted income funds	14		**1,893,586**		1,945,505
Unrestricted income funds	14				
General		**5,379,933**		6,116,422	
Fixed Assets		**3,197,385**		3,188,503	
Designated		**5,848,000**		3,945,000	
Total unrestricted funds			**14,425,318**		13,249,925
Total charity funds			**16,318,904**		15,195,430

The notes at pages 33 to 49 form part of these accounts.

The directors approved the financial statements on 25th November 2024

T McDonnell **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CHARITY BALANCE SHEET

As at 31 March 2024

	Note	2024	2024	2023	2023
		£	£	£	£
Fixed assets					
Tangible assets	8		**5,001,080**		5,047,318
Investments	9		**7,102,577**		6,517,558
			12,103,657		11,564,876
Current assets					
Debtors	11	**3,738,408**		3,795,990	
Cash at bank and in hand	12	**2,424,863**		1,867,691	
		6,163,271		5,663,681	
Liabilities					
Creditors: amounts falling due within one year	13	**(1,948,024)**		(2,033,127)	
Net current assets			**4,215,247**		3,630,554
Net assets			**16,318,904**		15,195,430
The funds of the charity					
Restricted income funds	14		**1,893,586**		1,945,505
Unrestricted income funds	14				
General		**5,379,933**		6,116,422	
Fixed Assets		**3,197,385**		3,188,503	
Designated		**5,848,000**		3,945,000	
Total unrestricted funds			**14,425,318**		13,249,925
Total charity funds			**16,318,904**		15,195,430

The notes at pages 33 to 49 form part of these accounts.

The directors approved the financial statements on 25th November 2024

T McDonnell **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	**478,939**	1,197,043
Adjustments for:		
Depreciation of tangible assets	**291,419**	284,505
Profit on disposal of investments	**21,979**	24,602
Decrease/(Increase) in trade and other debtors	**31,761**	(2,687,106)
(Increase) in stocks	**(6,217)**	(2,274)
(Decrease)/ Increase in creditors	**(85,189)**	1,494,233
Net cash provided by operating activities	**732,692**	311,003
Cash flows from investing activities		
Proceeds from sale of investments	**1,003,267**	943,173
Purchases of tangible assets	**(245,181)**	(361,613)
Purchases of investments	**(1,020,038)**	(989,484)
Decrease in cash held by stockbrokers	**54,308**	60,816
Net cash (used in) investing activities	**(207,644)**	(347,108)
Net increase in cash and cash equivalents	**525,048**	(36,105)
Cash and cash equivalents at the beginning of year	**1,916,579**	1,952,684
Cash and cash equivalents at the end of the year	**2,441,627**	1,916,579

For the year ended 31 March 2024

1. ACCOUNTING POLICIES

CHARITY INFORMATION
Wirral Hospice St John's is a registered charity and a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006, FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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).

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

BASIS OF CONSOLIDATION
The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 8), drawn up to 31 March 2024. Profits or losses on intra group transactions are eliminated in full. The results of the charity's subsidiary have been incorporated on a line by line basis.

No specific SOFA or Income & Expenditure account has been presented for the parent charity alone becase the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN
At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

FUND ACCOUNTING
Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees. Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £800,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £3,630,000, a fund for the provision for closure costs of £1,200,000 and a fund for the maintenance and upgrading of our facilities over the next ten years of £560,000. The funds are offset by forecast Investment Gains of £542,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

INCOME
Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:
- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

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

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

INVESTMENTS

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not take out call or put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

Realised Gains and Losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CASH AND CASH EQUIVALENTS

Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

EMPLOYEE BENEFITS

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.
Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

STOCK

Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes

The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.
The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

EXPENDITURE

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds); and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

GOVERNANCE COSTS

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 3 to the Accounts.

VAT

Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.

Enterprises Income and Expenditure is recorded net of VAT.

FINANCIAL INSTRUMENTS

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in net income/(expenditure), except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.
The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both current and future periods.

Judgements are made on the useful economic life of fixed assets on acquisition when they are classified into categories. Depreciation is then calculated on each category as per the tangible fixed asset and depreciation policy (above). The classification of fixed assets could have a material impact on the asset net book value and annual depreciation charge. The useful economic lives are reassessed periodically to ensure they remain appropriate by assessing factors such as technological advancements, economic utilisation and the physical condition of the assets.

2. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2024	2023
	£	£
Depreciation	**291,419**	284,505
Auditors remuneration	**12,000**	13,224

and after crediting:

Donations and Legacies:		
Legacies	**1,662,770**	2,557,441
In memoriam	**162,719**	142,068
General donations	**191,759**	243,371
Gift Aid	**75,963**	81,553
	2,093,211	3,024,433
Investments:		
Listed investments	**176,318**	167,665
Bank deposits	**72,702**	17,446
	249,020	185,111
Income from charitable activities:		
Income from NHS Clinical Commissioning Groups	**1,912,139**	1,841,405
Hospice at Home Income	**846,828**	363,471
Covid-19 funding	**0**	48,488
Sundry Income	**329,689**	257,688
	3,088,656	2,511,052
Other trading activities:		
Fund-raising events	**540,265**	444,936
Charity shop sales	**1,233,279**	1,002,658
Subsidiary's turnover	**46,813**	48,861
Lottery income	**770,232**	752,076
	2,590,589	2,248,531

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice, St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

3. COST OF RAISING FUNDS

	2024	2023
	£	£
(a) Costs of generating voluntary income – salaries	**37,341**	31,334
(b) Fundraising costs :		
Salaries	**264,041**	235,774
Depreciation	**28,515**	24,737
Charity shop costs (including salaries £463,309)	**795,297**	671,308
Purchase of goods for resale	**19,783**	24,085
Lottery costs (including salaries £86,284)	**370,718**	364,176
Printing, stationery and advertising	**26,662**	28,283
Postage and telephone	**1,659**	792
Fundraising expenditure	**114,108**	99,066
Other	**113,876**	115,791
	1,734,659	1,564,012

4. CHARITABLE ACTIVITIES

	2024	2023
	£	£
Salaries	**3,865,913**	3,315,476
Depreciation	**262,903**	259,768
Medical supplies	**249,119**	254,323
Food	**79,070**	60,030
Heat and lighting	**89,586**	86,262
Repairs and renewals	**239,063**	218,797
Cleaning	**39,772**	38,389
Other	**172,302**	138,965
Support costs (note 5)	**729,270**	757,963
	5,726,998	5,129,973

5. SUPPORT COSTS

	2024	2023
	£	£
Salaries	**544,487**	609,561
Printing, stationery and advertising	**23,355**	21,757
Postage and telephone	**42,324**	20,496
Accountancy and payroll charges	**11,666**	8,689
Insurance	**58,350**	49,985
Governance Costs (Including salaries £17,328)	**49,088**	47,475
	729,270	757,963

Included in Governance Costs is an amount of £12,000 (2023: £13,224) payable to the company's auditor for the audit of its financial statements.

6. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2024	2023
	£	£
Wages and salaries	**4,517,917**	4,045,453
Social security costs	**397,988**	317,589
Other pension costs	**362,798**	293,049
	5,278,703	4,656,091

Average number of employees	**172**	165

The analysis of employees by category is as follows:

	2024	2023
	Number	Number
Direct charitable	**111**	108
Fund-raising and publicity	**32**	30
Management and administration	**19**	17
Directors	**10**	10

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2024	2023
	Number	Number
£60,000 - £70,000	**1**	1
£70,000 - £80,000	**2**	2
£80,000 - £90,000	**0**	0
£90,000 - £100,000	**1**	1

The employees earning £60,000 to £70,000 and £70,000 to £80,000 participated in a defined contribution pension scheme.
The employee earning £90,000 to £100,000 participated in the NHS defined benefit pension scheme.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2023: £nil) neither were they reimbursed expenses during the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Director of Finance, Director of Clinical Services, Director of Income Generation and Director of Workforce. The total employee benefits of the key management personnel employed by the Charity were £417,085 (2023: £395,125).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2024 was £244,361 (2023: £209,497). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

7a. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided for Corporation Tax as follows:
UK Corporation Tax at 25% £nil (2023: £nil)

7b. SUBSIDIARY

THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:

	2024	2023
	£	£
Turnover	**46,813**	48,861
Cost of sales	**(19,783)**	(24,085)
Gross profit	**27,030**	24,776
Administrative expenses	**(8,272)**	(10,845)
Taxation	**-**	0
Gift Aid Payment	**(18,758)**	(13,931)
Profit retained	**-**	-

THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:

	2024	2023
	£	£
Current assets	**26,812**	52,720
Current liabilities	**26,810**	52,718
	2	2
Share capital	**2**	2
Profit and loss account	-	0
	2	2

8. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Cost					
At 1 April 2023	6,685,025	2,615,148	233,875	47,347	9,581,395
Additions	110,194	66,764	68,223	-	245,181
Disposals	-	-	-	-	-
At 31 March 2024	6,795,219	2,681,912	302,098	47,347	9,826,576
Depreciation					
At 1 April 2023	2,268,187	2,069,206	165,919	30,765	4,534,077
Charge for the year	135,904	129,087	20,901	5,527	291,419
Disposals	-	-	-	-	-
At 31 March 2024	2,404,091	2,198,293	186,820	36,292	4,825,496
Net book amount at 31 March 2024	**4,391,128**	**483,619**	**115,278**	**11,055**	**5,001,080**
Net book amount at 31 March 2023	4,416,838	545,942	67,956	16,582	5,047,318

The net book amount at 31 March 2024 in respect of land and buildings compromises freehold property of £4,391,128 (2023: £4,416,838)

The net book amount at 31 March 2024 represents fixed assets used for:

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Charitable activities	4,212,769	462,317	-	-	4,675,086
Fund-raising	178,359	21,302	-	11,055	210,716
Charity shops	-	-	115,278	-	115,278
	4,391,128	**483,619**	**115,278**	**11,055**	**5,001,080**

The net amount at 31 March 2024 in respect of Charity shops comprises property improvements £67,628 and fixtures and fittings £47,650

9. INVESTMENTS

	The Group		The Company	
	2024	2023	**2024**	2023
	£	£	**£**	£
Quoted investments at market value	**7,033,693**	6,394,366	**7,033,693**	6,394,366
Cash held by stockbrokers	**68,882**	123,190	**68,882**	123,190
Investment in subsidiary undertaking at cost	**-**	-	**2**	2
	7,102,575	6,517,556	**7,102,577**	6,517,558

Quoted investments	**£**	£
Market value		
At 1 April 2023	**6,394,366**	6,715,016
Additions at cost	**1,020,038**	989,484
Disposal proceeds	**(1,003,267)**	(943,173)
Profit/(Loss) on disposals	**(21,979)**	(24,602)
Increase/(Decrease) in unrealised gain	**644,535**	(342,359)
At 31 March 2024	**7,033,693**	6,394,366
Cost	**5,914,983**	5,920,190

The year to end of March 2024 was initially challenging as investors struggled with the continued worry that interest rates would continue to rise inexorably as inflation remained worryingly high across developed markets. However as we moved to the final quarter of 2023 these concerns were increasingly allayed, inflation levels fell away quickly as the rapid tightening of rates began to have the desired effect.

As rate expectations became more doveish there was a welcome return to heightened level of risk appetite with global equities recovering quite sharply for the final six months of the period under review.

In the 12 months to the end of March 2024 the Wirral St Johns Hospice fund generated a total return, net of fees, time weighted and cash adjusted of+11.87% which was ahead of the ARC Steady Growth Index peer group which generated a total return of +9.36% This is a pleasingly positive outcome and supportive of our disciplined and focused approach to portfolio construction and our active management.

Overseas equities were the major contributor to this strong performance, this important asset class represented over 40% of the total portfolio at the year end. Overseas equities returned +21% over the 12 months, driven by the US equity content which represented 18% of the portfolio and produced a +26% total return as interest rate sensitive sectors such as the Magnificent 7, the likes of Apple, Amazon, Microsoft et al staged strong recoveries. Over the same period UK equities which represent 20% of the overall portfolio produced a positive return of +11%, which whilst pleasing does highlight how important the diversification away from UK equities over the last few years has been in generating returns.

The portfolio remained well-diversified both at a high end asset allocation level but also at the individual investment level. Fixed interest markets heaved a massive sigh of relief during the latter part of the period under review and generated a positive return of +5% over the year which compared favourably with the previous year which had been incredibly difficult for fixed income investors.

The key decision at times during the year was remaining disciplined and focused on the long-term prospects for the underlying investments and also holding our nerve which given our confidence in our process and due diligence proved to be beneficial in terms of generating a positive outcome in performance terms.

Investment in subsidiary undertaking

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods).

10. STOCKS

	The Group		The Company	
	2024	2023	**2024**	2023
	£	£	**£**	£
Fund-raising goods	**10,048**	3,831	-	-

11. DEBTORS

	The Group		The Company	
	2024	2023	**2024**	2023
	£	£	**£**	£
Prepayments and accrued income	**2,239,319**	2,293,929	**2,239,319**	2,293,929
Due from subsidiary undertaking	-	-	**24,258**	50,079
Other debtors	**1,474,831**	1,451,982	**1,474,831**	1,451,982
	3,714,150	3,745,911	**3,738,408**	3,795,990

12. BANK BALANCES

	The Group		The Company	
	2024	2023	**2024**	2023
	£	£	**£**	£
Bank balances	**2,440,388**	1,915,462	**2,423,624**	1,866,574
Petty cash	**1,239**	1,117	**1,239**	1,117
	2,441,627	1,916,579	**2,424,863**	1,867,691

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade creditors	**198,629**	95,018	**196,077**	94,670
Social security and other taxes	**84,751**	73,373	**84,751**	73,373
Other creditors and accruals	**117,071**	348,439	**117,071**	346,149
Deferred income	**1,550,125**	1,518,935	**1,550,125**	1,518,935
	1,950,576	2,035,765	**1,948,024**	2,033,127

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	**Activities in furtherance of the charity's objectives**	**Lottery income**
	£	**£**	**£**
As at 1 April 2023	1,518,935	1,419,472	99,463
Released to income in the year	(1,518,935)	(1,419,472)	(99,463)
Deferred in the year	1,550,125	1,450,840	99,285
As at 31 March 2024	1,550,125	1,450,840	99,285

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

14. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
	£	£	£	£	£
As at 1 April 2023	6,116,422	3,188,503	3,945,000	1,945,505	15,195,430
Surplus / (deficit) for the year	1,175,393	-	-	(51,919)	1,123,474
Transfers	(1,911,882)	8,882	1,903,000	-	-
As at 31 March 2024	**5,379,933**	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2024 Total
Represented by:					
Tangible fixed assets	-	3,197,385	-	1,803,695	5,001,080
Investments	1,254,575	-	5,848,000	-	7,102,575
Cash at bank and in hand	2,351,736	-	-	89,891	2,441,627
Other net current assets	1,773,622	-	-	-	1,773,622
	5,379,933	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2024 Total
	£	£	£	£	£
As at 1 April 2023	6,116,422	3,188,503	3,945,000	1,945,505	15,195,430
Surplus / (deficit) for the year	1,175,393	-	-	(51,919)	1,123,474
Transfers	(1,911,882)	8,882	1,903,000	-	-
As at 31 March 2024	**5,379,933**	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2024 Total
Represented by:					
Tangible fixed assets	-	3,197,385	-	1,803,695	5,001,080
Investments	1,254,577	-	5,848,000	-	7,102,577
Cash at bank and in hand	2,334,972	-	-	89,891	2,424,863
Other net current assets	1,790,384		-	-	1,790,384
	5,379,933	**3,197,385**	**5,848,000**	**1,893,586**	**16,318,904**

14. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (Deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	(388,000)	-	-
As at 31 March 2023	**6,116,422**	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2023 Total
Represented by:					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,556	-	3,945,000	-	6,517,556
Cash at bank and in hand	1,829,889	-		86,690	1,916,579
Other net current assets	1,713,977	-	-	-	1,713,977
	6,116,422	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (Deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	-388,000	-	-
As at 31 March 2023	**6,116,422**	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2023 Total
Represented by:					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,558	-	3,945,000	-	6,517,558
Cash at bank and in hand	1,781,001	-		86,690	1,867,691
Other net current liabilities	1,762,863	-	-	-	1,762,863
	6,116,422	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £1,123,474 (2023: surplus £854,684), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years.

15. RESTRICTED FUNDS

The Group and the Company

	At 1.4.23	Income	Expenditure	**At 31.03.24**
	£	£	£	**£**
Sunrise Appeal	395,555	-	(17,617)	**377,938**
Anniversary Appeal	597,615	-	(15,618)	**581,997**
Inpatient Refurbishment	380,000	-	(10,000)	**370,000**
Kitchen Appeal	31,956	-	(820)	**31,136**
Patient Information Centre	453,689	-	(11,065)	**442,624**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	5,813	2,284	(3,014)	**5,083**
Bathroom Refurbishment	3,000	-	(3,000)	**0**
Garden Project	-	10,000	(3,069)	**6,931**
	1,945,505	12,284	(64,203)	**1,893,586**

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

Bathroom Refurbishment refers to Trust income which was received solely for the purpose of refurbishing bathrooms in the inpatient unit.

Garden Project refers to Trust income which was received solely for the purpose of improving the Hospice gardens.

This is a comparative for the prior year

The Group and the Company

	At 1.4.22	Income	Expenditure	**At 31.03.23**
	£	£	£	**£**
Sunrise Appeal	413,172	-	(17,617)	**395,555**
Anniversary Appeal	613,233	-	(15,618)	**597,615**
Inpatient Refurbishment	390,000	-	(10,000)	**380,000**
Kitchen Appeal	32,776	-	(820)	**31,956**
Patient Information Centre	464,754	-	(11,065)	**453,689**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	3,620	5,018	(2,825)	**5,813**
Bathrooom Refurbishment	0	42,218	(39,218)	**3,000**
	1,995,432	47,236	(97,163)	**1,945,505**

16. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2024 or 31 March 2023.

17. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2024. (2023: nil)

18. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysed according to the expiry date of the leases.

	The Group		**The Company**	
	2024	2023	**2024**	2023
	£	£	**£**	£
Within one year	**126,495**	114,749	**126,495**	114,749
Between one and five years	**249,732**	324,727	**249,732**	324,727
More than five years	**0**	0	**0**	0
	376,227	439,476	**376,227**	439,476

19. RELATED PARTY TRANSACTIONS

The remuneration of the key management personnel is included in note 6.

The group has taken advantage of the disclosure exemptions to which it is entitled regarding transactions between parent and 100% owned subsidiary companies and there are no other disclosable related party transactions.

20. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has no share capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.
The liability of the members is £Nil

21. ANALYSIS OF PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2023 Unrestricted Funds	Year ended 31.03.2023 Restricted Funds	Year ended 31.03.2023 Total Funds
	£	£	£
Income			
Donations and Legacies	3,024,433	-	3,024,433
Other Trading Activities	2,248,531	-	2,248,531
Investments	185,111	-	185,111
	5,458,075	-	5,458,075
Income from charitable activities	2,463,816	47,236	2,511,052
Total Income	7,921,891	47,236	7,969,127
Expenditure			
Costs of raising funds	31,334	-	31,334
Fundraising costs	1,564,012	-	1,564,012
Investment management costs	22,163	-	22,163
Charitable activities	5,032,810	97,163	5,129,973
Support costs	-	-	0
Total Expenditure	6,650,319	97,163	6,747,482
Net expenditure / income	1,271,572	(49,927)	1,221,645
Gains / (Losses) on investments	(366,961)	-	(366,961)
Gain on Disposal of Fixed Assets	-	-	0
Net movement in funds	904,611	(49,927)	854,684
Reconciliation of Funds			
Total funds brought forward	12,345,314	1,995,432	14,340,746
Total funds carried forward	13,249,925	1,945,505	15,195,430

WIRRAL HOSPICE ST JOHN'S

England & Wales - Charity number 510643

Accounts

Wirral Hospice St John's

Company Limited By Guarantee

Trustee Annual Report & Accounts for the year ended 31 March 2023



Annual Report 2022-23

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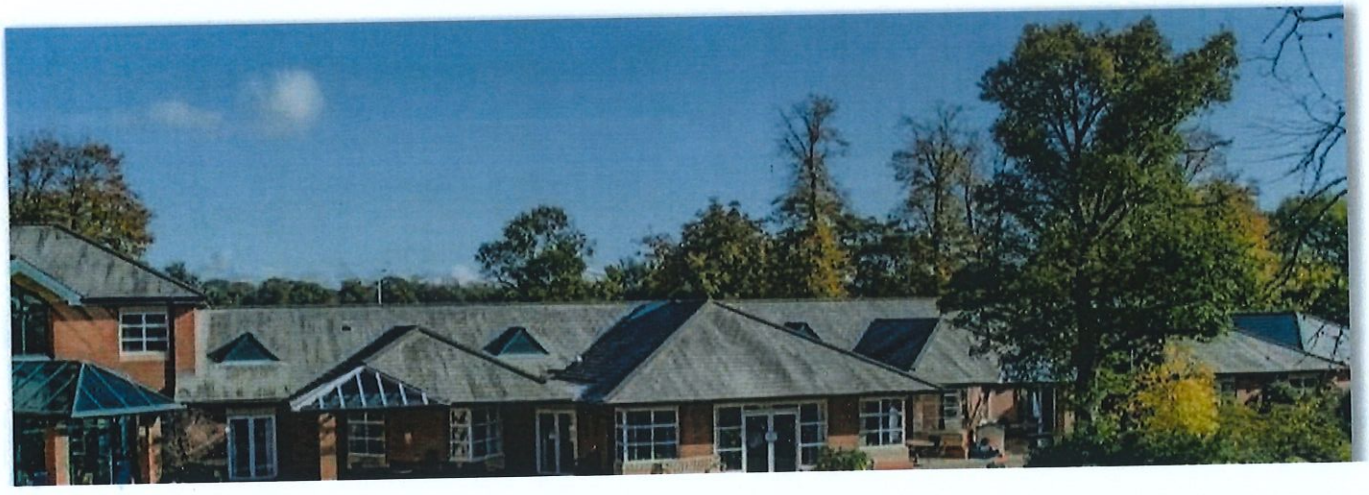
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The Trustees present their report together with the consolidated financial statements for the year ending 31 March 2023. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number:	510643
Company Number:	1518364
Registered Office:	Mount Road Higher Bebington Wirral CH63 6JE
Auditors:	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
Bankers:	HSBC Bank plc 31 The Pyramids Grange Road Birkenhead CH41 2ZL
Solicitors:	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Investment Manager:	Rathbones Incorporating Investec Wealth & Investment (UK) 100 Old Hall Street Liverpool L3 9AB



Directors, Trustees and Senior Leadership Team

President: His Honour John Roberts

Trustees:

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

• Mr Steve Schroeder	Chair
• Dr Jean Quinn	Deputy Chair
• Mrs Julie Wynne	Appointed Treasurer 28.11.2022
• Mr Graham M Ridgway	Resigned as Trustee & Treasurer. Appointed as Chair to Wirral Hospice St John's Enterprises Ltd. 28.11.2022.
• Mr Keith Bailey	Appointed 28.11.2022
• Dr Hilary Leggat	
• Mrs Lyn N Meadows	
• Mr Tim McDonnell	
• Dr Roger H Platt	
• Mrs Jenny Porter	Appointed 28.11.2022
• Mrs Nichola Sandman	Appointed 28.11.2022
• Dr Helen Smith	Appointed 05.06.2023

Company Secretary:

- Mr John R Pentland

Senior Leadership Team:

• Mrs Helen Brown	Chief Executive Officer
• Mr John R Pentland	Director of Finance and Support Services
• Mrs. Teresa Nightingale	Director of Income Generation and Marketing
• Mrs Christine Sutcliffe	Director of Clinical Services
• Mrs Jane Bohan	Director of Workforce
• Dr Emma Longford	Medical Director / Consultant in Palliative Medicine



Chair's Preface:

It is my pleasure once again to present the Trustees Annual Report and Accounts for the 2022-23 year.

Within the report we trust you will find many examples which illustrate that the hospice is a well-run organisation, continuing to live up to its reputation for delivering patient led high quality palliative and end of life care in a manner which is hugely valued by the community it seeks to serve. Above all, we are an organisation which continues to look forward and, whilst there are undoubted challenges ahead, we are confident of our ability to meet them.

In particular the introduction of Integrated Care System takes us into a period of uncertainty when we need to be sure we understand the most appropriate place for us in the health care sector and how we best meet the health needs of Wirral. As well as risk, this also opens up the opportunity for us to use our skills and experience to even greater effect and so we embrace the initiative and the potential this brings. Partnership and team working is already at the heart of what we do and how we behave, so this development is reflective of our existing culture.

We have come through the pandemic period and are making the necessary adjustments to what it has left behind moving once again into a period of growth. In service terms, this is encapsulated in being awarded the contract for provision of Personal Care services, as well as the introduction of our Children and Young Persons service.

We cannot disregard the current financial environment and the pressures it is placing not only on the cost of our service delivery, but also those who so generously fund us through our non-statutory income. As you will see from the accounts, we have a healthy level of reserves, and this gives us the ability to smooth out short term and seasonal variances, as well as time to make adjustments to our operational activity should an underlying trend prejudice financial viability. Nevertheless, this strong position is the result of significant legacy income over recent years, so we are cautious about placing too much reliance on this source and are seeking to sustain and develop other income streams.

We are now celebrating the 40th year of our existence and all that has gone before. We are proud of our history our present "Good" rating the CQC has given us against the criteria of Safe and Well Led.

However, we equally recognise that sitting back on our laurels is not an option, that as the environment changes around us, so we must continue to change and develop not just to maintain position but become even better at what we do for the benefit of those we serve.

We trust that as you read on you will find that these are not empty words or just boosterism but supported by clear evidence of achievement arising out of the hard work, commitment, skills and expertise which is prevalent throughout the hospice.

Steve Schroeder: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, supported by our multi-professional team working in collaboration and partnership with health and care professionals including primary, secondary, community care and the voluntary, community, faith and social enterprise sector (VCFSE).

Patients and those close to them are central to our services, and what matters most to them is the focus of our personalised care.

How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care & support, without charge, supporting patients and their families.

Our Key Strategic Aims for 2022-23:

At the start of the 2019 year, the hospice set out 4 Strategic Aims for pursuit over a 3 year period with the 2022-23 year being the final one in that period. Despite two significant changes to the environment in which we operate, namely the Covid pandemic and the introduction of the Integrated Care System initiative, they remained relevant to the 2022-23 year.

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support where needed.

The foundation of the NHS future plan is the integration of the care system through partnership, integration and collaboration across the health & social care sectors including third sector and voluntary organisations providing care at a local district / town or "PLACE" based level. "Wirral PLACE" is the Cheshire & Merseyside Integrated Care Partnership's response to delivering place-based care to the Wirral community.

In pursuing this aim we are supporting the Integrated Care System initiative through complementary working alongside other service providers with a view to "filling gaps" in palliative & end of life care services where they exist. In addition, we aim to ensure equitable access to all who would benefit from our specialist services across the local community we serve.

Through increased use of population and health needs data we aim to reach more patients and their families across our community, ensuring Wirral Hospice St John's continues to be seen as a lead player in specialist palliative care, and an efficient and thriving organisation.

Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments

As a charity, we are heavily reliant upon the income we receive from our local community which amounts to 66.6% of total income. Recovery from the decline in fund-raising income during the pandemic is exacerbated by the current financial situation with its cost of living and inflation pressures, which not only impact upon our income, but also upon our expenditure. Additionally, as the NHS strategy for the delivery of Integrated Care System develops, there is potential for the value of our statutory funding to decline.

Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. The NHS has launched their Workforce Plan with a 15-year approach to tackling current and future workforce requirements.

Having the right workforce with the right skills is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change, impacted by Covid, offering more choice and increased competition from which to recruit. It is essential that we continue to recruit, develop and retain high quality staff and volunteers investing in their knowledge and skills development.

Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's has been a fundamental part of the local community for the past 40 years, established and supported by them to provide care and support for them. We have developed a reputation for specialist high quality care focussed on patient needs and maintaining that position is fundamental to securing our place in the provision of Integrated Care Services, as well as the funding we receive from both statutory and local community sources.

Monitoring Achievement of the Charity's Objectives:

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover: -

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Responsiveness and Activity levels

The reports are reviewed by the Senior Leadership Team, the Board as a whole and Governance Committees of the Board.

In the period covered by this annual report, the Board met **7** times including the annual Board Strategy Day and the following Governance Committees met as follows: -

- Clinical Governance Committee (**4** times)
- Financial & Infrastructure Governance Committee (**4** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, Investment Committee meetings continued to take place bi-annually and the Income Generation & Marketing Committee held three meetings.

A clinical focussed 'story' and a strategic element is incorporated into most Board meetings to focus discussion on patient and family need, whilst facilitating discussion and identifying opportunities for future strategic planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure Governance Committee, Workforce Governance Committee and Clinical Governance Committees respectively review all organisational and clinical complaints and incidents quarterly to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for its assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required. This data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

In line with the quality schedule, quarterly reports are provided for commissioners.

Monitoring by External Bodies:

The hospice operates a co-operative policy for visits and statutory inspections by external bodies including: -

Fundraising Regulator: The Fundraising Regulator regulates charity fundraising in England, Wales and Northern Ireland.

They work to improve fundraising standards and build public trust. We are registered with the Fundraising Regulator, and we confirm that we comply with the Fundraising Regulator's voluntary registration scheme.

Care Quality Commission (CQC): The CQC is the independent regulator of health and social care in England and ensures health and social care services provide people with safe, effective, compassionate, high-quality care.

CQC monitors, inspects and regulates services to make sure they meet the essential standards of quality and safety, and they publish their findings/performance ratings to ensure services meet the fundamental standards that people have a right to expect whenever they receive care from Wirral Hospice St John's. https://www.wirralhospice.org/about/care-quality-commission-cqc/

Wirral Hospice St John's is registered with the CQC to provide: -

- Diagnostic and Screening Procedures
- Treatment of Disease, Disorder or Injury

The Registered Manager, in conjunction with Organisational Quality members, reviews and oversees assurance processes across the hospice to demonstrate how ongoing compliance is maintained to meet the standards required by the CQC, providing assurance to the Board through the quarterly Governance Committees.

Wirral Hospice St John's is subject to periodic reviews by the Care Quality Commission (CQC). In August 2022, the CQC carried out an announced inspection of the hospice inspecting the Key Lines of Enquiry of **Well Led** and **Safe** – we were found to retain a good rating for both domains with only two areas for improvement.

From the report published on 26 October 2022, the CQC advised: -

Our rating of this service stayed the same. We rated it as good because:

- *The service had enough staff to care for patients and keep them safe. Staff had training in key skills, understood how to protect patients from abuse, and managed safety well. The service-controlled infection risk well. Staff assessed risks to patients, acted on them and kept good care records. They managed medicines well. The service managed safety incidents well and learned lessons from them.*

- *Leaders ran services well using reliable information systems and supported staff to develop their skills. Staff understood the service's vision and values, and how to apply them in their work. Staff felt respected, supported and valued. They were focused on the needs of patients receiving care. Staff were clear about their roles and accountability. The service engaged well with patients and the community to plan and manage services and all staff were committed to improving services continually.*

Full details of this inspection report can be viewed on the CQC's website:
https://www.cqc.org.uk/location/1-120370910/inspection-summary

The domains of **Effective, Caring** and **Responsive** were not inspected and retain their Good status from the previous CQC inspection in 2016. For previous Inspection Reports, see:
https://www.cqc.org.uk/location/1-120370910/reports

Healthwatch Wirral: Healthwatch is the national consumer champion in health and care.

They have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Healthwatch Wirral is the local team which works to support the voice of patients and public in this area.

Our Achievements in the Year:

In pursuing Strategic Aim 1, we have: -

a. Continued to adjust and adapt to the changing environment both internal and external, maintaining delivery of services, developing Hospice @ Home care as part of winter bed pressures response
b. Continued to examine and further develop the range of our clinical services particularly focusing on care & support where needed with increased home visits, telephone support and Hospice @ Home personal care visits commenced
c. In conjunction with Motor Neurone Disease Association, successfully developed care pathway for those with motor neurone disease and their families
d. Successfully implemented children & young people's counselling and bereavement service on a trial basis
e. Working alongside cardiac specialists, jointly developed supportive palliative pathway for patients with advanced heart failure
f. Collaboratively delivered education and training to health & care professionals across Wirral via the Wirral Palliative Care Education hub

In pursuing Strategic Aim 2, we have: -

a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
b. Worked together through a values-based approach underpinning all that we do
c. Optimised the use of technology to maximise efficiency in service delivery
d. Developed learning from pandemic to further develop our reach across Wirral community and support patients, families, professionals and potential investors
e. Refocussed our income generation strategy to reflect post pandemic conditions with increased emphasis on retail, legacy and donation income due to the long-lasting impact of the pandemic upon participation events.

In pursuing Strategic Aim 3, we have: -

a. Maintained a competitive remuneration policy.
b. Implemented performance development framework across all departments.
c. Extended our apprenticeship programme with 2 new appointees.
d. Continued with professional placements to support nursing and medical students
e. Extended online learning access
f. Reviewed and developed communication framework across the whole workforce inclusive of volunteers
g. Introduced a well-being strategy in conjunction with an external Occupational Health provider.
h. Introduced flexible working in all administrative support areas.
i. Recruited into trustee vacancies extending the Board's knowledge base in legal, education and local community relationships.

In pursuing Strategic Aim 4, we have: -

a. Remained fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families; as demonstrated through our participation in the annual national Patient Led Assessments of the Care Environment (*also known as the PLACE Assessment*) and the outcome of a CQC inspection.
b. Strengthened collaborative working with specialist community palliative care service embedding new model of working, ensuring effective triage, care and support for patients in the community
c. Reviewed responsiveness to outpatient support, utilising a blended approach to outpatient access and review using digital technology where appropriate
d. Reviewed and updated training for all staff for provision of enhanced advice and support for primary care professionals dealing with end-of-life issues through the Palliative Advice and Information Line (PAIL)
e. Worked closely with the newly established NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB), Wirral Place, Wirral Council and the wider health & care community to offer practical support and guidance for professionals, post pandemic in palliative and end of life care
f. Actively engaged with and participated in joint work with our health & care colleagues, developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
g. Increased our reach through enhanced communications & marketing and increased contact with the Wirral community
h. Continued to develop Wirral Palliative & End of Life Care Education Hub offer, providing learning & development opportunities for health & care professionals across Wirral, enhancing the care and support for patients and families.
i. Increased our research participation through two national trials.
j. Graded "Good" through a CQC inspection under the Key Lines of Enquiry of Well Led and Safe.

Our People:

As a values-based organisation, our people are at the very heart of the service we seek to provide, maintain and develop. We aspire to be a learning organisation, together with a workforce having relevant and up to date palliative care knowledge, skills, experience and qualifications, continuously developing to ensure the delivery of excellent person-centred, evidence-based care. The personal and professional development of our workforce, working in partnership with our committed volunteers, underpins all our healthcare activity.

Our Palliative Medicine Consultants work as 'one team' closely aligned across the three areas of acute hospital, hospice and community. Linking closely with the Integrated Specialist Palliative Care Team within the community; ensuring shared governance, best practice and continuity of care for patients and their families.

The Wirral community is pivotal to the hospice. This community founded the hospice 40 years ago and has continued to financially support ensuring that the community continues to benefit from the services we deliver. Our volunteer numbers have fallen post pandemic as people have reviewed their personal circumstances. We have updated our database to have an accurate figure of active volunteers with new volunteers recruited to both old and new roles. Figures are on the increase. We have continued to engage with and recognise their ongoing and invaluable contribution, listening to feedback from volunteers regarding what they want from the organisation in their role, introducing a new communication and training framework.

Communication is key to ensuring that every member of our team feels informed, valued and part of the team as a whole, upholding our vision and values in all that they do. This is achieved through our shared vision, co-delivery and valued recognition of everyone's contribution. Long service award evenings were able to be held this year providing the opportunity to thank staff and volunteers for their valued support. And we have had the opportunity to thank our staff and volunteers throughout the year with one-off gestures; such as birthday leave and Christmas thank you.

Our Board of Trustees are also volunteers. As per our Articles of Association with limited terms of office, during the year, we have said goodbye to long serving members and welcomed new trustees to the Board bringing valuable additional knowledge and skills from a variety of backgrounds.

Ensuring our Senior Leadership Team and Trustees remain up to date is important. Annual employment and charity law updates are provided by the hospice solicitors, auditors and Hospice UK, to inform of legislative and policy changes required, ensuring both knowledge and compliance. Regular updates have continued, providing valuable information and support. Our Annual Delivery Plan underpins our strategy, co-developed with our teams with regular progress reviews, monthly 'Team Brief', quarterly employee forums and increased use of social media with regular get togethers, sharing information and news updates.

We have continued with new ways of working and strengthened partnerships developed during the pandemic, enhancing our knowledge and skills to inform our future approach. The Senior Leadership Team and Board of Trustees took the opportunity of time out together to collectively to review progress against the 2020-23 strategy and develop the 2023-26 strategy to meet the changing needs of Wirral Place.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on patient activity to Hospice UK and also produces an annual Quality Account for the Department of Health and Social Care, Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB) and Healthwatch Wirral and which is published on our website.

Inpatient Service: Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three bedded bays. The ward has a large bright patient and visitor lounge with dining facilities, a relatives' room with ensuite facilities for overnight stays and easy access to patio areas and gardens.

During 2022-23, a programme of phased improvements works for the Inpatients Ward was agreed commencing with the full refurbishment of one of the bathrooms, including a new Reval bath and hoist for assisted bathing in May 2023 and its commissioning in June 2023 and new office accommodation; works are underway at the time of writing to create 2 rooms for better storage of both domestic and medical equipment; a further phase of improvement works is planned to create a new drugs room.

Patients are admitted for short term interventions following assessment by the Multi-Disciplinary Team (MDT) whose needs cannot be met by specialist palliative care providers elsewhere. Patients are admitted under the care of the Specialist Palliative Care Consultant. MDT meetings are held once a week. All patients, including family issues/concerns when appropriate, are discussed and a management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a consultant.

Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the ward occurs once the patient's identified needs of what is important to them, and their specialist palliative care needs have been addressed.

The average length of stay over 2022-23 has remained around the 3-week level with 48% of patients being discharged.

Inpatients (16 beds)	2021-22	2022-23
Total number of admissions	146	165
% Occupancy	82%*	62.5%
Mean Length of stay (Days)	21.7	21.2
Total number of discharges	88 (60%)	77 (48%)
Total number of deaths	71	83

** Due to Covid-19 infection prevention and control measures, the available number of beds were reduced, and the occupancy calculation was adjusted from October 2020 onwards. During 2022-23, the Unit has been measuring occupancy against 13 beds.*

The number of patients in year has increased from 2021-22 although occupancy levels have dropped for a variety of reasons. Occupancy levels are continuously monitored to promote optimal utilisation of available bed & staff resource. Increased awareness of hospice services is being promoted across the health & care sector to support increased referrals.

Wellbeing Service: Provided by a specialist multi-professional team, the Wellbeing service works alongside patients and their families to enable them to live well with a life-limiting illness and introduces them to a rehabilitative model of care, which encourages them to maximise their potential within the constraints of their illness.

In 2022-23, the service has been redesigned to enable direct referrals from health care professionals (reducing the need for outpatient consultant medical review prior to attendance) and to offer an 8-week session program with further self-selected sessions at the end of this programme.

Assessment and advice is available from members of the Multi-Professional Team; Occupational Therapy, Physiotherapy, Nursing, Counselling, and Social Work and has included support with advance care planning, benefits advice and family stress.

Since the resumption of services post Covid, combined with the new referral routes and the introduction on the sessional model of delivery, the numbers of attendances at Wellbeing sessions nearly doubled in 2022-23.

Wellbeing (48 places per week)	2021-22 *	2022-23
Total number of patients	188	218
Total number of referrals	148	211
Total number of allocated Wellbeing attendances	1,093	1,915

** Until the outbreak of the Covid pandemic, patients attended the hospice for a maximum of 8 weekly sessions. With the need to provide alternative methods of service delivery and support, the measure of reporting of the allocated to available places became inapplicable and this was stopped partway in Quarter 3. We continued to record attendance for the full financial year.*

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and complementary therapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Specialist Palliative Care Team who require access to the specialist services provided by the hospice.

Close working with the Community Specialist Palliative Care (CSPC) Team continues to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home. The CSPC Team also commenced Specialist Nurse Led clinics in the hospice Outpatients Department in 2021-22.

Outpatients	2021-22	2022-23
Total number of Medical Referrals	240	239
New Doctors Appointments	186	136
Total number of Medical Domiciliary Visits	124 *	115

** During Covid-19, the OPD services were provided through both telephone and face to face assessments, with an increased number of medical domiciliary visits*

Medical staffing has affected the number of medical appointments in year. All referrals are triaged, and patients supported in the most appropriate service.

Hospice at Home Sitting Service:

The Hospice at Home (H@H) team continues to provide quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, daytime-sits are provided by the hospice. A partnership arrangement between the hospice and Marie Curie Nursing service provides coordinated night sitting service. Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB) continued to support the hospice in the delivery of Hospice at Home services for all Wirral residents.

Hospice at Home (Sits)	2021-22	2022-23
Total number of referrals	437	420
Hospice at day	1818	1,911
Hospice at night	351	320
Total number of deaths	290	304
Total number of deaths at home	215 (74%)	254 (83%)

Hospice at Home Personal Care Service:

The Hospice at Home Personal Care service was introduced in December 2021, alongside Hospice at Home sits provision, as part of Wirral's multi-agency response to winter bed pressures.

During 2022-23 this service was extended, and a contract was awarded in November 2022 by Wirral Place NHS Cheshire & Merseyside Integrated Care Board (NHS C&M ICB). This has allowed for recruitment of new staff to develop a multi visit service for those in the last 4 weeks of life and the service commenced in mid-March 2023.This is reflected in in the increase of referrals by approx.430% and personal care visits by approx. 370%.

Hospice at Home (Personal Care Visits)	2021-22 *	2022-23
Total number of referrals	58	250
Personal Care Visits	508	1868
Total number of deaths	27	149
Total number of deaths at home	25 (92%)	138 (92%)

** 2021-22 - 4 months of service.*

Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice.

A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2021-22 *	2022-23
Total number of referrals	84	73
New appointments	55	68

** Covid resulted in the Pain Clinic not being available in and reduced sessions at the start of Q2 as the Consultant Anaesthetist was supporting the Covid response.*

Wirral Palliative Care Advice Line:

During 2022-23, two advice lines for patients, families and carers and for professionals were merged and expanded to create a single accessible advice line with a single telephone number.

Professional calls to the advice line are supported by the Community Specialist Palliative Care Team 9am-5pm. Calls have virtually doubled since the merger to both lines and to the hospice.

Advice Line Calls (taken by the Hospice)	2021-22*	2022-23
Calls to the Professional's Palliative Advice and Information Line (OOH)	66	130
Calls to the Patient Carer and Family Advice and Information Line 24/7	40	71
Total number of all calls taken by hospice	106	201

Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities and also set in the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

We will pursue Strategic Aim 1 by:

- Optimising population health data to meet identified need to inform future services, particularly focusing on those underrepresented and the delivery of care where needed.
- Optimising the use of the supportive care registry to inform service need and enhance continuity of care
- Strengthening partnerships with communities and the third sector to develop and deliver services to meet locality need
- Developing our children and young people's counselling and bereavement service
- Utilising patient outcome measures to enhance and expand our care provision
- 'Telling the story' Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals of the care and support we provide
- Developing collaborative education provision with other palliative care providers through Wirral Palliative and End of Life Care Education Hub, sharing knowledge and skills with the wider health & care sector enhancing the quality of end-of-life care across the health & care sector.
- Adjusting and adapting to the potential opportunities and challenges at "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System development

We will pursue Strategic Aim 2 by:

- Maintaining a market competitive remuneration policy.
- Further developing existing strong income streams such as legacies and retail activity as well as exploring and testing reliable additions.
- Extending our marketing approach to significantly increase our reach to both patients, families, professionals, potential investors, and across the local community through 'Telling our story'
- Continuing to monitor costs and optimising procurement.
- Working together through a values-based approach underpinning all that we do, to optimise efficiency across all areas of the hospice maximising available monies for direct patient care services
- Optimising the use of technology to both provide opportunities to save and maximise efficiency in service delivery

We will pursue Strategic Aim 3 by:

- Mapping present and future requirements through workforce analysis and planning
- Exploring alternative approaches to recruitment where future challenges are identified
- Collaboratively working within the Health & Care sector to develop realistic solutions to skills shortages.
- Reviewing all roles within the organisation to identify career pathways and opportunities for progression

- Enhancing learning & development programmes for staff including relevant professional placement opportunities.
- Continuing to develop our apprenticeship programme opportunities throughout the organisation
- Enhancing learning & development opportunities for volunteers including greater deployment across departments
- Expanding marketing, increasing presence at local jobs and careers fairs
- Continuing to develop our schools work experience programme
- Further embedding the well-being programme for staff and volunteers
- Developing the offer for flexible working across the organisation including hybrid working

We will pursue Strategic Aim 4 by:

- Continuously monitoring and evaluating the range of our clinical services to ensure fit for purpose, developing services to meet the identified need, informed by population health data.
- Reviewing progress and further developing our digital approach to care and support, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology
- Further development of integrated care pathways, providing continuity of care for patients and their families. Achieved through strengthened partnerships, collaboration and shared governance with other palliative care providers in Wirral
- Building on the knowledge and skills we have developed including more recent experience in meeting the challenges of the pandemic.
- Maximising the use of digital technology in data capture, analysis and communication to analyse effectiveness and impact of service delivery as well as strengthening knowledge of community need to inform future service development.
- Listening to, reviewing and learning through feedback from service users, professionals and the community to inform and develop our services to meet changing need
- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks and communities to identify our optimum position in the sector to support development of a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with, through meetings, projects and service developments
- Increasing the knowledge of our services through enhanced marketing and increased contact with the people and organisations across Wirral
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services
- Engaging with and supporting our community colleagues to develop compassionate communities helping support one another
- Optimising user engagement in the planning & delivery of Wirral Hospice St John's services
- Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership
- Improving accessibility to palliative and end of life care for those with conditions other than cancer
- Ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model

- Promoting a personalised approach to palliative care with patient reported outcome measures
- Increasing knowledge and skills in Palliative and End of Life Care across professional groups
- Maximise usage of our facilities providing services tailored to need incorporating plans for future accommodation refurbishment/development.

Principal Risks and Uncertainties:

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

The principal risks are associated with sustainability, both financial and access to a workforce with the necessary competencies to deliver our services. They are inter-related in that maintaining competitive remuneration in support of recruitment and retention impacts on financial viability. In identifying our Strategic Aims and our Future Plans for their pursuit we have set out how we intend to mitigate those risks.

We continue to monitor and maintain mitigation measures against risks, such as cyber security, supply chain issues arising out of post Brexit trading arrangements and the war in Ukraine, but to date have not experienced any significant issues.

The principal uncertainty arises out of the introduction of ICS, which brings about a new structure for the commissioning of services through statutory contractual income and has an emphasis on effective delivery through collective partnership working across a defined geographical area. This leads to increased scrutiny of purpose versus need, effectiveness of delivery, and the relevance of role within the sector. Consequently, we need to be clear that what we are doing is required, that we are providing services effectively with demonstrable impact, and that we are the organisation best suited to provide those services.

Whilst there is uncertainty arising out of the introduction of ICS, we also regard it as an opportunity to consolidate our position within the sector with the potential for development in meeting the increased demand for palliative & end of life care as well as additional statutory funding underpinning our financial viability. In pursuing this we are pro-actively engaging with the changes, including representation on groups tasked with further design of the system and our already established practice of partnership working relations. We are also developing our performance monitoring systems with the aim of tangibly demonstrating our cost effectiveness and value-based service delivery.

A further uncertainty is the development of our existing Clatterbridge site. Previous collaborative discussions with Wirral University Teaching Hospital Trust who occupy the neighbouring estate established that the only feasible proposition was for the hospice to remain at its present location. As a result, we have established a working group to review how we can best utilise our site and ensure its long term fit for purpose particularly taking account of an evolving service provision and the medium term need to remedy some accommodation inadequacies. Whilst there is some provision to draw down existing reserves to fund any building work the exact nature of such works and how they are funded is yet to be defined.

Structure, Governance and Management:

Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014 and a Special Resolution passed by the Trustees on 30 May 2023.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

Appointment and Tenure of Trustees:

New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustees normally serve in terms of 3 years with the maximum period of service for Trustees being 9 years in line with the Charity Commission's guidance. The Memorandum and Articles of Association which requires three Trustees to retire by rotation at each AGM.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in August 2022. The policies were updated to reflect the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board and Ambassadors in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of the hospice's services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

Ambassadors also undergo an induction programme; meeting the Board, Senior Leadership Team and touring the hospice. Trustee and Ambassador Induction Packs are provided, with regular updates and training sessions as appropriate.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Trustees and Senior Leadership have completed their Leadership Development programme further developing their knowledge, skills and relationship with the wider Leadership Team.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**

Trustees are also encouraged to undertake additional individual learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

Organisational Structure:

The Board has a maximum of ten Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

Following a successful recruitment campaign for new trustees during Autumn 2022, the role and appointment of an Associate Trustee was introduced at the last AGM to enable prospective trustees having expertise and experience which was of benefit to the Board to join its membership in a non-executive role.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Sub-Committees of the Board monitor specific areas of activity. The Terms of Reference for each of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day-to-day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity. The company's Chair resigned from this position following appointment to the Wirral Hospice St John's Board, and a new Chair was appointed at the Wirral Hospice St John's Enterprises Ltd's AGM in November 2022.

Risk Management:

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The Serious Untoward Incident Policy is regularly updated and reviewed 3 yearly or when legislation/guidance changes. Staff awareness is maintained through regular in-house meetings and through the guidance of their own professional bodies
- Management Accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented
- Investment Policy – a bi-annual review is undertaken by the Investment Committee and subsequently endorsed by the Finance and Infrastructure Governance Committee

- Reserves Policy – an annual review is undertaken by the Treasurer and Finance & Infrastructure Governance Committee members and subsequently endorsed by the Board. The Reserves Management policy was adopted by the Board in February 2022, which sets out the hospice's approach to managing the use of its financial reserves in order to ensure financial sustainability.

Serious incidents are considered at relevant Governance Committees and reported to the Integrated Care System – Quality Lead, Charity Commission / CQC / Health & Safety Executive as appropriate.

There was **1** serious untoward incident recorded during 2022-23.

These policies and procedures safeguard and ensure propriety. The Board has overall responsibility for risk management and receives quarterly reports, in addition to the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

Income Generation Review:

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door-to-door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up-to-date with activities and funds raised)

Wirral Hospice St John's income generation activities are co-ordinated following legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities

- Some staff are individual members of the Hospice Income Generation Network, which is a charity providing training for fundraisers and marketers working in UK hospices. Wirral Hospice's Income Generation & Marketing Director is a trustee and Vice Chair of the charity.

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year 1 April 2022 up to and including 31 March 2023, **5 actual** complaints were recorded about income generation activities: -

- **3** relating to retail
- **1** relating to lottery
- **1** relating to donations, charitable trusts and legacies

These were reviewed and investigated following Wirral Hospice St John's robust complaints policy.

Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk. If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel the financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy so the risk of being out in the community reduces any vulnerability to which they might be exposing themselves

Financial Review:

Income:

Total income increased by approximately £1.2m this year, principally due to an increase in legacy income of almost £900k. NHS Revenue grants covered 43% (2022: 52%) of our expenditure (excluding fundraising costs). As a direct consequence of high inflation, expenditure has risen faster than NHS income.

The turnover of the trading subsidiary was approximately £49k. Details of the subsidiary's performance are set out in note 7b of the financial statements.

Expenditure:

69% (2022: 69%) of costs relate to salaries, the total salary bill for the year being approximately £4.65m. Of these costs, approximately 71% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£364k) and the charity shops (£671k), which generated income of £752k and £1m respectively.

Overall, this generated an operating surplus of £1.2m, before losses on investments of £367k. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £362k was spent on fixed assets in the year to upgrade our facilities and equipment.

Liquid reserves remained comparable to the prior year.

The Trustees continue to closely monitor future activities and costs, particularly in light of the current economic climate and the impact on our income and operations.

Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 13.0 (2022: 12.5) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

Investment Policy:

The overall investment policy aims to achieve capital growth, with a medium level of risk, taking a long- term view.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue

chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.
No more than 25% of the total equity allocation is to be invested in non-UK stocks and only through unit trusts and investment trusts. A maximum of 10% of the value of the portfolio may be invested in emerging markets through unit trusts and investment trusts. No investment should exceed 5% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

Investment Performance 2022-23:

During the year to 31 March 2023, the portfolio returned -3.2% compared to a return of +2.92% for the FTSE All Share index.

These are total return performance figures on a time weighted basis.
(Source: Investec Wealth & Investment)

Trustees' Responsibilities for the Financial Statements:

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and: -

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will not continue in business

In so far as the Trustees are aware: -

- There is no relevant audit information of which the company's auditors are unaware; and

- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to

ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

Auditors:

BWM offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

BY ORDER OF THE TRUSTEES:

JR Pentland

John R Pentland
Company Secretary
27th November 2023

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity'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 Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the Group and Charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of 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 that charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information.

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within 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 the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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; or
- the trustees 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 Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which the audit was considered capable of detecting irregularities, including fraud.
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BWM

Louise Casey ACA (Senior Statutory Auditor)
for and on behalf of BWM

Chartered Accountants
Statutory Auditor

Dated 28/12/2023

Tempest
Suite 5.1
12 Tithebarn Street
Liverpool
L2 2DT

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2023

	Note	Year ended 31.03.2023 Unrestricted Funds £	Year ended 31.03.2023 Restricted Funds £	Year ended 31.03.2023 Total Funds £	Year ended 31.03.2022 Total Funds £
Income					
Income from generated funds:					
Donations and Legacies	2	3,024,433	-	3,024,433	1,979,544
Other Trading Activities	2	2,248,531	-	2,248,531	1,927,101
Investments	2	185,111		185,111	145,084
		5,458,075	-	5,458,075	4,051,729
Income from charitable activities	2	2,463,816	47,236	2,511,052	2,678,642
Total Income		7,921,891	47,236	7,969,127	6,730,371
Expenditure					
Costs of raising funds	3(a)	31,334	-	31,334	29,785
Fundraising costs	3(b)	1,564,012	-	1,564,012	1,345,946
Investment management costs		22,163	-	22,163	45,712
Charitable activities	4	5,032,810	97,163	5,129,973	4,265,121
Total expenditure		6,650,319	97,163	6,747,482	5,686,564
Net Income/expenditure		1,271,572	(49,927)	1,221,645	1,043,807
Net Gains/(Losses) on investments	9	(366,961)	-	(366,961)	159,468
Gain on Disposal of Fixed Assets		0	-	-	1,200
Net movement in funds	14	904,611	(49,927)	854,684	1,204,475
Reconciliation of Funds					
Total funds brought forward at 1 April 2022		12,345,314	1,995,432	14,340,746	13,136,271
Total funds carried forward at 31 March 2023		13,249,925	1,945,505	15,195,430	14,340,746

The Statement of Financial Activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes at pages 36 to 52 form part of these accounts.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED BALANCE SHEET

As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	8		**5,047,318**		4,970,210
Investments	9		**6,517,556**		6,899,022
			11,564,874		11,869,232
Current assets					
Stocks	10	**3,831**		1,557	
Debtors	11	**3,745,911**		1,058,805	
Cash at bank and in hand	12	**1,916,579**		1,952,684	
		5,666,321		3,013,046	
Liabilities					
Creditors: amounts falling due within one year	13	**(2,035,765)**		(541,532)	
Net current assets			**3,630,556**		2,471,514
Net assets			**15,195,430**		14,340,746
The funds of the charity					
Restricted income funds	14		**1,945,505**		1,995,432
Unrestricted income funds	14				
General		**6,116,422**		4,956,039	
Fixed Assets		**3,188,503**		3,056,275	
Designated		**3,945,000**		4,333,000	
Total unrestricted funds			**13,249,925**		12,345,314
Total charity funds			**15,195,430**		14,340,746

The notes at pages 36 to 52 form part of these accounts.

The directors approved the financial statements on 27th November 2023

S Schroeder **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CHARITY BALANCE SHEET

As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	8		**5,047,318**		4,970,210
Investments	9		**6,517,558**		6,899,024
			11,564,876		11,869,234
Current assets					
Debtors	11	**3,795,990**		1,143,349	
Cash at bank and in hand	12	**1,867,691**		1,865,652	
		5,663,681		3,009,001	
Liabilities					
Creditors: amounts falling due within one year	13	**(2,033,127)**		(537,489)	
Net current assets			**3,630,554**		2,471,512
Net assets			**15,195,430**		14,340,746
The funds of the charity					
Restricted income funds	14		**1,945,505**		1,995,432
Unrestricted income funds	14				
General		**6,116,422**		4,956,039	
Fixed Assets		**3,188,503**		3,056,275	
Designated		**3,945,000**		4,333,000	
Total unrestricted funds			**13,249,925**		12,345,314
Total charity funds			**15,195,430**		14,340,746

The notes at pages 36 to 52 form part of these accounts.

The directors approved the financial statements on 27th November 2023

S Schroeder **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	**1,197,043**	1,280,957
Adjustments for:		
Depreciation of tangible assets	**284,505**	250,009
Profit on disposal of investments	**24,602**	(237,150)
Profit on disposal of tangible fixed assets	**0**	1,200
(Increase) / Decrease in trade and other debtors	**(2,687,106)**	395,700
(Increase) / Decrease in stocks	**(2,274)**	3,620
(Decrease)/ Increase in creditors	**1,494,233**	(877,371)
Net cash provided by operating activities	**311,003**	816,965
Cash flows from investing activities		
Proceeds from sale of investments	**943,173**	705,394
Purchases of tangible assets	**(361,613)**	(212,981)
Purchases of investments	**(989,484)**	(1,000,821)
(Increase)/Decrease in cash held by stockbrokers	**60,816**	(172,795)
Net cash (used in) / provided by investing activities	**(347,108)**	(681,203)
Net (Decrease) / Increase in cash and cash equivalents	**(36,105)**	135,762
Cash and cash equivalents at the beginning of year	**1,952,684**	1,816,922
Cash and cash equivalents at the end of the year	**1,916,579**	1,952,684

WIRRAL HOSPICE ST JOHN'S
COMPANY LIMITED BY GUARANTEE
NOTES TO THE ACCOUNTS

For the year ended 31 March 2023

1. ACCOUNTING POLICIES

CHARITY INFORMATION
Wirral Hospice St John's is a registered charity and a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006, FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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).

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

BASIS OF CONSOLIDATION
The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 8), drawn up to 31 March 2023. Profits or losses on intra group transactions are eliminated in full. The results of the charity's subsidiary have been incorporated on a line by line basis.

No specific SOFA or Income & Expenditure account has been presented for the parent charity alone because the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN
At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

FUND ACCOUNTING
Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £952,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £883,000 a fund for the provision for closure costs of £1,100,000 and a fund for the maintenance and upgrading of our facilities over the next ten years, as recommended by a 6-Facet survey, of £810,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

INCOME
Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:
- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
NOTES TO THE ACCOUNTS

For the year ended 31 March 2023

INCOME (Continued)

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

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

INVESTMENTS

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not take out call or put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

Realised Gains and Losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CASH AND CASH EQUIVALENTS

Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

EMPLOYEE BENEFITS

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.
Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

STOCK
Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes

The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.
The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

EXPENDITURE
Expenditure, which is charged on an accruals basis, is allocated between:
- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds); and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

GOVERNANCE COSTS
Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 5 to the Accounts.

VAT
Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.
Enterprises Income and Expenditure is recorded net of VAT.

FINANCIAL INSTRUMENTS
The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets
Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in net income/(expenditure), except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.
Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS
In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.
The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Judgements are made on the useful economic life of fixed assets on acquisition when they are classified into categories. Depreciation is then calculated on each category as per the tangible fixed asset and depreciation policy (above). The classification of fixed assets could have a material impact on the asset net book value and annual depreciation charge. The useful economic lives are reassessed periodically to ensure they remain appropriate by assessing factors such as technological advancements, economic utilisation and the physical condition of the assets.

2. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2023	2022
	£	£
Depreciation	**284,505**	250,009
Auditors remuneration	**13,224**	10,010

and after crediting:

Donations and Legacies:		
Legacies	**2,557,441**	1,663,738
In memoriam	**142,068**	127,237
General donations	**243,371**	116,848
Gift Aid	**81,553**	71,721
	3,024,433	1,979,544
Investments:		
Listed investments	**167,665**	145,006
Bank deposits	**17,446**	78
	185,111	145,084
Income from charitable activities:		
Income from NHS Clinical Commissioning Groups	**1,841,405**	1,788,770
Hospice at Home Income	**363,471**	447,573
Covid-19 funding	**48,488**	277,074
Sundry Income	**257,688**	165,225
	2,511,052	2,678,642
Other trading activities:		
Fund-raising events	**444,936**	418,723
Charity shop sales	**1,002,658**	755,986
Subsidiary's turnover	**48,861**	42,920
Lottery income	**752,076**	709,472
	2,248,531	1,927,101

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice, St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

3. COST OF RAISING FUNDS

	2023	2022
	£	£
(a) Costs of generating voluntary income – salaries	**31,334**	29,785
(b) Fundraising costs :		
Salaries	**235,774**	218,258
Depreciation	**24,737**	20,714
Charity shop costs (including salaries £359,042)	**671,308**	501,927
Purchase of goods for resale	**24,085**	15,640
Lottery costs (including salaries £88,468)	**364,176**	345,468
Printing, stationery and advertising	**28,283**	22,028
Postage and telephone	**792**	1,764
Fundraising expenditure	**99,066**	90,152
Other	**115,791**	129,995
	1,564,012	1,345,946

4. CHARITABLE ACTIVITIES

	2023	2022
	£	£
Salaries	**3,315,476**	2,716,962
Depreciation	**259,768**	229,295
Medical supplies	**254,323**	230,517
Food	**60,030**	28,028
Heat and lighting	**86,262**	84,235
Repairs and renewals	**218,797**	161,797
Cleaning	**38,389**	27,793
Other	**138,965**	100,205
Support costs (note 5)	**757,963**	686,289
	5,129,973	4,265,121

5. SUPPORT COSTS

	2023	2022
	£	£
Salaries	**609,561**	558,246
Printing, stationery and advertising	**21,757**	16,392
Postage and telephone	**20,496**	20,885
Accountancy and payroll charges	**8,689**	7,845
Insurance	**49,985**	42,571
Governance Costs (Including salaries £16,436)	**47,475**	40,350
	757,963	686,289

Included in Governance Costs is an amount of £13,224 (2022: £10,010) payable to the company's auditor for the audit of its financial statements.

6. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2023	2022
	£	£
Wages and salaries	4,045,453	3,403,749
Social security costs	317,589	262,127
Other pension costs	293,049	249,780
	4,656,091	3,915,656

Average number of employees	165	159

The analysis of employees by category is as follows:

	2023 Number	2022 Number
Direct charitable	108	101
Fund-raising and publicity	30	30
Management and administration	17	19
Directors	10	9

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2023 Number	2022 Number
£60,000 - £70,000	1	2
£70,000 - £80,000	2	0
£80,000 - £90,000	0	0
£90,000 - £100,000	1	1

The employees earning £60,000 to £70,000 and £70,000 to £80,000 participated in a defined contribution pension scheme.
The employee earning £90,000 to £100,000 participated in the NHS defined benefit pension scheme.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Director of Finance, Director of Clinical Services, Director of Income Generation and Director of Workforce. The total employee benefits of the key management personnel employed by the Charity were £395,125 (2022: £369,110).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2023 was £209,497 (2022: £198,865). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

7a. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided for Corporation Tax as follows:
UK Corporation Tax at 19% £nil (2022: £nil)

7b. SUBSIDIARY

THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:

	2023	2022
	£	£
Turnover	**48,861**	42,920
Cost of sales	**(24,085)**	(15,641)
Gross profit	**24,776**	27,279
Administrative expenses	**(10,845)**	(10,133)
Taxation	**-**	0
Gift Aid Payment	**(13,931)**	(17,146)
Profit retained	**-**	-

THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:

	2023	2022
	£	£
Current assets	**52,720**	88,606
Current liabilities	**52,718**	88,604
	2	2
Share capital	**2**	2
Profit and loss account	**-**	0
	2	2

8. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Cost					
At 1 April 2022	6,622,061	2,362,567	209,916	45,356	9,239,900
Additions	62,964	252,581	23,959	22,109	361,613
Disposals				(20,118)	(20,118)
At 31 March 2023	6,685,025	2,615,148	233,875	47,347	9,581,395
Depreciation					
At 1 April 2022	2,134,488	1,941,277	148,569	45,356	4,269,690
Charge for the year	133,699	127,929	17,350	5,527	284,505
Disposals				(20,118)	(20,118)
At 31 March 2023	2,268,187	2,069,206	165,919	30,765	4,534,077
Net book amount at 31 March 2023	**4,416,838**	**545,942**	**67,956**	**16,582**	**5,047,318**
Net book amount at 31 March 2022	4,487,573	421,290	61,347	-	4,970,210

The net book amount at 31 March 2023 in respect of land and buildings compromises freehold property of £4,416,838 (2022: £4,487,573)

The net book amount at 31 March 2023 represents fixed assets used for:

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Charitable activities	4,243,794	523,024	-	-	4,766,818
Fund-raising	173,044	22,918	-	16,582	212,544
Charity shops	-	-	67,956	-	67,956
	4,416,838	**545,942**	**67,956**	**16,582**	**5,047,318**

The net amount at 31 March 2023 in respect of Charity shops comprises property improvements £11,891 and fixtures and fittings £56,065

9. INVESTMENTS

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Quoted investments at market value	**6,394,366**	6,715,016	**6,394,366**	6,715,016
Cash held by stockbrokers	**123,190**	184,006	**123,190**	184,006
Investment in subsidiary undertaking at cost	**-**	-	**2**	2
	6,517,556	6,899,022	**6,517,558**	6,899,024

Quoted investments	**£**	£
Market value		
At 1 April 2022	**6,715,016**	6,260,121
Additions at cost	**989,484**	1,000,821
Disposal proceeds	**(943,173)**	(705,394)
Profit/(Loss) on disposals	**(24,602)**	237,150
Increase/(Decrease) in unrealised gain	**(342,359)**	(77,682)
At 31 March 2023	**6,394,366**	6,715,016
Cost	**5,920,190**	5,898,482

Whilst markets had anticipated that interest rates would rise during 2022 they had not factored in the additional inflationary pressures that the conflict in Ukraine would place on the global economy. The net effect of all of these pressures was that interest rates which had been pegged firmly at almost zero post the Credit Crunch increased significantly across the developed economies of the World. The tone was set by a hawkish Federal Reserve in the US and followed both by the ECB in Europe and the Bank of England.

Against this backdrop of rapidly rising inflation and consequently interest rates, all major asset classes came under considerable pressure. Government Bonds, traditionally a safe haven in times of economic dislocation were amongst the worst performers as investors tried to reassess where global interest rates would peak. Over the period under review UK gilts fell by over 10%, a weakness exacerbated by the disastrous and short lived premiership of Liz Truss whose unfunded proposed tax cuts caused significant turmoil in the UK gilt market.

Another feature of this rising interest rate environment was the underperformance of the high growth areas of the equity market whose valuations were particularly susceptible to rising discount rates. Many such companies had been the best performers throughout the Covid period and predominantly were the US global tech giants whose share prices came under considerable pressure as investors grew increasingly nervous of the high valuations that the sector traded on.

Virtually all asset classes came under pressure as investors struggled to evaluate what impact rising interest rates would have both on valuations, whether this be in terms of equities and their underlying profitability, property in terms of return profiles, together with alternatives and fixed interest assets.

Towards the end of the period under review markets became less febrile and recovered their poise a little, though fears of a global recession still were prevalent despite little real evidence that the challenging environment had tipped the world into what many felt was an inevitable recession.

The portfolio returned -3.20% to the end of March 2023 against -2.80% for the internal benchmark (which is gross of fees) and -4.04% for the ARC Steady Growth peer group index. The portfolio remains well diversified both in terms of asset classes and geographically.

Investment in subsidiary undertaking

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods).

10. STOCKS

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Fund-raising goods	**3,831**	1,557	-	-

11. DEBTORS

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Prepayments and accrued income	**2,293,929**	1,018,684	**2,293,929**	1,018,684
Due from subsidiary undertaking	**-**	-	**50,079**	84,561
Other debtors	**1,451,982**	40,121	**1,451,982**	40,104
	3,745,911	1,058,805	**3,795,990**	1,143,349

12. BANK BALANCES

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Bank balances	**1,915,462**	1,951,511	**1,866,574**	1,864,599
Petty cash	**1,117**	1,173	**1,117**	1,053
	1,916,579	1,952,684	**1,867,691**	1,865,652

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Trade creditors	**95,018**	238,109	**94,670**	236,201
Social security and other taxes	**73,373**	63,099	**73,373**	63,099
Other creditors and accruals	**348,439**	125,076	**346,149**	122,941
Deferred income	**1,518,935**	115,248	**1,518,935**	115,248
	2,035,765	541,532	**2,033,127**	537,489

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	**Activities in furtherance of the charity's objectives**	**Lottery income**
	£	**£**	**£**
As at 1 April 2022	115,248	4,790	110,458
Released to income in the year	(115,248)	(4,790)	(110,458)
Deferred in the year	1,518,935	1,419,472	99,463
As at 31 March 2023	1,518,935	1,419,472	99,463

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

14. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	(388,000)	-	-
As at 31 March 2023	**6,116,422**	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
Represented by:					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,556	-	3,945,000	-	6,517,556
Cash at bank and in hand	1,829,889	-	-	86,690	1,916,579
Other net current assets	1,713,977	-	-	-	1,713,977
	6,116,422	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
	£	£	£	£	£
As at 1 April 2022	4,956,039	3,056,275	4,333,000	1,995,432	14,340,746
Surplus / (deficit) for the year	904,611	-	-	(49,927)	854,684
Transfers	255,772	132,228	(388,000)	-	-
As at 31 March 2023	**6,116,422**	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2023 Total
Represented by:					
Tangible fixed assets	-	3,188,503	-	1,858,815	5,047,318
Investments	2,572,558	-	3,945,000	-	6,517,558
Cash at bank and in hand	1,781,001	-	-	86,690	1,867,691
Other net current assets	1,762,863	-	-	-	1,762,863
	6,116,422	**3,188,503**	**3,945,000**	**1,945,505**	**15,195,430**

14. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (Deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	**4,956,039**	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
Represented by:					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,022	-	4,333,000	-	6,899,022
Cash at bank and in hand	1,871,187	-		81,497	1,952,684
Other net current assets	518,830	-	-	-	518,830
	4,956,039	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (Deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	**4,956,039**	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
Represented by:					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,024	-	4,333,000	-	6,899,024
Cash at bank and in hand	1,784,155	-		81,497	1,865,652
Other net current assets	605,860	-	-	-	605,860
	4,956,039	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £854,684 (2022: surplus £1,204,475), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years. A breakdown of this fund is included in the Fund Accounting policy on page 36.

15. RESTRICTED FUNDS

The Group and the Company

	At 1.4.22	Income	Expenditure	At 31.03.23
	£	£	£	£
Sunrise Appeal	413,172	-	(17,617)	**395,555**
Anniversary Appeal	613,233	-	(15,618)	**597,615**
Inpatient Refurbishment	390,000	-	(10,000)	**380,000**
Kitchen Appeal	32,776	-	(820)	**31,956**
Patient Information Centre	464,754	-	(11,065)	**453,689**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	3,620	5,018	(2,825)	**5,813**
Bathroom Refurbishment	-	42,218	(39,218)	**3,000**
	1,995,432	47,236	(97,163)	**1,945,505**

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

NHSE Covid Funding is funding which the The NHSE awarded to allow the hospice to make available bed capacity and community support and to provide support to people with complex needs in the context of the COVID-19 situation from April 2021 to March 2022 inclusive.

Bathroom Refurbishment refers to Trust income which was received solely for the purpose of refurbishing bathrooms in the inpatients unit.

This is a comparative for the prior year

The Group and the Company

	At 1.4.21	Income	Expenditure	At 31.03.22
	£	£	£	£
Sunrise Appeal	430,789	-	(17,617)	**413,172**
Anniversary Appeal	628,851	-	(15,618)	**613,233**
Inpatient Refurbishment	400,000	-	(10,000)	**390,000**
Kitchen Appeal	33,596	-	(820)	**32,776**
Patient Information Centre	475,819	-	(11,065)	**464,754**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	6,101	167	(2,648)	**3,620**
NHSE Covid Funding	0	219,373	(219,373)	**-**
	2,053,033	219,540	(277,141)	**1,995,432**

16. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2023 or 31 March 2022.

17. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2023. (2022: nil)

18. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysed according to the expiry date of the leases.

	The Group		The Company	
	2023	2022	**2023**	2022
	£	£	**£**	£
Within one year	**114,749**	98,500	**114,749**	98,500
Between one and five years	**324,727**	278,109	**324,727**	278,109
More than five years	**0**	15,367	**0**	15,367
	439,476	391,976	**439,476**	391,976

19. RELATED PARTY TRANSACTIONS

The remuneration of the key management personnel is included in note 6.

During the year, the company paid £Nil (31st March 2022: £3,300) including VAT for accountancy advice to Grant Thornton UK LLP. G M Ridgway, who served as a Trustee during the financial year, is an employee of Grant Thornton UK LLP.

During the year, the company paid £5,400 (31st March 2022: £3,600) including VAT for legal advice to Brabners LLP. S Burrows, who served as a Trustee during the previous financial year, acts as a consultant for Brabners LLP.

The group has taken advantage of the disclosure exemptions to which it is entitled regarding transactions between parent and 100% owned subsidiary companies and there are no other disclosable related party transactions.

20. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has no share capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.
The liability of the members is £Nil

21. ANALYSIS OF PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2022 Unrestricted Funds £	Year ended 31.03.2022 Restricted Funds £	Year ended 31.03.2022 Total Funds £
Income			
Donations and Legacies	1,979,544	-	1,979,544
Other Trading Activities	1,927,101	-	1,927,101
Investments	145,084	-	145,084
	4,051,729	-	4,051,729
Income from charitable activities	2,459,102	219,540	2,678,642
Total Income	6,510,831	219,540	6,730,371
Expenditure			
Costs of raising funds	29,785	-	29,785
Fundraising costs	1,345,946	-	1,345,946
Investment management costs	45,712	-	45,712
Charitable activities	3,987,980	277,141	4,265,121
Support costs	-	-	0
Total Expenditure	5,409,423	277,141	5,686,564
Net expenditure / income	1,101,408	(57,601)	1,043,807
Gains / (Losses) on investments	159,468	-	159,468
Gain on Disposal of Fixed Assets	1,200	-	1,200
Net movement in funds	1,262,076	(57,601)	1,204,475
Reconciliation of Funds			
Total funds brought forward	11,083,238	2,053,033	13,136,271
Total funds carried forward	12,345,314	1,995,432	14,340,746

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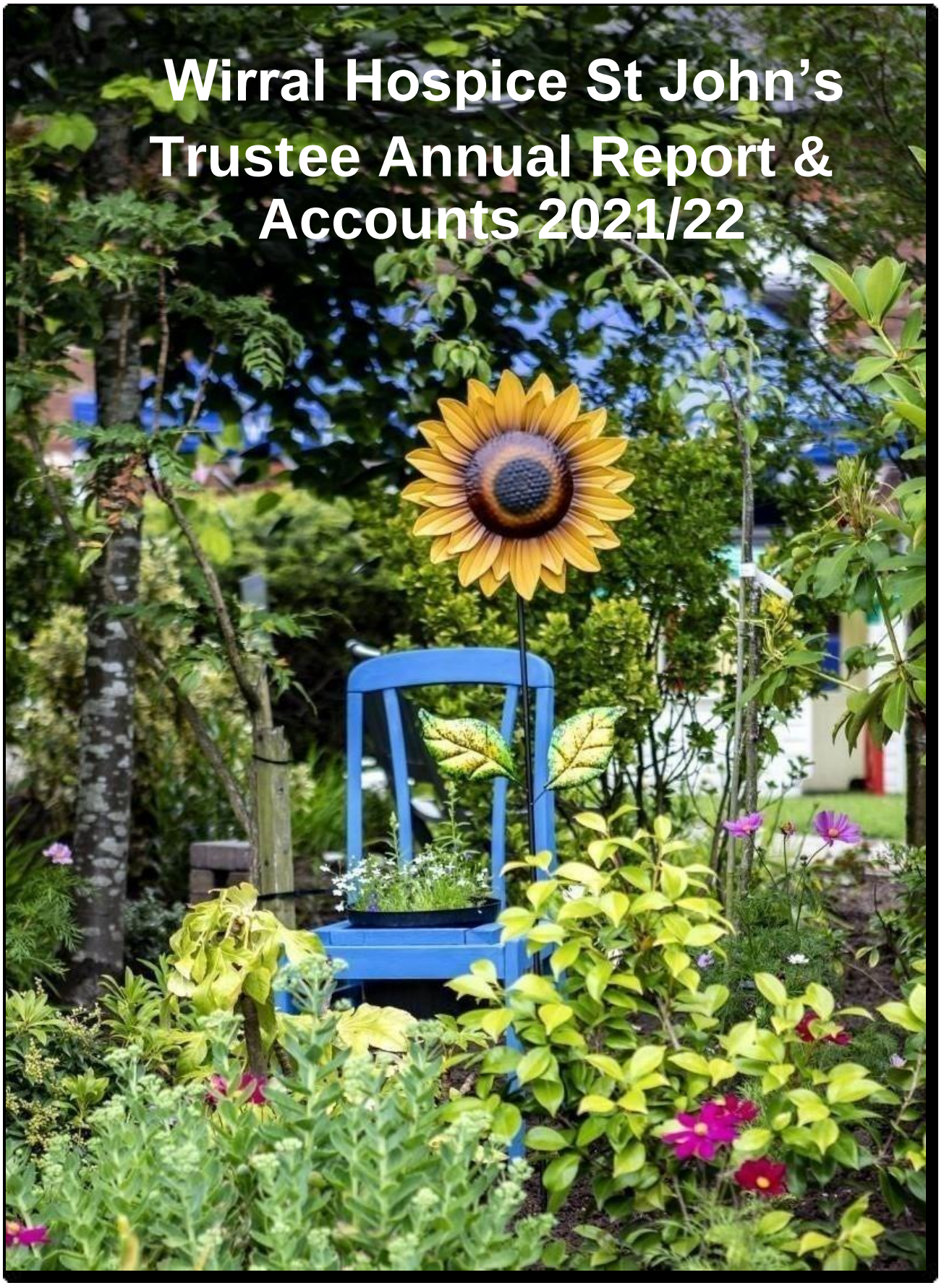
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WIRRAL HOSPICE ST JOHN'S

England & Wales - Charity number 510643

Accounts

Wirral Hospice St John's Trustee Annual Report & Accounts 2021/22



Annual Report 2021/22

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The Trustees present their report together with the consolidated financial statements for the year ended 31 March 2022. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number:	510643
Company Number:	1518364
Registered Office:	Mount Road Higher Bebington Wirral, CH63 6JE
Auditors:	BWM Suite 5.1, 12 Tithebarn Street Liverpool, L2 2DT
Bankers:	HSBC Bank plc 31 The Pyramids, Grange Road Birkenhead, CH41 2ZL
Solicitors:	Brabners LLP Horton House, Exchange Flags Liverpool, L2 3YL
Investment Manager:	Investec Wealth & Investment Limited 100 Old Hall Street Liverpool L3 9AB



Directors and Trustees

President: **His Honour John Roberts**

Trustees:

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

Mr. Steve Schroeder	Chair
Dr. Jean Quinn	Deputy Chair
Mrs. Julie Wynne	Treasurer
Mr. Graham M Ridgway	
Mr. Stephen Burrows DL	Resigned 14.11.2021
Dr. Hilary Leggat	
Mrs. Lyn N Meadows	
Dr. Roger H Platt	
Dr. Murray Freeman	Appointed 17.05.21, Resigned 22.02.2022
Mr. Tim McDonnell	Appointed 29.11.2021

Company Secretary:

Mr. John R Pentland

Senior Leadership Team:

Mrs. Helen Brown	Chief Executive Officer
Mr. John R Pentland	Director of Finance
Mrs. Teresa Nightingale	Director of Income Generation and Marketing
Mrs. Christine Sutcliffe	Director of Clinical Services
Mrs Jane Bohan	Director of Workforce
Dr. Emma Longford	Medical Director



Chair's Preface:

As you will see from the body of this report, and despite Covid-19 throughout a substantial part of the year resulting in abnormal levels of staff absence, we have maintained our high standard of care, resumed development activity and improved our financial position. In doing so we have continued to draw on the qualities of all our colleagues which were so evident in guiding us through the challenges of the pandemic and melded us into an even stronger team. As a result, we continue to have strong bonds with the community we seek to serve and other partners in the sector enabling us to continue playing an important and relevant part in meeting their needs.

During the year the trustees and senior leadership team jointly undertook, and completed, a development programme facilitated by external consultants which generated two work streams, namely; updating our 3 year strategy and reviewing the culture of our organisation, as well as strengthening the working relationships across the wider leadership group. Much progress has been made on both, taking us to the stage of rolling them out for discussion across the organisation with a view to ensuring common understanding and collective ownership.

It is against this positive background that we approach the significant changes in the sector arising out of the national initiative to introduce an Integrated Care System as well as the ongoing challenges of funding with pressures on both our statutory and voluntary income elements and the availability of suitably qualified and experienced human resource in the sector. We are confident that building on our pre-existing core values of partnership working to deliver a service which is entirely user focussed, routine value-based monitoring of performance, developing our colleagues' knowledge and skills, and exploring imaginative ways to recruit and retain key members of the team will enable us to meet those challenges.

Effectiveness is also a core value for us and this year we invested in the development of our technology platform to facilitate not only efficient and resilient data access and exchange, but also to progress the gathering and interpretation of data enabling the advancement of our service activity to be driven by user need. This includes identifying where there is a need we are not currently meeting as well as scrutiny of how well we are serving existing cohorts.

The year also saw discussions with Wirral University Hospital Trust who are planning the redevelopment of the site which we adjoin. Having considered a number of alternatives we concluded that remaining in our present location was the best option and we are working with architects on how we can develop and secure the viability of our site ensuring our accommodation remains fit for purpose, both operationally and environmentally, over an extended period.

Once again it is our pleasure to present this annual report and in reading on we trust you find it reflective of a charity that is well led, committed, progressive and pragmatic in delivering its objectives.

Steve Schroeder: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, who are supported by our multi-professional team working in close liaison with all healthcare professionals including primary, secondary and community care. Care is personalised according to what is important to the patient and their family.

How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care, without charge, supporting patients and their families.

Our Key Strategic Aims for 2021/22:

Wirral Hospice St John's Three Year Strategy 2020-23 sets out the hospice's four key strategic aims to:

1. Increase the reach of our services across the Wirral community providing care and support closer to home.
2. Secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments.
3. Be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development.
4. Ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support closer to home.

The foundation of the NHS future plan is based upon the integration of the care system through partnership, integration and collaboration across the health & social care sectors including third sector and voluntary organisations to provide care at a local district / town or "PLACE" based level. **"**Wirral PLACE**"** is the Cheshire & Merseyside Integrated Care Partnership's response to delivering place based care to the Wirral community and Wirral Hospice St John's will continue to work closely with other providers, adapting to the changing needs of service users influenced by population health data. The Covid-19 pandemic response has enhanced both integrated working and the increased utilisation of digital technology. We will continue to strengthen our digital approach and optimise the use of data to inform our approach to service delivery to ensure we continue to reach more patients and their families within our community, ensuring Wirral Hospice St John's continues to be seen as a lead player in specialist palliative care.

We will achieve this by:

- Adjusting and adapting to the potential opportunities and challenges at "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System development

- Through integrated working with other palliative care providers in Wirral, further develop and embed integrated care pathways providing continuity of palliative care & support for patients and their families
- Continuing to examine and further develop the range of our clinical services informed by relevant up to date local & national data, particularly focusing on those underrepresented and delivery of care closer to home
- Reviewing progress and further developing our digital approach to care and support, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology
- Strengthening partnerships with neighbourhoods and the third sector to develop and deliver a bespoke Wellbeing service to meet locality need
- Developing our bereavement service to support children and young people
- Working with homeless organisations, to explore and develop an accessible service to meet the palliative care needs of homeless people across Wirral
- Introducing an ultrasound service to aid symptom control and reduce need for acute hospital appointments/admission
- Expand services in conjunction with Motor Neurone Disease (MND) Association implementing MND service, increasing access for patients and their families
- Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals
- Through collaborative approach with other palliative care providers launch Wirral Palliative and End of Life Care Education Hub sharing knowledge and skills with wider health & care sector enhancing the quality of end of life care across the health & care sector.

Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments

The Covid-19 pandemic continued to challenge our ability to income generate especially with retail and events significantly impacted. As a charity, we are heavily reliant upon the relationships we have with and the donations we receive from our local community. It is important to us that we spend the money received wisely so wherever possible we will make best use of our resources, cutting costs as appropriate without impacting on the quality of the services we deliver. We will ensure that we optimise procurement and expenditure to achieve best value for money to maximise monies available for direct patient services. We aim to develop our income streams to reduce reliance upon those that are less predictable by expanding links with all areas of our Wirral community.

We will achieve this by:

- Continuing to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
- Working together through a values based approach underpinning all that we do
- Optimising the use of technology to maximise efficiency in service delivery
- Improving our marketing approach to significantly increase our reach to both patients, families, professionals and potential investors
- Exploring and testing alternative income streams to optimise sustainable income streams

Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. The present and future workforce is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change, impacted by Covid, offering more choice and increased competition from which to recruit. We intend to recruit and retain high quality staff and volunteers investing in their knowledge and skills development. We will use a values based approach in all that we deliver.

We will achieve this by:

- Understanding present and future workforce requirements through workforce analysis and planning
- Reviewing all roles within the organisation to identify career pathways and opportunities for progression
- Exploring alternative approaches where future workforce recruitment challenges are identified
- Collaboratively working with Health & care sector to develop realistic solutions to future workforce challenges
- Enhancing learning & development opportunities for staff and volunteers
- Continuing to offer our apprenticeship programme opportunities throughout the organisation
- Expanding volunteer opportunities across all departments
- Increasing professional placement opportunities, linking with more educational establishments
- Expanding marketing, increasing presence at local jobs and careers fairs and schools
- Developing our schools work experience programme

Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's is a fundamental part of the local community, established and supported by them to provide care and support for them. We cannot act in isolation and therefore through collaboration with both statutory and third sector organisations, we will work together to explore and develop services to meet the future needs of our community. We will celebrate and publicise our success through the development of our marketing approach. Through development of our learning & development offer, we will enhance the quality of palliative care and support delivered across Wirral.

We will achieve this by:

- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks to identify and develop present and future service provision
- Actively engaging with and participating in joint work with our health & care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with; through meetings, projects and service developments
- Increasing our reach through enhanced marketing and increased contact with the people and organisations across Wirral
- Optimising opportunities to develop greater understanding of the present and future needs of our community through optimisation of up to date population health data
- Listening to feedback from service users, professionals and the community to inform and develop our services to meet changing need
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services

- Engaging with and supporting our community colleagues to develop as a compassionate community helping support one another

Monitoring Achievement of the Charity's Objectives:

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover:

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Activity levels

The reports are reviewed by the Senior Leadership Team, the Board as a whole and Governance Committees of the Board.

In the period covered by this annual report, there continued to be an increased number of governance meetings held in response to the ongoing Covid-19 pandemic and ad-hoc meetings took place as required throughout 2021 between Trustees and Senior Leadership Team to provide further assurance.

The Board met **7** times including the annual Board Strategy Day and the following Governance Committees met as follows: -

- Clinical Governance Committee (**4** times)
- Financial & Infrastructure Governance Committee (**4** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, Investment Committee meetings continued to take place bi-annually and the Income Generation & Marketing Committee held three meetings.

A strategic element is incorporated into most Board meetings to facilitate discussion and identify opportunities for future strategic planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure and Clinical Governance Committees respectively review all organisational and clinical complaints and incidents each quarter to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for its assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required and this data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

In line with the quality schedule, quarterly reports are provided for commissioners.

Monitoring by External Bodies:

The hospice operates a co-operative policy for visits and statutory inspections by external bodies including:

Care Quality Commission (CQC): The CQC is the independent regulator of health and social care in England and ensures health and social care services provide people with safe, effective, compassionate, high-quality care. CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and they publish their findings/performance ratings to ensure services meet the fundamental standards that people have a right to expect whenever they receive care from Wirral Hospice St John's

Wirral Hospice St John's is registered with the CQC to provide:

- Diagnostic and Screening Procedures
- Treatment of Disease, Disorder or Injury

The Registered Manager, in conjunction with Organisational Quality members, reviews and oversees assurance processes across the hospice to demonstrate how ongoing compliance is maintained to meet the fundamental standards required by the CQC, providing assurance to the Board through the quarterly Governance Committees.

External regulators CQC last undertook a review of the data available to them about Wirral Hospice St John's on the 07.07.2022. They did not find any evidence to indicate the need to carry out an inspection or reassess the rating at this stage and has remained registered with the CQC without conditions. They continue to review data about the service. The current rating continues as 'good overall'.

Their report published 13 May 2016 and note of July 2022 review can be found on the CQC and Wirral Hospice St John's websites: https://www.cqc.org.uk/ http://www.wirralhospice.org/

Ongoing quality discussions are undertaken regularly with CQC Relationship Manager with no concerns raised.

Healthwatch Wirral: Healthwatch is the national consumer champion in health and care. They have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services. Healthwatch Wirral is the local team which works to support the voice of patients and public in this area.

Fundraising Regulator: The Fundraising Regulator regulates charity fundraising in England, Wales and Northern Ireland. They work to improve fundraising standards and build public trust. We are registered with the Fundraising Regulator and we confirm that we comply with the Fundraising Regulator's voluntary registration scheme.

Our Achievements in the Year:

Over the course of the year, the hospice has continued to cope with the ongoing global pandemic continuing to impact upon its ability to achieve all overarching objectives initially set.

The hospice remains fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families.

In previous years, this has been demonstrated through our participation in the annual national Patient Led Assessments of the Care Environment (*also known as the PLACE Assessment*). This was not undertaken due to the pandemic.

Aiming:

a. To optimise user engagement in the planning & delivery of Wirral Hospice St John's services
b. To improve the effectiveness and accessibility of Wirral Hospice St John's services through collaboration & partnership
c. To ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing an integrated model
d. To promote a personalised approach to palliative care with patient reported outcome measures
e. To increasing knowledge and skills in Palliative and End of Life Care across professional groups
f. To maximise usage of our facilities providing services tailored to need

The Covid-19 pandemic continued to affect our ability to deliver as planned; however, progress was achieved through a flexible, blended approach with the increased use of technology.

Over the course of the year in keeping with our priorities, we have: -

In pursuit of increasing the reach of our services across the Wirral community providing care and support closer to home, we have:

a. Continued to adjust and adapt to the changing environment both internal and external, maintaining delivery of services throughout the pandemic supporting Wirral's Covid and winter bed pressures response
b. Continued to work collaboratively with specialist palliative care service to establish a new model of working, ensuring effective triage, care and support for patients in the community
c. Continued to examine and further develop the range of our clinical services particularly focusing on care closer to home with increased home visits, telephone support and Hospice & Home personal care visits commenced
d. Continued to provide a blended approach to outpatient review with increased use of digital technology
e. Provided enhanced advice and support for primary care professionals dealing with end of life issues through the Professional's Advice and Information line (PAIL)
f. Continued to deliver all services through a variety of approaches
g. Successfully implemented children & young people's bereavement service on a trial basis

h. In conjunction with Motor Neurone Disease Association, developed and successfully implemented care pathway for those with motor neurone disease and their families
i. Supported professionals working with Homeless people, identifying supportive palliative pathway

In pursuit of securing sustainable income reducing the risk on the funding of care activities and provide funding for service developments, we have:

a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
b. Worked together through a values based approach underpinning all that we do
c. Optimised the use of technology to maximise efficiency in service delivery
d. Developed learning from pandemic to further develop reach across our community and support patients, families, professionals and potential investors
e. Continued to utilise different approaches to income generation due to the significant impact of the pandemic upon retail operations and participation events

In pursuit of being the employer of choice with a highly motivated workforce inclusive of volunteers, supported through learning & development opportunities and investment in their skills and personal development, we have:

a. Implemented new staff appraisal system
b. Embedded our apprenticeship programme throughout the organisation
c. Continued with professional placements to support nursing and medical students
d. Developed on line learning access
e. Maintained regular communication with all volunteers throughout the pandemic

In pursuit of ensuring that Wirral Hospice is an effective, efficient and thriving organisation worthy of future investment, we have:

a. Worked closely with Wirral Clinical Commissioning Group, Wirral Council and the wider health & care community to offer practical support and guidance for professionals throughout the pandemic in palliative and end of life care
b. Actively engaged with and participated in joint work with our health & care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
c. Increased our reach through enhanced communications & marketing and increased contact with the Wirral community
d. Launched Wirral Palliative & End of Life Care Education hub, providing learning & development opportunities for Health & care professionals across Wirral, enhancing the care and support for patients and families.

Our People:

Our people are at the heart of the service we seek to provide, maintain and develop. We aspire to be a learning organisation together with a workforce having relevant palliative care knowledge, skills,

experience and qualifications, continuously developing to ensure the delivery of excellent evidence based care. The professional development of our staff team working in partnership with our committed volunteers underpins all our healthcare activity.

This second year of the pandemic has continued to be challenging.. Our “Team approach” has strengthened as we developed our ‘living with Covid’ approach, heavily relying on one another as each new wave hit resulting in absences to be covered and services to be maintained. However, this could not have been achieved without the significant support we receive from both individuals and organisations from within our community who contribute to the promotion of the hospice and the raising of funds to sustain its services.

Our Palliative Medicine Consultants work as ‘one team’ closely aligned across the three areas of acute hospital, hospice and community. Linking closely with the Integrated Specialist Palliative Care Team within the community; ensuring best practice and continuity of care for patients and their families.

The Wirral community is pivotal to the hospice. Throughout the pandemic the volunteer role changed significantly with lock downs and limited visiting. Some volunteers continued to support patients remotely offering a much appreciated activity and friendship service. However, the pandemic had a significant impact on volunteer numbers dropping from 500 to below 450 as they assessed their personal situation and some chose not to return at the present time or retire entirely after many years’ service. Gradually during the year volunteers have been safely returning to their previous or new roles and recruitment is underway to increase numbers again to above pre pandemic levels. We have continued to engage with and recognise their ongoing and invaluable contribution through a variety of social media and our long service awards being able to go ahead provided a much needed opportunity to thank them in person for their invaluable support across the hospice.

Ensuring our Senior Leadership Team and Trustees remain up to date is important. Annual employment and charity law updates are provided by the hospice solicitors, auditors and Hospice UK, to inform of legislative and policy changes required; ensuring both knowledge and compliance. Regular updates have continued, providing valuable information and support.

Communication is key to ensuring that every member of our team feels informed, valued and part of the team as a whole, upholding our vision and values in all that they do. This is achieved through having a shared vision, co-delivery and valued recognition of their contribution. This has been pivotal to our ability to cope through the ongoing pandemic as a ‘team’. Long service award evenings were able to be held to thank staff for their valued support.

Our Annual Delivery Plan underpins our strategy developed with our teams with regular progress reviews, monthly ‘Team Brief’, quarterly employee forums and increased use of social media with regular get togethers, sharing information and news updates.
Despite the pandemic as an organisation we have learned much about ourselves as individuals, and as a team. We have developed new ways of working and enhanced our knowledge and skills which will inform our future approach. Our Trustees and Senior Leadership Team were able to take timeout for a day to learn and develop together, exploring the role of the Board and Senior Leadership Team and their ideas to inform our future vision and strategy. Governance Committee Leads kept in regular contact with Directors keeping up to date and supporting them. The Chair and CEO had weekly meetings throughout the pandemic.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on Patient Activity to Hospice UK: -

Inpatient Service: Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three bedded bays. During 2021-22 due to the Covid-19 pandemic, the bays have been used as single bed spaces initially and latterly as 2 bedded spaces when safe to do so.

The unit has a large bright patient and visitor lounge with dining facilities, a relatives' room with en-suite facilities for overnight stays and easy access to patio areas and gardens. During 2021-22, the use of the facilities by visitors has been restricted as per public health guidance to support infection control measures. However, some visiting has been maintained throughout the pandemic with families being made as welcome and comfortable as possible.

Patients are admitted for short term interventions following assessment by the Multi-Professional Team whose needs cannot be met by Specialist Palliative Care providers elsewhere. Patients are admitted under the care of the Palliative Care Consultant. Multi-Professional Team Meetings are held once a week. All patients, including family issues/concerns when appropriate, are discussed and a management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a Consultant. Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the unit occurs once the patient's identified needs of what is important to them and their specialist palliative care needs have been addressed. The average length of stay over 2021-22 has remained around the 3 week level with 60% of patients being discharged. The limitations on visiting resulted in some patients delaying their admissions and changes to the sourcing and provision of care resulted in discharges being achieved more quickly.

Inpatients (16 beds)	2020/21	2021/22
Total number of admissions	187	**146**
% Occupancy	74%*	**82%***
Mean Length of stay (Days)	20	**21.7**
Total number of discharges	110 (59%)	**88 (60%)**
Total number of deaths	91 (49%)	**49%**

** Due to Covid-19 infection prevention and control measures, the available number of beds were reduced and the occupancy calculation was adjusted from October 2020 onwards.*

Wellbeing Service: Usually, Wellbeing services are available four days per week in a purpose-built unit registered with CQC for 12 patients per day, provided by a Specialist Multi-Professional Team. Patients and their families engage in an 8 week program promoting wellbeing. The program aims to enable them to live well with their life-limiting illness by introducing them to a rehabilitative model of care encouraging them to maximise their potential within their health constraints. During the pandemic, this support has mainly been provided through telephone assessment support and advice and virtual education sessions that have been delivered live and in recorded formats, covering topics such as exercise classes, relaxation, breathlessness, anxiety and fatigue management.

Assessment and advice has been available from members of the Multi-Professional team; Occupational Therapy, Physiotherapy, Nursing, Counselling, and Social Work and has included support with advance care planning, benefits advice and family stress. Some of the changes in service delivery developed during Covid are likely to remain in the Wellbeing offer going forwards including the sessional model of

delivery. The numbers of those accessing Wellbeing increased in 2021/22 as services gradually resumed in the hospice.

Wellbeing (48 places per week)	2020/21	2021/22
Total number of patients	156	188
Total number of referrals	88	148
Total number of allocated Wellbeing attendances	1431	1093

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and an Aromatherapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Team who require access to the specialist services provided by the Hospice. The pandemic resulted in Aromatherapy support being suspended due to professional guidelines, Counselling and Bereavement support was delivered virtually, and medical appointments were delivered either face to face where required or through telephone consultations. Medical Consultations in patients own homes (Domiciliary Visits) were increased to meet need, whilst minimising infection risks.

There has been a focus on close working with the Community Specialist Palliative Care (CSPC) Team to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home. The CSPC Team have also commenced Specialist Nurse Led clinics in the hospice Outpatients Department.

Outpatients	2020/21	2021/22
Total number of referrals	528	240
New Consultant appointments	297	186
Total number of Medical Domiciliary Visits	52	124 **

** *During Covid-19, the OPD services have been provided through both telephone and face to face assessments, with an increased number of medical domiciliary visits* *

Hospice at Home Service:

The Hospice at Home (H@H) team provides quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, and all day sits are provided by the hospice; nights sits are delivered in partnership between the hospice and Marie Curie Care's Nursing service. During the first two quarters of 2020-21, the pandemic resulted in reduced referrals to the H@H service and reduced capacity as hospice staff were focused on maintaining the staffing levels in the hospice Inpatient Unit. With Quarters 3 and 4 seeing a return to near pre-pandemic referrals. Throughout, the service has resulted in over 90% of patients dying in their own homes.

Hospice at Home sits	2020/21	2021/22
Total number of referrals	369	437

Hospice at day	869	**1818**
Hospice at night	197	**351**
Total number of deaths	224	**290**
Total number of deaths at home	203	**215**

Hospice at Home Personal Care Service commenced 06.12.2021

The Hospice at Home Personal Care service was introduced alongside Hospice at Home sits provision as part of Wirral's multi-agency response to winter bed pressures.

Personal Care	2020/21	2021/22
Total number of referrals	N/A	**58**
Personal Care Visits	N/A	**508**
Total number of deaths	N/A	**27**
Total number of deaths at home	N/A	**25**

Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice. A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2020/21	2021/22
Total number of referrals	56 ***	**84**
New appointments	52 ***	**55**

***** *Covid-19 resulted in the Pain Clinic not being available in Q1 and reduced sessions at the start of Q2 as the Consultant Anaesthetist was supporting the Covid19 response.*

Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities and also set in the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

In pursuing our strategic priorities, we will focus on the aims of:

a. **Optimising user engagement in the planning & delivery of Wirral Hospice St John's services**

b. **Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership**
c. **Improving the palliative and end of life care for those with conditions other than cancer**
d. **Ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model**
e. **Promoting a personalised approach to palliative care with patient reported outcome measures**
f. **Increasing knowledge and skills in Palliative and End of Life Care across professional groups**
g. **Maximise usage of our facilities providing services tailored to need**

Principal Risks and Uncertainties:

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

To a large extent, the principal risks and uncertainties are the on-going challenges of funding as well as recruiting and retaining colleagues with the required knowledge, skills and experience to ensure delivery of a safe service to an appropriate quality standard. Layered on top of these are the challenges brought about by the introduction of an Integrated Care System (ICS) in the sector, the anticipated increased post pandemic demand for the services we provide and the current economic environment which places pressure on both our statutory and voluntary sources of income.

The introduction of ICS brings about a new structure for the commissioning of services through statutory contractual income and has an emphasis on effective delivery through collective partnership working across a defined geographical area. This leads to increased scrutiny of purpose versus need, effectiveness of delivery, and the relevance of role within the sector. Consequently, we need to be clear that what we are doing is required, that we are providing services effectively with demonstrable impact, and that we are the organisation best suited to provide those services.

Whilst there is risk and uncertainty arising out of the introduction of ICS we also regard it as an opportunity to consolidate our position within the sector with the potential for development in meeting the increased demand for end of life palliative care as well as additional statutory funding underpinning our financial viability. In pursuing this we are pro-actively engaging with the changes, including representation on groups tasked with further design of the system and our already established practice of partnership working relations. We are also developing our performance monitoring systems with the aim of tangibly demonstrating our cost effectiveness and value-based service delivery.

In respect of our non-statutory income, we are placing an emphasis on developing existing successful streams. This includes further development of retail activity through our charity shop network both in pricing and stock management as well as expanding the number of shops noting that this sector is likely to strengthen in times of economic stress. Additionally, we are exploring ways of advancing legacy income and whilst we recognise our increasing dependency on this source represents higher risk due to its unpredictability, sector reports do not project any decline in the overall market value. To mitigate this unpredictability, we have established a designated fund in reserves to balance non-recurring budget deficits on a rolling 3-year basis with any structural deficits being addressed through appropriate remedial action.

Maintaining access to suitably qualified and experienced colleagues remains a significant issue as more people leave the wider health care sector alongside the overall national picture of a reduced workforce resulting in recruitment and retention being more competitive. A principal element of our strategy is to remain competitive in remuneration against NHS equivalent positions, but this consequently places pressure on financial risk. However, we are also examining ways in which colleague relationships, working patterns and environment can make employment with our organisation more attractive than other areas of the sector rather than just remuneration. We have successfully established apprenticeships in the support sections of our organisation, and we are looking to develop initial level entry points to our clinical sections with a view to establishing a career structure in end of life and palliative care.

We continue to monitor and maintain mitigation measures against risks such as cyber security and supply chain issues arising out of post Brexit trading arrangements and the war in Ukraine but to date have not experienced any significant issues.

Structure, Governance and Management:

Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

Appointment of Trustees:

Trustees retire after a period of three years and can seek re-appointment each year. New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in August 2022. The policies were updated to reflect the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board and Ambassadors in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of the hospice's services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

Ambassadors also undergo an induction programme; meeting the Board, Senior Leadership Team and touring the hospice. Trustee and Ambassador Induction Packs are provided, with regular updates and training sessions as appropriate.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with

the Chair of Trustees. Trustees and Senior Leadership have completed their Leadership Development programme further developing their knowledge, skills and relationship with the wider Leadership team.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**

Trustees are also encouraged to undertake additional individual learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

Organisational Structure:

The Board has a maximum of ten Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Subcommittees of the Board monitor specific areas of activity. The terms of reference of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day to day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity.

Risk Management:

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The Serious Untoward Incident Policy is regularly updated and reviewed 3 yearly or when legislation/guidance changes. Staff awareness is maintained through regular in-house meetings and through the guidance of their own professional bodies
- Management accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented

- Investment Policy – a bi-annual review is undertaken by the Investment Committee and subsequently endorsed by the Finance and Infrastructure Governance Committee
- Reserves Policy – an annual review is undertaken by the Treasurer and Finance & Infrastructure Governance Committee members and subsequently endorsed by the Board

Serious incidents are considered at relevant Governance Committees and reported to the Clinical Commissioning Group, Charity Commission / CQC / Health & Safety Executive as appropriate.

There were 2 serious untoward incidents recorded during 2021/22.

These policies and procedures safeguard and ensure propriety. The Board has overall responsibility for risk management and receives quarterly reports, in addition to the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

Income Generation Review:

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door to door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up to date with activities and funds raised)

Wirral Hospice St John's income generation activities are co-ordinated following legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities
- Some staff are individual members of the Hospice Income Generation Network, which is a membership body that supports fundraisers from hospices

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year 1 April 2021 up to and including 31 March 2022, **8 actual** complaints were recorded about income generation activities:

- **4** relating to retail
- **2** relating to lottery
- **1** relating to donations, charitable trusts and legacies
- **1** relating to community, corporates, challenges and other events

These were reviewed and investigated following Wirral Hospice St John's robust complaints policy.
Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk.

If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel a financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy for themselves so the risk of being out in the community reduces any vulnerability they might be exposing themselves to

Financial Review:

Income:

Total income has increased by approximately £178,000 this year, this reflected an increase in legacy income of £630,000, offset by a reduction in the receipt of pandemic related government grants. NHS Revenue grants covered 52% (2021: 53%) of our expenditure (excluding fundraising costs).

The turnover of the trading subsidiary was approximately £43,000. Details of the subsidiary's performance, which continued to be impacted by the pandemic, are set out in note 6 of the financial statements.

Expenditure:

69% (2021: 71%) of costs relate to salaries, the total salary bill for the year being approximately £3,900,000. Of these costs, approximately 69% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£345,000) and the charity shops (£502,000), which generated income of £709,000 and £756,000 respectively.

Overall, this generated an operating surplus of just over £1,000,000, before gains on investments of £159,000. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £213,000 was spent on fixed assets in the year to upgrade our facilities and equipment.

Liquid reserves remained comparable to the prior year, despite the transfer of £500,000 to the investment portfolio.

The Trustees continue to monitor future activities and costs with caution and are actively considering a wide range of options, particularly in the light of the impact of the Covid-19 pandemic on our income and operations.

Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 12.5 (2021: 12.4) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

Investment Policy:

The overall investment policy aims to achieve capital growth, with a medium level of risk, taking a long- term view.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.

No investment should exceed 5% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

Investment Performance 2021/22:

During the year to 31 March 2022, the portfolio returned 4.56% compared to a return of 8.68% for the bespoke benchmark.

These are total return performance figures on a time weighted basis.

(Source: Investec Wealth & Investment)

Trustees' Responsibilities for the Financial Statements:

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will not continue in business

In so far as the Trustees are aware:

- There is no relevant audit information of which the company's auditors are unaware; and

- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

Auditors:

BWM offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

BY ORDER OF THE TRUSTEES:

…… **John R Pentland**
Company Secretary
28th November 2022

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the accounts, we have conculded that the trustees' use of the going concern basis of accounting in the preparation of the accounts 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 charity and the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within 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 the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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; or
- the trustees 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 Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

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

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

The extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

· the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
· we identified the laws and regulations applicable to the company through discussions with directors and other management
· we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
· we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
· identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

· making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

· considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

· performed analytical procedures to identify any unusual or unexpected relationships;
· tested journal entries to identify unusual transactions; and
· assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
· investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

· agreeing financial statement disclosures to underlying supporting documentation;
· reading the minutes of meetings of those charged with governance; and
· enquiring of management as to actual and potential litigation and claims.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Louise Casey ACA (Senior Statutory Auditor)
for and on behalf of BWM .....

Chartered Accountants
Statutory Auditor

Suite 5.1
12 Tithebarn Street
Liverpool
L2 2DT

WIRRAL HOSPICE ST JOHN'S
COMPANY LIMITED BY GUARANTEE
PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2022

CHARITY INFORMATION
Wirral Hospice St John's is a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS102, "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019)

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

BASIS OF CONSOLIDATION
The group financial statements consolidate those of the company and of its wholly owned subsidiary under-taking (see note 8), drawn up to 31 March 2022. Profits or losses on intra group transactions are eliminated in full. The results of the charity's subsidiary have been incorporated on a line by line basis.

No specific SOFA or Income & Expenditure account has been presented for the parent charity alone as permitted by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN
At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

FUND ACCOUNTING
Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £650,000 (2021: £574,000), Service Development fund for the next 4 years £200,000 (2021: £200,000), Forecast deficits fund for the next four years £1,673,000 (2021: £428,000) , a fund for the provision for closure costs of £1,000,000 (2021: £1,000,000) and a fund for the maintenance and upgrading of our facilities over the next ten years, as recommended by a 6-Facet survey, of £810,000 (2021: £810,000). Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

INCOME
Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:
- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

INCOME (Continued)

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

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

INVESTMENTS

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

Realised and Unrealised Gains and Losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CASH AND CASH EQUIVALENTS
Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

STOCK

Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes
The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.

The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

RESOURCES EXPENDITURE
Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds); and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

GOVERNANCE COSTS
Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 3 to the Accounts.

VAT
Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.
Enterprise Income and Expenditure is recorded net of VAT.

TAXATION
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to charitable objects.
The subsidiary gift aids its profits during the year and post year end to the parent charity. As such there is no tax charge to the subsidiary on these distributed profits.

EMPLOYEE BENEFITS
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.
Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2022

	Note	Year ended 31.03.2022 Unrestricted Funds	Year ended 31.03.2022 Restricted Funds	Year ended 31.03.2022 Total Funds	Year ended 31.03.2021 Total Funds
		£	£	£	£
Income					
Income from generated funds:					
Donations and Legacies	6	1,979,544	-	1,979,544	1,430,419
Other Trading Activities	6	1,927,101	-	1,927,101	1,664,554
Investments	6	145,084		145,084	127,079
		4,051,729	-	4,051,729	3,222,052
Income from charitable activities	6	2,459,102	219,540	2,678,642	3,330,072
Total Income		6,510,831	219,540	6,730,371	6,552,124
Expenditure					
Costs of raising funds	2(a)	29,785	-	29,785	27,780
Fundraising costs	2(b)	1,345,946	-	1,345,946	1,082,199
Investment management costs		45,712	-	45,712	26,946
Charitable activities	1	3,987,980	277,141	4,265,121	3,948,035
Taxation	5	-	-	-	-
Total expenditure		5,409,423	277,141	5,686,564	5,084,960
Net Income		1,101,408	(57,601)	1,043,807	1,467,164
Gains / (Losses) on investments	8	159,468	-	159,468	909,819
Gain on Disposal of Fixed Assets		1,200	-	1,200	8,000
Net movement in funds	13	1,262,076	(57,601)	1,204,475	2,384,983
Reconciliation of Funds					
Total funds brought forward		11,083,238	2,053,033	13,136,271	10,751,288
Total funds carried forward		12,345,314	1,995,432	14,340,746	13,136,271

The Statement of Financial Activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes at pages 36 to 49 form part of these accounts.

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED BALANCE SHEET

As at 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	7		**4,970,210**		5,007,238
Investments	8		**6,899,022**		6,271,332
			11,869,232		11,278,570
Current assets					
Stocks	9	**1,557**		5,177	
Debtors	10	**1,058,805**		1,454,505	
Cash at bank and in hand	11	**1,952,684**		1,816,922	
		3,013,046		3,276,604	
Liabilities					
Creditors: amounts falling due within one year	12	**(541,532)**		(1,418,903)	
Net current assets			**2,471,514**		1,857,701
Net assets			**14,340,746**		13,136,271
The funds of the charity					
Restricted income funds	14		**1,995,432**		2,053,033
Unrestricted income funds	13				
General		**4,956,039**		4,943,055	
Fixed Assets		**3,056,275**		3,038,183	
Designated		**4,333,000**		3,102,000	
Total unrestricted funds			**12,345,314**		11,083,238
Total charity funds			**14,340,746**		13,136,271

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 28th November 2022

S Schroeder **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CHARITY BALANCE SHEET

As at 31 March 2022

	Note	2022	2022	2021	2021
		£	£	£	£
Fixed assets					
Tangible assets	7		**4,970,210**		5,007,238
Investments	8		**6,899,024**		6,271,334
			11,869,234		11,278,572
Current assets					
Debtors	10	**1,143,349**		1,554,790	
Cash at bank and in hand	11	**1,865,652**		1,721,793	
		3,009,001		3,276,583	
Liabilities					
Creditors: amounts falling due within one year	12	**(537,489)**		(1,418,884)	
Net current assets			**2,471,512**		1,857,699
Net assets			**14,340,746**		13,136,271
The funds of the charity					
Restricted income funds	14		**1,995,432**		2,053,033
Unrestricted income funds	13				
General		**4,956,039**		4,943,055	
Fixed Assets		**3,056,275**		3,038,183	
Designated		**4,333,000**		3,102,000	
Total unrestricted funds			**12,345,314**		11,083,238
Total charity funds			**14,340,746**		13,136,271

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 28th November 2022

S Schroeder **Director**

J Wynne **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	**1,280,957**	1,418,233
Adjustments for:		
Depreciation of tangible assets	**250,009**	218,576
Profit on disposal of investments	**(237,150)**	48,931
Profit on disposal of tangible fixed assets	**1,200**	8,000
Decrease/(Increase) in trade and other debtors	**395,700**	(105,132)
Decrease in stocks	**3,620**	215
Decrease in creditors	**(877,371)**	(159,373)
Net cash provided by operating activities	**816,965**	1,429,450
Cash flows from investing activities		
Proceeds from sale of investments	**705,394**	1,312,568
Purchases of tangible assets	**(212,981)**	(94,047)
Purchases of investments	**(1,000,821)**	(2,412,901)
(Increase)/Decrease in cash held by stockbrokers	**(172,795)**	132,890
Net cash (used in) / provided by investing activities	**(681,203)**	(1,061,490)
Net increase in cash and cash equivalents	**135,762**	367,960
Cash and cash equivalents at the beginning of year	**1,816,922**	1,448,962
Cash and cash equivalents at the end of the year	**1,952,684**	1,816,922

WIRRAL HOSPICE, ST JOHN'S
COMPANY LIMITED BY GUARANTEE
NOTES TO THE ACCOUNTS

As at 31 March 2022

1. CHARITABLE ACTIVITIES

	2022	2021
	£	£
Salaries	**2,716,962**	2,538,436
Depreciation	**229,295**	193,852
Medical supplies	**230,517**	229,784
Food	**28,028**	28,108
Heat and lighting	**84,235**	80,581
Repairs and renewals	**161,797**	149,277
Cleaning	**27,793**	34,079
Other	**100,205**	69,276
Support costs (note 3)	**686,289**	624,642
	4,265,121	3,948,035

2. COST OF RAISING FUNDS

	2022	2021
	£	£
(a) Costs of generating voluntary income – salaries	**29,785**	27,780
(b) Fundraising costs :		
Salaries	**218,258**	190,284
Depreciation	**20,714**	24,724
Charity shop costs (including salaries £287,706)	**501,927**	431,826
Purchase of goods for resale	**15,640**	17,153
Lottery costs (including salaries £88,926)	**345,468**	288,450
Printing, stationery and advertising	**22,028**	16,292
Postage and telephone	**1,764**	633
Fundraising expenditure	**90,152**	55,465
Other	**129,995**	57,372
	1,345,946	1,082,199

3. SUPPORT COSTS

	2022	2021
	£	£
Salaries	**558,246**	517,030
Printing, stationery and advertising	**16,392**	15,938
Postage and telephone	**20,885**	16,920
Accountancy and payroll charges	**7,845**	11,753
Insurance	**42,571**	38,104
Governance Costs (Including salaries £15,773)	**40,350**	24,897
	686,289	624,642

Included in Governance Costs is an amount of £10,010 (2021: £9,250) payable to the company's auditor for the audit of its financial statements.

4. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2022	2021
	£	£
Wages and salaries	**3,403,749**	3,166,632
Social security costs	**262,127**	232,949
Other pension costs	**249,780**	208,450
	3,915,656	3,608,031

Average number of employees	**159**	160

The analysis of employees by category is as follows:

	2022	2021
	Number	Number
Direct charitable	**101**	102
Fund-raising and publicity	**30**	29
Management and administration	**19**	20
Directors	**9**	9

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2022	2021
	Number	Number
£60,000 - £70,000	**2**	2
£80,000 - £90,000	**0**	1
£90,000 - £100,000	**1**	0

The employees earning £60,000 to £70,000 participated in a defined contribution pension scheme.
The employee earning £90,000 to £100,000 participated in the NHS defined benefit pension scheme.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Director of Finance, Director of Clinical Services, Director of Income Generation and Director of Workforce. The total employee benefits of the key management personnel employed by the Charity were £369,110 (2021: £298,530).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity of service and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2022 was £198,865 (2021: £209,840). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

5. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided for Corporation Tax as follows:
UK Corporation Tax at 19% £nil (2021: £nil)

6. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2022	2021
	£	£
Depreciation	**250,009**	218,576
Auditors remuneration	**10,010**	9,250

and after crediting:

Donations and Legacies:		
Legacies	**1,663,738**	1,034,112
In memoriam	**127,237**	158,653
General donations	**116,848**	158,933
Gift Aid	**71,721**	78,721
	1,979,544	1,430,419
Investments:		
Listed investments	**145,006**	126,701
Bank deposits	**78**	378
	145,084	127,079
Income from charitable activities:		
Income from NHS Clinical Commissioning Groups	**1,788,770**	1,765,474
Hospice at Home Income	**447,573**	347,563
Covid-19 funding	**277,074**	1,080,175
Sundry Income	**165,225**	136,860
	2,678,642	3,330,072
Other trading activities:		
Fund-raising events	**418,723**	719,721
Charity shop sales	**755,986**	219,001
Subsidiary's turnover	**42,920**	37,890
Lottery income	**709,472**	687,942
	1,927,101	1,664,554

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice, St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

As at 31 March 2022

THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:

	2022	2021
	£	£
Turnover	**42,920**	37,890
Cost of sales	**(15,641)**	(17,153)
Gross profit	**27,279**	20,737
Administrative expenses	**(10,133)**	(8,278)
Taxation	**-**	-
Gift Aid Payment	**(17,146)**	(12,459)
Profit retained	**-**	-

THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:

	2022	2021
	£	£
Current assets	**88,606**	100,307
Current liabilities	**88,604**	100,305
	2	2
Share capital	**2**	2
Profit and loss account	-	-
	2	2

7. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Cost					
At 1 April 2021	6,618,461	2,179,470	183,632	56,983	9,038,546
Additions	3,600	183,097	26,284	0	212,981
Disposals	-	-	-	(11,627)	(11,627)
At 31 March 2022	6,622,061	2,362,567	209,916	45,356	9,239,900
Depreciation					
At 1 April 2021	2,002,047	1,842,367	133,683	53,211	4,031,308
Charge for the year	132,441	98,910	14,886	3,772	250,009
Disposals	-	-	-	(11,627)	(11,627)
At 31 March 2022	2,134,488	1,941,277	148,569	45,356	4,269,690
Net book amount at 31 March 2022	**4,487,573**	**421,290**	**61,347**	**0**	**4,970,210**
Net book amount at 31 March 2021	4,616,414	337,105	49,949	3,770	5,007,238

The net book amount at 31 March 2022 in respect of land and buildings compromises freehold property of £4,487,573 (2021: £4,616,414)

The net book amount at 31 March 2022 represents fixed assets used for:

	Hospice Premises £	Computer, medical & office equipment £	Charity shops £	Motor vehicles £	Total £
Charitable activities	4,308,759	387,935	-	-	4,696,694
Fund-raising	178,814	33,355	-	-	212,169
Charity shops	-	-	61,347	-	61,347
	4,487,573	**421,290**	**61,347**	**0**	**4,970,210**

The net amount at 31 March 2022 in respect of Charity shops comprises property improvements £18,087 and fixtures and fittings £43,260

8. INVESTMENTS

	The Group		The Company	
	2022	2021	**2022**	2021
	£	£	**£**	£
Quoted investments at market value	**6,715,016**	6,260,121	**6,715,016**	6,260,121
Cash held by stockbrokers	**184,006**	11,211	**184,006**	11,211
Investment in subsidiary undertaking at cost	**-**	-	**2**	2
	6,899,022	6,271,332	**6,899,024**	6,271,334

Quoted investments	**£**	£
Market value		
At 1 April 2021	**6,260,121**	4,249,969
Additions at cost	**1,000,821**	2,412,901
Disposal proceeds	**(705,394)**	(1,312,568)
Profit/(Loss) on disposals	**237,150**	(48,931)
Increase/(Decrease) in unrealised gain	**(77,682)**	958,750
At 31 March 2022	**6,715,016**	6,260,121
Cost	**5,898,482**	5,365,905

All investments are carried at their fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value).

The significance of financial instruments to the ongoing financial sustainability of the charity is considered in the financial review and investment policy and performance sections of the Trustees' Annual Report.

Please see below for the market commentary from our Investment Manager.

The 12 months to the end of March 2022 have been as extraordinary as the preceding year. The majority of the year was focussed on the global economic consequences of Covid related lockdowns, the economic disruption that this created and in particular the impact this would have on corporate earnings, consumer behaviour and government finances.

The global economy evidenced a reassuring recovery as we headed towards the end of the calendar year as the impact of mass immunisations alleviated a significant amount of the economic strain experienced during the almost global lockdowns. Much of the economic dislocation experienced subsided though inflationary pressures grew as supply chain disruptions created significant shortages in many key areas of industrial commodities. The authorities have been mindful of the impact of these shortages and whilst many hope that the inflationary impacts of these disruptions may be transitory markets began to anticipate that the loose monetary policy and low interest rates that had sustained the global economy over much of the Covid period would be reversed. This led to increased investor nervousness as we turned into 2022.

The world economy was preparing for increases in interest rates globally in early 2022 and as such investor sentiment was somewhat more fragile, with many of the “winners” in the global equity markets showing significant price weakness as investors began to factor in higher interest rates and the impact these would have on the valuation of these growth names.

Investors’ nerves were then tested markedly towards the end of the period under review as Russia invaded their neighbour Ukraine with the threat of a long and potentially devastating war presenting itself. The global economy, already facing inflationary problems, then was plunged into a period of considerable uncertainty and worry as prices of oil and gas were moved to precipitously high levels thus fuelling inflationary fears even further.

During the 12 months under review the Fund has shown a positive total return which given the levels of both economic and geo-political uncertainty we hope is reassuring. We will remain vigilant, disciplined and focused in the coming year making decisions within the fund with a clear mind and focus on the long term generation of returns.

Investment in subsidiary undertaking

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods).

9. STOCKS

	The Group		The Company	
	2022	2021	**2022**	2021
	£	£	**£**	£
Fund-raising goods	**1,557**	5,177	-	-

10. DEBTORS

	The Group		The Company	
	2022	2021	**2022**	2021
	£	£	**£**	£
Prepayments and accrued income	**1,018,684**	420,852	**1,018,684**	420,852
Due from subsidiary undertaking	-	-	**84,561**	100,285
Other debtors	**40,121**	1,033,653	**40,104**	1,033,653
	1,058,805	1,454,505	**1,143,349**	1,554,790

11. BANK BALANCES

	The Group		The Company	
	2022	2021	**2022**	2021
	£	£	**£**	£
Bank balances	**1,951,511**	1,815,887	**1,864,599**	1,720,878
Petty cash	**1,173**	1,035	**1,053**	915
	1,952,684	1,816,922	**1,865,652**	1,721,793

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade creditors	**238,109**	140,825	**236,201**	140,825
Social security and other taxes	**63,099**	51,558	**63,099**	51,558
Other creditors and accruals	**125,076**	108,204	**122,941**	108,185
Deferred income	**115,248**	1,118,316	**115,248**	1,118,316
	541,532	1,418,903	**537,489**	1,418,884

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	**Activities in furtherance of the charity's objectives**	**Lottery income**
	£	**£**	**£**
As at 1 April 2021	1,118,316	1,015,805	102,511
Released to income in the year	(1,118,316)	(1,015,805)	(102,511)
Deferred in the year	115,248	4,790	110,458
As at 31 March 2022	115,248	4,790	110,458

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

13. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development Funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	**4,956,039**	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2022 Total
Represented by:					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,022	-	4,333,000	-	6,899,022
Cash at bank and in hand	1,871,187	-	-	81,497	1,952,684
Other net current assets	518,830	-	-	-	518,830
	4,956,039	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Degignated Development funds	Restricted Funds	2022 Total
	£	£	£	£	£
As at 1 April 2021	4,943,055	3,038,183	3,102,000	2,053,033	13,136,271
Surplus / (deficit) for the year	1,262,076	-	-	(57,601)	1,204,475
Transfers	(1,249,092)	18,092	1,231,000	-	-
As at 31 March 2022	**4,956,039**	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Degignated Development funds	Restricted Funds	2022 Total
Represented by:					
Tangible fixed assets	-	3,056,275	-	1,913,935	4,970,210
Investments	2,566,024	-	4,333,000	-	6,899,024
Cash at bank and in hand	1,784,155	-	-	81,497	1,865,652
Other net current assets	605,860	-	-	-	605,860
	4,956,039	**3,056,275**	**4,333,000**	**1,995,432**	**14,340,746**

13. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus / (Deficit) for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	**4,943,055**	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,332	-	-	-	6,271,332
Cash at bank and in hand	(1,369,056)	-	3,102,000	83,978	1,816,922
Other net current assets	40,779	-	-	-	40,779
	4,943,055	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus / (Deficit) for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	**4,943,055**	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated Development funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,334	-	-	-	6,271,334
Cash at bank and in hand	(1,464,185)	-	3,102,000	83,978	1,721,793
Other net current liabilities	135,906	-	-	-	135,906
	4,943,055	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £1,204,475 (2021: surplus £2,384,983), which is dealt with in the financial statements of the company.

The unrestricted designated development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years. A breakdown of this fund is included in the Fund accounting policy on page 29.
A transfer from cash at bank and in hand to investments was made in respect of development funds in the current financial year in order to reflect the make up of the development funds.

14. RESTRICTED FUNDS

The Group and the Company

	At 1.4.21	Income	Expenditure	**At 31.03.22**
	£	£	£	**£**
Sunrise Appeal	430,789	-	(17,617)	**413,172**
Anniversary Appeal	628,851	-	(15,618)	**613,233**
Inpatient Refurbishment	400,000	-	(10,000)	**390,000**
Kitchen Appeal	33,596	-	(820)	**32,776**
Patient Information Centre	475,819	-	(11,065)	**464,754**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	6,101	167	(2,648)	**3,620**
NHSE Covid Funding	-	219,373	(219,373)	-
	2,053,033	219,540	(277,141)	**1,995,432**

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

NHSE Covid Funding is funding which the NHSE awarded to allow the hospice to make available bed capacity and community support and to provide support to people with complex needs in the context of the COVID-19 situation from April 2021 to March 2022 inclusive.

This is a comparative for the prior year

The Group and the Company

	At 1.4.20	Income	Expenditure	**At 31.03.21**
	£	£	£	**£**
Sunrise Appeal	448,406	-	(17,617)	**430,789**
Anniversary Appeal	644,469	-	(15,618)	**628,851**
Inpatient Refurbishment	410,000	-	(10,000)	**400,000**
Kitchen Appeal	34,416	-	(820)	**33,596**
Patient Information Centre	486,884	-	(11,065)	**475,819**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	6,551	2,417	(2,867)	**6,101**
NHSE Covid Funding	-	709,672	(709,672)	-
	2,108,603	712,089	(767,659)	**2,053,033**

15. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2022 or 31 March 2021.

16. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2022. (2021: nil)

17. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysed according to the expiry date of the leases.

	The Group		**The Company**	
	2022	2021	**2022**	2021
	£	£	**£**	£
Within one year	**98,500**	5,700	**98,500**	5,700
Between one and five years	**278,109**	217,084	**278,109**	217,084
More than five years	**15,367**	164,079	**15,367**	164,079
	391,976	386,863	**391,976**	386,863

18. RELATED PARTY TRANSACTIONS

During the year, the company paid £3,300 (31st March 2021: £3,300) including VAT for accountancy advice to Grant Thornton UK LLP. G M Ridgway, a Trustee, is an employee of Grant Thornton UK LLP.

During the year, the company paid £3,600 (31st March 2021: £2,628) including VAT for legal advice to Brabners LLP. S Burrows, who served as a Trustee during the financial year, acts as a consultant for Brabners LLP.

19. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has no share capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.

The presentation currency of the financial statements is the Pound Sterling (£).

20. ANALYSIS OF PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2021 Unrestricted Funds	Year ended 31.03.2021 Restricted Funds	Year ended 31.03.2021 Total Funds
	£	£	£
Income			
Donations and Legacies	1,430,419	-	1,430,419
Other Trading Activities	1,664,554	-	1,664,554
Investments	127,079	-	127,079
	3,222,052	-	3,222,052
Income from charitable activities	2,617,983	712,089	3,330,072
Total Income	5,840,035	712,089	6,552,124
Expenditure			
Costs of raising funds	27,780	-	27,780
Fundraising costs	1,082,199	-	1,082,199
Investment management costs	26,946	-	26,946
Charitable activities	3,180,376	767,659	3,948,035
Support costs	-	-	0
Total Expenditure	4,317,301	767,659	5,084,960
Net expenditure / income	1,522,734	(55,570)	1,467,164
Gains / (Losses) on investments	909,819	-	909,819
Gain on Disposal of Fixed Assets	8,000	-	8,000
Net movement in funds	2,440,553	(55,570)	2,384,983
Reconciliation of Funds			
Total funds brought forward	8,642,685	2,108,603	10,751,288
Total funds carried forward	11,083,238	2,053,033	13,136,271

For more information, please contact us:

Mount Road, Higher Bebington, Wirral CH63 6JE

0151 334 2778 | info@wirralhospice.org

www.wirralhospice.org | Registered Charity No. 510643



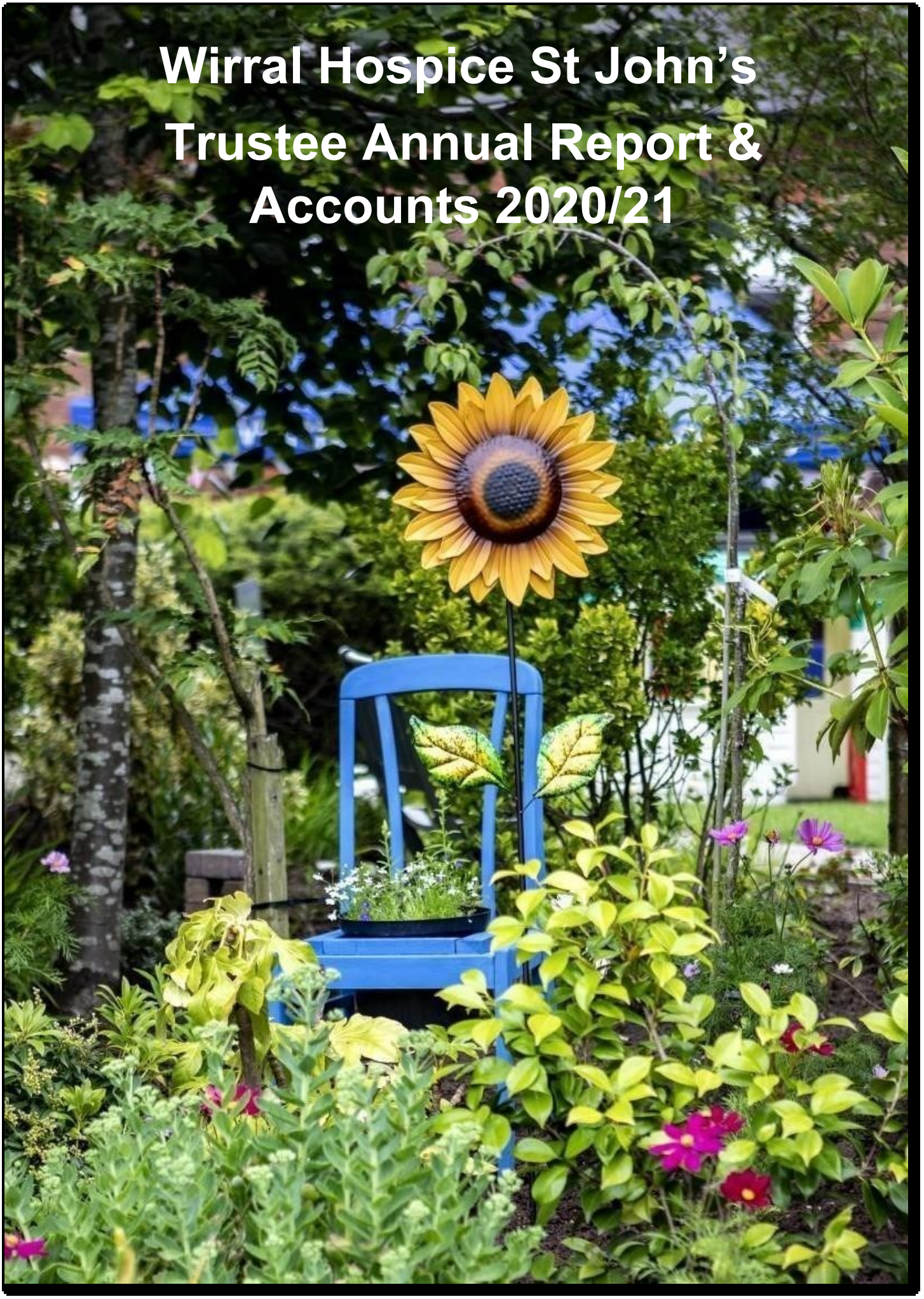
Thank you for whatever support you are able to give us!

WIRRAL HOSPICE ST JOHN'S

England & Wales - Charity number 510643

Accounts

Wirral Hospice St John's Trustee Annual Report & Accounts 2020/21



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Annual Report 2020/21

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The Trustees present their report together with the consolidated financial statements for the year ended 31 March 2021. The Trustees confirm that the financial statements comply with current statutory requirements, with those of the company's Memorandum and Articles of Association and those of the Statement of Recommended Practice (FRS102).

Reference and Administrative Details:

Charity Number:	510643
Company Number:	1518364
Registered Office:	Mount Road Higher Bebington Wirral, CH63 6JE
Auditors:	BWM Castle Chambers, 43 Castle Street Liverpool, L2 9SH
Bankers:	HSBC Bank plc 31 The Pyramids, Grange Road Birkenhead, CH41 2ZL
Solicitors:	Brabners LLP Horton House, Exchange Flags Liverpool, L2 3YL
Investment Manager:	Investec Wealth & Investment Limited 100 Old Hall Street Liverpool L3 9AB



Directors and Trustees

President: **His Honour John Roberts**

Trustees:
The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year, and since the year end, on Wirral Hospice St John's Board were as follows: -

Mr. Steve Schroeder	Chair
Dr. Jean Quinn	Deputy Chair
Mr. Graham M Ridgway	Treasurer
Mr. Stephen Burrows DL	
Dr. Hilary Leggat	
Mrs. Lyn N Meadows	
Dr. Roger H Platt	
Mrs. Julie Wynne	Appointed 11.05.2020
Dr. Murray Freeman	Appointed 17.05.2021

Company Secretary:

Mr. John R Pentland

Senior Leadership Team:

Mrs. Helen Brown	Chief Executive Officer
Mr. John R Pentland	Director of Finance
Mrs. Teresa Nightingale	Director of Income Generation and Marketing
Mrs. Christine Sutcliffe	Director of Clinical Services
Dr. Emma Longford	Medical Director



Chair's Preface:

As might be expected the Covid-19 pandemic has had a significant impact on our activity and performance in the year. In the first and subsequent quarters as the various “waves” progressed our focus was on maintaining our service in a safe and responsible manner with no reduction in the quality standards we set for ourselves. That we were able to do this says much about the quality of our people and the strength of our team ethic which is reflected in the commitment and flexibility which has been, and continues to be, demonstrated at all levels of the organisation.

Although the situation remained challenging throughout the year, we progressively learned to live with it and, even though a number of major initiatives we had planned in expanding service provision away from our site had to be put on hold, we nevertheless were able to introduce a number of developments as you will read later in this report. We also learned to adapt some of our ways in working which we will retain as things return to a more normal situation and so enhance the effectiveness of our activity, particularly in patient contact.

Remarkably, our financial position has also improved in ending the year with a substantial operating surplus which arose out of a combination of unexpected additional legacy and donation income together with a one-off increase in statutory funding to support additional service provision during the pandemic. We have also benefited from a recovery in the value of our investments following the substantial loss at the end of the previous year as a result of the pandemic. Positive as this is, we still face the financial challenge of restoring our income generation from fundraising activity to pre-pandemic levels as well as covering increases to our cost base primarily from the commitment to keep our staff remuneration competitive with the NHS. The invaluable support of the local community continues to be a significant factor in maintaining our viability.

Throughout the year a primary focus for the trustees has been providing the necessary support to our staff and volunteers, and in particular the senior leadership team as they rose to the challenges they faced. However, we have also taken the opportunity to strengthen our working as a board introducing trustee appraisal, a policy for trustee terms of office, a written scheme of delegation and a pattern of meetings through the year which met the needs of assurance, strategic development and team building. In the last quarter of the year we commissioned a development programme, run by external consultants which will run for 12 months and will provide the foundation for reviewing our current strategy including how that is impacted by the culture of our organisation.

In looking forward we recognise that there is only a limited time an organisation can go on hold whilst it deals with a particular situation. Apart from dealing with the impact of the pandemic as the environment in which we operate settles down into a new normal, the passage of the Health and Social Care Act 2021 is a significant factor for us in defining our future. Central to that Act is the move towards greater integration in the delivery of healthcare services with a particular emphasis on partnership working. We already operate with a number of significant partnerships in the delivery of our services but with many of them in an informal context. From that base we regard the prospect of further and more formalised partnership relationships as an opportunity for advancing the provision of Palliative and End of Life Care to our local community and our role in its delivery by extending our influence in the sector. We will also be focussing on ensuring we are able to support our activity from a steady financial base with a site, accommodation and equipment which is fit for purpose.

In summary, whilst we would not have chosen to be put in the position of the pandemic, it has tested us, and we have come through that test as a stronger and more confident organisation.

Steve Schroeder: Chair

Objectives and Performance Monitoring:

Aims and Objectives of the Charity:

As a provider of Specialist Palliative Care, our responsibility is to patients, families and carers, who are supported by our multi-professional team working in close liaison with all healthcare professionals including primary, secondary and community care. Care is personalised according to what is important to the patient and their family.

How Our Activities Deliver Public Benefit:

Our sole aim is the provision of Specialist Palliative Care, without charge, supporting patients and their families.

Our Key Strategic Aims for 2020/21:

Wirral Hospice St John's Three Year Strategy 2020-23 sets out the hospice's four key strategic aims to:

1. Increase the reach of our services across the Wirral community providing care and support closer to home.
2. Secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments.
3. Be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development.
4. Ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment

Strategic Aim 1: To increase the reach of our services across the Wirral community providing care and support closer to home.

The foundation of the NHS future plan is based upon the integration of the care system through partnership, integration and collaboration across the health & social care sectors including third sector and voluntary organisations to provide care at a local district / town or "PLACE" based level. **"**Wirral PLACE**"** is the Cheshire & Merseyside Integrated Care Partnership's response to delivering place based care to the Wirral community and Wirral Hospice St John's will continue to work closely with other providers, adapting to the changing needs of service users influenced by population health data. The Covid-19 pandemic has enhanced both integrated working and the increased utilisation of digital technology. We will keep abreast of these changes to ensure we continue to reach more patients and their families within our community, ensuring Wirral Hospice St John's continues to be seen as a lead player in specialist palliative care.

We will achieve this by:

- Adjusting and adapting to the potential opportunities and challenges as "Wirral PLACE" as part of Cheshire & Merseyside Integrated Care System development
- Through integrated working with other palliative care providers in Wirral to further develop palliative care pathways with patient and family support
- Continuing to examine and further develop the range of our clinical services particularly focusing on care closer to home
- Reviewing and further developing our approach to outpatient follow-up, through a blended approach using knowledge and skills of our hospice staff, while embracing innovation and alternative technology

- Developing in partnership with neighbourhoods and the third sector, a bespoke Wellbeing service to meet locality need
- Developing our bereavement service to support children and young people
- Working with homeless organisations, to explore and develop an accessible service to meet the palliative care needs of homeless people across Wirral
- Introducing an ultrasound service to aid symptom control and reduce need for acute hospital appointments/admission
- Expand services in conjunction with Motor Neurone Disease (MND) Association implementing MND service, increasing access for patients and their families
- Expanding our marketing approach to continue to raise awareness amongst the Wirral community, patients, carers, families and professionals
- To continue to develop collaborative approach to palliative care learning & development enhancing knowledge & skills and quality of end of life care across the health & care sector.

Strategic Aim 2: To secure sustainable income reducing the risk on the funding of care activities and provide funding for service developments

The Covid-19 pandemic challenged our ability to income generate especially with retail and events significantly impacted. As a charity, we are heavily reliant upon the relationships we have with and the donations we receive from our local community. It is important to us that we spend the money received wisely so wherever possible we will make best use of our resources, cutting costs as appropriate without impacting on the quality of the services we deliver. We will ensure that we optimise procurement and expenditure to achieve best value for money to maximise monies available for direct patient services. We aim to develop alternative income streams to reduce reliance upon those that are less predictable by expanding links with all areas of our Wirral community.

We will achieve this by:

- Continuing to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
- Working together through a values based approach underpinning all that we do
- Optimising the use of technology to maximise efficiency in service delivery
- Improving our marketing approach to significantly increase our reach to both patients, families, professionals and potential investors
- Exploring and testing alternative income streams to optimise sustainable income streams

Strategic Aim 3: We will be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development

The health & care sector is facing increasing challenges in recruiting & retaining the workforce. The present and future workforce is pivotal to our ability to continue to develop and deliver patient and family services to meet future demand. The external landscape continues to change offering more choice and increased competition from which to recruit. We intend to recruit and retain high quality staff and volunteers investing in their knowledge and skills development. We will use a values based approach in all that we deliver.

We will achieve this by:

- Understanding present and future workforce requirements through workforce analysis and planning
- Reviewing all roles within the organisation to identify career pathways and opportunities for progression
- Exploring alternative approaches where future workforce recruitment challenges are identified
- Enhancing learning & development opportunities for staff and volunteers
- Enhancing our apprenticeship programme opportunities throughout the organisation
- Expanding volunteer opportunities across all departments
- Increasing professional placement opportunities, linking with more educational establishments

- Expanding marketing, increasing presence at local jobs and careers fairs and schools
- Developing our schools work experience programme

Strategic Aim 4: We will ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's is a fundamental part of the local community, established and supported by them to provide care and support for them. We cannot act in isolation and therefore through collaboration with both statutory and third sector organisations, we will work together to explore and develop services to meet the future needs of our community. We will celebrate and publicise our success through the development of our marketing approach. Through development of our learning & development offer, we will enhance the quality of palliative care delivered across Wirral.

We will achieve this by:

- Working closely with the Cheshire & Merseyside Integrated Care Partnership at the "Wirral PLACE" level and with Primary Care Networks to identify and develop present and future service provision
- Actively engaging with and participating in joint work with our health & social care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
- Increasing the number of organisations actively engaged with through meetings, projects and service developments
- Increasing our reach through enhanced marketing and increased contact with the people and organisations across Wirral
- Optimising opportunities to develop greater understanding of the present and future needs of our community
- Listening to feedback from professionals and the community to inform and develop our services to meet changing need
- Providing an enhanced education provision for professionals and the public which will inform practice and increase the take up of services
- Engaging with and supporting our community colleagues to develop as a compassionate community helping support one another

Monitoring Achievement of the Charity's Objectives:

Key Performance Indicator (KPIs) reports are compiled on a monthly basis to cover:

- Quality / Safety / Patient Experience
- Performance (Clinical, Financial, Income Generation & Marketing, Organisational)
- Activity levels

The reports are reviewed by the Senior Leadership Team, the Board as a whole and Governance Committees of the Board.

In the period covered by this annual report, there was an increase in the number of governance meetings held in response to the Covid-19 pandemic and ad-hoc meetings took place as required throughout 2020 between Trustees and Senior Leadership Team to provide further assurance.

The Board met **7** times including the annual Board Strategy Day and the following Governance Committees increased their meeting frequency as follows: -

- Clinical Governance Committee including a Covid-19 Assurance meeting with the Chair of Trustees (**6** times)
- Financial & Infrastructure Governance Committee (**5** times)
- Workforce Governance Committee (**4** times)

For in-depth review and future planning purposes, Investment Committee meetings continued to take place bi-annually and the Income Generation & Marketing Committee held three meetings.

A strategic element is incorporated into most Board meetings to facilitate discussion and identify opportunities for future planning & development.

The Board maintains an Organisational Risk Register to identify key high-level risks which arise out of the monitoring process and the actions being taken to mitigate them with regular review.

The Finance & Infrastructure and Clinical Governance Committees respectively review all organisational and clinical complaints and incidents each quarter to ensure the actions and learning identified results in continuous improvement to hospice services and patient care and, in turn, they report their findings to the Board for its assurance.

Similarly, all results from patient satisfaction surveys and compliments, comments and concerns received are captured, logged and responded to as required and this data is used to measure the quality and impact of our patient care and services and for appropriate promotional use, again to provide assurance to the Board as well as to our patients, families, carers and supporters.

Monitoring by External Bodies:

The hospice operates a co-operative policy for visits and statutory inspections by external bodies including:

Care Quality Commission (CQC): The CQC is the independent regulator of health and social care in England and ensures health and social care services provide people with safe, effective, compassionate, high-quality care. CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and they publish their findings/performance ratings to ensure services meet the fundamental standards that people have a right to expect whenever they receive care from Wirral Hospice St John's

Wirral Hospice St John's is registered with the CQC to provide:

- Diagnostic and Screening Procedures
- Treatment of Disease, Disorder or Injury

The Registered Manager, in conjunction with Organisational Quality members, reviews and oversees assurance processes across the hospice to demonstrate how ongoing compliance is maintained to meet the fundamental standards required by the CQC, providing assurance to the Board through the quarterly Governance Committees.

External regulators CQC last inspected in March 2016. The inspection found the hospice to be fully compliant with the fundamental standards with no requirement for enforcement action in any area. The hospice was rated as 'good overall' and has remained registered with the CQC without conditions.

Their report was published 13 May 2016 and can be found on the CQC and Wirral Hospice St John's websites: https://www.cqc.org.uk/ http://www.wirralhospice.org/

Ongoing quality discussions are undertaken regularly with CQC Relationship Manager with no concerns raised.

Healthwatch Wirral: Healthwatch is the national consumer champion in health and care. They have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services. Healthwatch Wirral is the local team which works to support the voice of patients and public in this area.

Fundraising Regulator: The Fundraising Regulator regulates charity fundraising in England, Wales and Northern Ireland. They work to improve fundraising standards and build public trust. We are registered with the Fundraising Regulator and we confirm that we comply with the Fundraising Regulator's voluntary registration scheme.

Our Achievements in the Year:

Over the course of the year, the hospice has had to cope with a global pandemic impacting upon its ability to achieve all overarching objectives initially set.

The hospice remains fully compliant with all statutory requirements, adapting maintaining and developing the high quality of the services we deliver for patients and their families.

In previous years, this has been demonstrated through our participation in the annual national Patient-Led Assessments of the Care Environment (*also known as the PLACE Assessment*). This was not undertaken due to the pandemic.

Aiming:

a. To optimise user engagement in the planning & delivery of Wirral Hospice St John's services
b. To improve the effectiveness and accessibility of Wirral Hospice St John's services through collaboration & partnership
c. To ensure that Wirral Hospice St John's is at the centre of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model
d. To promote a personalised approach to palliative care with patient reported outcome measures
e. To increasing knowledge and skills in Palliative and End of Life Care across professional groups
f. To maximise usage of our facilities providing services tailored to need

The Covid-19 pandemic significantly affected our ability to deliver as planned; however, progress was achieved through a flexible, blended approach with the increased use of technology.

Over the course of the year in keeping with our priorities, we have: -

In pursuit of increasing the reach of our services across the Wirral community providing care and support closer to home, we have:

a. Adjusted and adapted to the rapidly changing environment both internal and external continuing to deliver services throughout the pandemic supporting Wirral's response to the challenge
b. Collaborated with other palliative care providers in Wirral to establish a new model of collaborative working for palliative care with patient and family support
c. Continued to examine and further develop the range of our clinical services particularly focusing on care closer to home with increased home visits and telephone support
d. Provided a blended approach to outpatient review with increased use of digital technology
e. Converted Wellbeing Centre providing additional beds in the Wirral system to receive Covid-19 positive patients for end of life care if needed
f. Provided enhanced advice and support for primary care professionals dealing with end of life issues through the Professional's Advice and Information line (PAIL)
g. Worked closely with specialist palliative care service to ensure effective triage and support for patients in the community
h. Continued to deliver all services through a variety of approaches

In pursuit of securing sustainable income reducing the risk on the funding of care activities and provide funding for service developments, we have:

a. Continued to monitor costs and improve efficiency across all areas of the hospice to maximise available monies for direct patient care services
b. Worked together through a values based approach underpinning all that we do

c. Optimised the use of technology to maximise efficiency in service delivery
d. Adapted our marketing approach during the pandemic to significantly increase our reach and support to both patients, families, professionals and potential investors
e. Utilised different approaches to income generation due to the significant impact of the pandemic upon retail operations and participation events

In pursuit of being the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning & development opportunities and investment in their skills and personal development, we have:

a. Undertaken a thorough review of our pay and remuneration package to ensure competitive with other local providers with implementation on 1st April 2021
b. Undertook training needs analysis to inform future training requirements, workforce development and succession planning
c. Reviewed and developed staff appraisal system
d. Embedded our apprenticeship programme throughout the organisation
e. Continued with professional placements to support nursing and medical students

In pursuit of ensuring that Wirral Hospice is an effective, efficient and thriving organisation worthy of future investment, we have:

a. Worked closely with Wirral Clinical Commissioning Group, Wirral Council and the wider health & care community to offer practical support and guidance for professionals throughout the pandemic in palliative and end of life care
b. Actively engaged with and participated in joint work with our health & social care colleagues developing a shared, collective and integrated approach to specialist palliative and end of life services for the people of Wirral
c. Increased our reach through enhanced communications & marketing and increased contact with the Wirral community

Our People:

Our people are at the heart of the service we seek to provide, maintain and develop. We aspire to be a learning organisation together with a workforce having relevant palliative care knowledge, skills, experience and qualifications, continuously developing to ensure the delivery of excellent evidence-based care. The professional development of our staff team working in partnership with our committed volunteers underpins all our healthcare activity.

This year has been a challenging one in which our “Team approach” was never more evident, as restrictions required isolating, shielding, reduced footfall with no unnecessary travel, the hospice was reliant upon our own staff to continue to deliver our services and keep everyone safe. However, this could not have been achieved without the significant support we receive from both individuals and organisations from within our community who contribute to the promotion of the hospice and the raising of funds to sustain its services.

Our Palliative Medicine Consultants work as ‘one team’ closely aligned across the three areas of acute hospital, hospice and community. Linking closely with the Integrated Specialist Palliative Care Team within the community; ensuring best practice and continuity of care for patients and their families.

The Wirral community is pivotal to the hospice. During the pandemic, the majority of volunteers were unable to support in person due to restrictions. Volunteer numbers have reduced from 500 to 440 as people have assessed their personal situation. We have continued to engage with and recognise their ongoing and invaluable contribution through a variety of social media, without which we could not continue to provide the care and support for our patients, their families and their carers. Volunteer long service awards were unfortunately unable to be held in person to thank them.

Ensuring our Senior Leadership Team and Trustees remain up to date is important. Annual employment and charity law updates are provided by the hospice solicitors, auditors and Hospice UK, to inform of legislative and policy changes required ensuring both knowledge and compliance. Throughout the pandemic, regular updates have increased providing valuable information and support.

Communication is key to ensuring that every member of our team feels informed, valued and part of the team as a whole, upholding our vision and values in all that they do. This is achieved through a shared vision, co-delivery and valued recognition of their contribution. This has been pivotal to our ability to cope with the pandemic as a ‘team’. Unfortunately, the recognition of long service awards evening for staff could also not take place in person thus thanks were demonstrated through monthly ‘Team Brief’.

Our Annual Delivery Plan underpins our strategy developed with our teams with regular progress reviews, monthly ‘Team Brief’, quarterly employee forums and increased use of social media with regular get togethers, sharing information and news updates.

This unprecedented year resulted in very different means of undertaking our business with all face to face meetings and learning taking place online. Our Trustees and Senior Leadership Team were not able to take timeout for a day to learn and develop together, exploring the role of the Board and Senior Leadership Team ideas informing our future vision. Governance Committee Leads kept in regular contact with Directors keeping up to date and supporting them. The Chair and CEO had weekly meetings.

Our Charitable Activities:

Wirral Hospice St John's submits annual returns on Patient Activity to Hospice UK: -

Inpatient Service: Wirral Hospice has 16 Inpatient beds, of which 7 are single rooms, with 3 three-bedded bays. During 2020-21 due to the Covid-19 pandemic, the bays have been used as single bed spaces.

The unit has a large bright patient and visitor lounge with dining facilities, a relatives' room with en-suite facilities for overnight stays and easy access to patio areas and gardens. During 2020-21, the use of the facilities by visitors has been tightly restricted to support infection control measures. However, some visiting has been maintained throughout the pandemic with families being made as welcome and comfortable as possible.

Patients are admitted for short term interventions following assessment by the Multi-Professional Team whose needs cannot be met by Specialist Palliative Care providers elsewhere. Patients are admitted under the care of the Palliative Care Consultant. Multi-Professional Team Meetings are held once a week. All patients, including family issues/concerns when appropriate, are discussed and a management plan devised with patients to address their complex symptoms and needs. In addition, patients are reviewed daily by a doctor and twice weekly by a Consultant. Advance care planning including discharge planning commences at the point of (or even prior to) admission. Discharge from the unit occurs once the patient's identified needs of what is important to them and their specialist palliative care needs have been addressed. The average length of stay over 2020-21 has reduced to just under 3 weeks with 59% of patients being discharged. The limitations on visiting resulted in some patients delaying their admissions and changes to the sourcing and provision of care resulted in discharges being achieved more quickly.

Inpatients (16 beds)	2019/20	2020/21
Total number of admissions	201	**187**
% Occupancy	87%	**74% ***
Mean Length of stay (Days)	25.3	**20**
Total number of discharges	102 (51%)	**110 (59%)**
Total number of deaths	93 (46%)	**91 (49%)**

** Due to Covid-19 infection prevention and control measures, the available number of beds were reduced and the occupancy calculation was adjusted from October 2020 onwards.*

Wellbeing Service: Usually, Wellbeing services are available four days per week in a purpose-built unit registered with CQC for 12 patients per day, provided by a Specialist Multi-Professional Team. Patients and their families engage in an 8 week program promoting wellbeing. The program aims to enable them to live well with their life-limiting illness by introducing them to a rehabilitative model of care encouraging them to maximise their potential within their health constraints. During the pandemic, this support has mainly been provided through telephone assessment support and advice and virtual education sessions that have been delivered live and in recorded formats, covering topics such as exercise classes, relaxation, breathlessness, anxiety and fatigue management.

Assessment and advice has been available from members of the Multi-Professional team; Occupational Therapy, Physiotherapy, Nursing, counselling, and social work and has included support with advance care planning, benefits advice and family stress. Some of the changes in service delivery developed over this year are likely to remain in the Wellbeing offer going forwards including the sessional model of delivery. The numbers of those accessing Wellbeing started to increase in the last quarter of 2020-21.

Wellbeing (48 places per week)	2019/20	2020/21
Total number of available places	2280	1944 **
Total number of allocated places	1891	1259 **
% attendance of available places	54%	65%
Mean length of stay (sessions)	5.5	10.5

*** Until the outbreak of the Covid-19 pandemic, patients attended the hospice for a maximum of 8 weekly sessions. With the need to provide alternative methods of service delivery and support, the measure of reporting of the allocated to available places became inapplicable and this was stopped partway in Quarter 3. We continued to record attendance for the full financial year. Going forward we will monitor the numbers of individuals accessing Wellbeing and the numbers of sessions provided.*

Outpatient Service: Outpatient clinics are provided by a team of Consultants in Palliative Medicine, specialist Doctors, Bereavement Workers, Counsellors, and an Aromatherapy service. Clinics are provided for patients under the care of their General Practitioner and the Community Team who require access to the specialist services provided by the Hospice. The pandemic resulted in Aromatherapy support being suspended due to professional guidelines, Counselling and Bereavement support was delivered virtually, and medical appointments were delivered either face to face where required or through telephone consultations. Medical Consultations in patients own homes (Domiciliary Visits) were increased to meet need, whilst minimising infection risks.

There has been a focus on close working with the Community Specialist Palliative Care (CSPC) Team to ensure the most appropriate patients are referred in for Consultant Medical review, with the intention of supporting more patients in their own home. The CSPC Team have also commenced Specialist Nurse Led clinics in the hospice Outpatients Department.

Outpatients	2019/20	2020/21
Total number of referrals	528	240
New Consultant appointments	297	186
Total number of Medical Domiciliary Visits	52	124 ***

*** *During Covid-19, the OPD services have been provided through both telephone and face to face assessments, with an increased number of medical domiciliary visits* *

Hospice at Home Service:

The Hospice at Home (H@H) team provides quality end of life care to Wirral residents wishing to remain at home, providing practical and emotional support to patients, families and carers in a variety of ways. The H@H service coordinates the care, and all day sits are provided by the hospice; nights sits are delivered in a partnership between the hospice and Marie Curie Care's Nursing service. During the first two quarters of 2020-21, the pandemic resulted in reduced referrals to the H@H service and reduced capacity as hospice staff were focused on maintaining the staffing levels in the hospice Inpatient Unit. With Quarters 3 and 4 seeing a return to near pre-pandemic referrals. Throughout, the service has resulted in over 90% of patients dying in their own homes.

Hospice at Home	2019/20	2020/21
Total number of referrals	382	369
Hospice at day	1741	869
Hospice at night	511	197
Total number of deaths	253	224
Total number of deaths at home	209 (83%)	203 (91%)

Interventional Pain Service:

The Interventional Pain Service is an Outpatient Service for patients with any palliative diagnosis who are not responding to conventional pain treatment and are suffering from chronic pain. Patients are assessed by the Consultant either as an Outpatient or Inpatient at Wirral Hospice. A referral can be made by Consultants or General Practitioners.

Interventional Pain Service	2019/20	2020/21
Total number of referrals	82	56 ****
New appointments	73	52 ****

**** *Covid-19 resulted in the Pain Clinic not being available in Q1 (Apr-Jun 2020) and reduced sessions at the start of Q2 (Jul – Sep 2020) as the Consultant Anesthetist was supporting the Covid-19 response.*

Plans for Future Periods:

Our plans for future periods are aligned with our four strategic priorities and also set in the context of five overarching Care Quality Commission themes for the delivery of our activities under the headings of being:

- **Caring**
- **Responsive**
- **Effective**
- **Well- Led**
- **Safe**

In pursuing our strategic priorities, we will focus on the aims of:

a. **Optimising user engagement in the planning & delivery of Wirral Hospice St John's services**
b. **Improving the effectiveness & accessibility of Wirral Hospice St John's services through collaboration & partnership**
c. **Improving the palliative and end of life care for those with conditions other than cancer**
d. **Ensure that Wirral Hospice St John's is at the center of palliative & end of life care in Wirral. Collaborating to enhance the effectiveness and accessibility of our services, developing integrated model**
e. **Promoting a personalised approach to palliative care with patient reported outcome measures**
f. **Increasing knowledge and skills in Palliative and End of Life Care across professional groups**
g. **Maximise usage of our facilities providing services tailored to need**

Principal Risks and Uncertainties:

The hospice operates a policy of pro-actively monitoring risk through a Board Risk Register, covering clinical, financial, workforce and other organisational risks; it is reviewed regularly by the Board, Senior Leadership Team and the Governance Committees. High-level risks to the organisation are reviewed jointly by the Board and Senior Leadership Team on a quarterly basis.

To a large extent, the principal risks and uncertainties are on-going challenges which we are seeking to address through the implementation of our strategy detailed earlier. However, their significance and the potential negative impact arising out of them has been substantially heightened by the continuing Covid-19 pandemic.

There continues to be significant risk to the level of our fundraising income as the government implements their roadmap to recovery from the pandemic. Continuing requirements for social distancing limits mass participation & challenge events which raise funds through sponsorship and decreased high street footfall reducing our charity shop income. The reduction in the UK economy will put pressure on dividend returns and on individual donations as well as grant availability from trust funds in what is an increasingly competitive local charity market.

We will mitigate the impact of these risks on our fundraising income through greater emphasis on contact through digital means including marketing initiatives to develop regular donor/lottery income, continuing virtual challenge events for sponsorship income and the increased sale of donated goods on platforms such as eBay.

The Healthcare transition towards an Integrated Healthcare system provides both opportunity and challenge as place based care pathways continue to be developed through “Wirral PLACE”; at Cheshire & Merseyside Integrated Care System level work is underway with a view to future specialist palliative care funding which may impact upon hospice statutory funding. As we continue to address recruitment and retention, we have implemented a new pay & remuneration approach to align to NHS rates of pay; however, any significant pay rises in the NHS will put pressure on our ability to maintain current service levels through the recruitment and retention of staff with the necessary skills and experience. We will mitigate this through a pro-active approach to staff relations and their working environment but ultimately it may lead to increased cost as a result of the need to stay competitive putting further pressure on financial stability.

Across the organisation, we will continue to exert diligent cost control, ensuring value for money in all our activities matched with strategic analysis in assessing the benefit of developments including the returns from fundraising initiatives. We already have in place effective budgeting, monitoring and reporting processes and previous astute financial management has ensured we have reserves which provide the space to make any necessary adjustments to our operating practice to ensure continued viability.

We anticipate that Covid-19 will continue to impact on social behaviour for some time, resulting in a change in behaviour. We will continue to address this through initiatives which are already a part of our strategic aims, offering our services through a blended approach to meet the changing needs of patients and families who access our services, such as increased utilisation of digital technology and more community-based service delivery.

The end of the Brexit transition period had the potential to disrupt supply chains. To date, this has not impacted upon the hospice and remains a low risk due to the implications of the pandemic, which could be exacerbated by further waves of the pandemic. We are dependent on the NHS for the supply of key medical items and, due to their market domination, it is not practical for us to seek alternative sources; however, we will be prudent in maintaining stock levels for these and other critical goods.

Structure, Governance and Management:

Governing Document:

Wirral Hospice St John's is a company limited by guarantee governed by its Memorandum and Articles of Association. Originally dated 22 September 1980, this was amended via a Special Resolution passed at the Annual General Meeting on 24 November 2014.

Wirral Hospice St John's is a registered charity and provides specialist palliative care and support for patients and families living and dying with a life limiting illness through its Inpatient, Outpatient, Hospice at Home and Wellbeing services.

Appointment of Trustees:

Trustees retire after a period of three years and can seek re-appointment each year. New Trustees are appointed by the Board when appropriate, ensuring a balance of skills is maintained.

Trustee Induction, Appraisal and Training:

The 'Trustee Recruitment and Selection Policy' and 'Ambassadors Recruitment and Selection Policy' were reviewed and updated in October 2018. The policies were updated to enhance the requirements and processes for identifying and recruiting suitably qualified candidates to join our Board and Ambassadors in line with current Charity Commission recommendations.

All new Trustees undertake a formal induction programme with the Chair, Chief Executive and the Senior Leadership Team, in addition to visiting each department, to gain an understanding of the hospice's services. Their legal obligations under Charity and Company Law are highlighted to ensure their understanding of the content of the Memorandum and Articles of Association, decision-making and function of the Board, which supports its business plan, and ongoing financial performance. Resources are readily available on the hospice's intranet to support Trustees during their induction and to enable them to carry out their roles effectively throughout their term.

Ambassadors also undergo an induction programme; meeting the Board, Senior Leadership Team and touring the hospice. Trustee and Ambassador Induction Packs are provided, with regular updates and training sessions as appropriate.

To ensure that the Board of Trustees continues to operate effectively, in the year each Trustee has had the opportunity to review the performance of the Board and undertake a personal appraisal conversation with the Chair of Trustees. Trustees and Senior Leadership have embarked on a 12 month Leadership Development programme to enhance knowledge and skills to further develop our joint working approach.

E-Learning in Information Governance and Safeguarding is mandatory for all Trustees as follows: -

- **GDPR Awareness**
- **Information Governance**
- **Safeguarding Adults (Level 1)**
- **Safeguarding Children (Level 1)**
- **Safeguarding for Trustees**

Trustees are also encouraged to undertake additional individual learning, training and development appropriate to their roles as charity trustees, for example: conference and seminars from Hospice UK, charity law and finance updates, and internal hospice training events.

Organisational Structure:

The Board has a maximum of ten Trustees who administer the Charity. The composition of the Board reflects the expertise necessary to oversee the range of activity undertaken by the hospice.

The Trustees refer to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future developments. Trustees give their expertise and time on a voluntary basis and without reimbursement.

In addition to exercising governance through full Board meetings, the Governance Committees and Sub-Committees of the Board monitor specific areas of activity. The terms of reference of these Governance Committees are reviewed on an annual basis.

The Chief Executive is appointed by the Chair and Board and is responsible for the day to day management of the charity with the support of the senior leaders.

To facilitate effective operations, the Chief Executive has delegated authority in accordance with the delegated powers documents.

Related Parties:

The company's wholly-owned subsidiary, Wirral Hospice St John's Enterprises Ltd., is engaged in the sale of goods for the benefit of the charity.

Risk Management:

The hospice has a Risk Management Policy which is endorsed by the Board and ensures that: -

- Risk management is integral to daily activity and in operation throughout the organisation
- Up to date Business Continuity Plan in operation with annual reviews
- All employees benefit from regular professional development, in addition to those recommended by their own professional body
- The Board Risk Register covering the organisation is updated monthly, stratifying risk according to impact and likelihood across all areas of the hospice
- The Serious Untoward Incident Policy is regularly updated and reviewed 3 yearly or when legislation/guidance changes. Staff awareness is maintained through regular in-house meetings and through the guidance of their own professional bodies
- Management accounts are produced monthly, with all variances to budget investigated and appropriate corrective actions implemented
- Investment Policy – a bi-annual review is undertaken by the Investment Committee and subsequently endorsed by the Finance and Infrastructure Governance Committee
- Reserves Policy – an annual review is undertaken by the Treasurer and subsequently endorsed by the Board

Serious incidents are considered at relevant Governance Committees and reported to the Clinical Commissioning Group, Charity Commission / CQC / Health & Safety Executive as appropriate.

There were no serious untoward incidents recorded during 2020/21.

These policies and procedures safeguard and ensure propriety. The Board has overall responsibility for risk management and receives quarterly reports, in addition to the Annual Delivery Plan & Key Performance Indicators quarterly progress report.

Income Generation Review:

Wirral Hospice St John's has a broad income generation programme to raise funds for the charity.

The four main areas are: -

- **Retail & enterprise**
- **Lottery**
- **Donations, charitable grants & legacies**
- **Community, corporates, challenges & other events**

The hospice largely co-ordinates its income generation activities from within the Fundraising Department using paid fundraising staff.

The following activities are carried out through third parties: -

- Lottery canvassing – the use of a door to door agency to recruit lottery members (contracts are put in place to formalise the relationship and expectations of both parties).
- Printing leaflets and mailing packs – the use of printers / mailing houses to produce cost-effective fundraising materials
- Community fundraising – schools, community groups, local businesses and families raise funds in aid of our hospice (email trails are in place and database records kept up to date with activities and funds raised)

Wirral Hospice St John's income generation activities are co-ordinated following legislation, guidance and advice set out by the following: -

- Gambling Commission
- Fundraising Regulator – Code of Fundraising Practice and the Fundraising Promise
- Wirral Hospice is also an organisational member of the Charity Retail Association
- Wirral Hospice is also an organisational member of Hospice UK – which provides some support for fundraising activities
- Some staff are individual members of the Hospice Income Generation Network, which is a membership body that supports fundraisers from hospices

Wirral Hospice St John's has complied with regulatory reporting to the Gambling Commission in relation to its lottery and fundraising activities and more generally to both the Charity Commission and the Care Quality Commission. No issues have been raised with these reports or audit visits.

All fundraising activities are monitored through monthly management reports. Performance and significant variances are discussed at board level using risk management reporting tools. Any activities carried out by third parties are also monitored closely to ensure that objectives are met and the hospice's good reputation and values are upheld.

For the year 1 April 2020 up to and including 31 March 2021, **2 actual** complaints and **1 potential** complaint were recorded about income generation activities:

- **2** relating to retail – ***1** actual complaint and **1** potential*
- **1** relating to lottery – ***1** actual complaint*
- **0** relating to donations, charitable trusts and legacies
- **0** relating to community, corporates, challenges and other events

These were reviewed and investigated following Wirral Hospice St John's robust complaints policy.

Actions were taken to address the matters raised with relevant individuals and appropriate feedback was given to the complainant. None of the complaints were considered to be serious in nature and the complainant in each case appeared satisfied with our course of action. All complaints were fully resolved within timescales set and were fully compliant with the hospice's policy.

Wirral Hospice St John's takes its role in the community very seriously. On occasion, our charity comes into contact with potentially vulnerable members of public.

We train our staff and volunteers to be alert to vulnerable persons and to sensitively remove themselves from situations or commitments that could put themselves or the individuals at risk.

If a safeguarding matter is identified, staff are trained to follow the hospice's Safeguarding policy and alert the most appropriate member of senior staff or the Safeguarding Team.

- **Retail:** Lone working is strongly advised against for staff or volunteers in our charity shops. If it is suspected that someone is vulnerable, staff will try their best to avoid selling items to the individuals and forewarn other staff / volunteers in a sensitive way
- **Lottery:** If a telephone call or door-to-door visit highlights a vulnerability, we would look to cancel a financial commitment to us or not proceed with setting one up. We can sensitively mark donor records so that this information can be seen by appropriate users of a particular database
- **Donations:** If a vulnerable supporter is identified or suspected, we look to not process a donation or cancel any regular commitments
- **Community-related activities:** Staff are trained to follow the hospice's Safeguarding policy if required, and to also follow Lone Working policy for themselves so the risk of being out in the community reduces any vulnerability they might be exposing themselves to

Financial Review:

As in so many other walks of life, this has been a year without precedent.

Several of our historic sources of income almost disappeared without trace and new areas of assistance appeared overnight.

Income:

Total income has increased by approximately £1,300,000 this year, principally as a result of the receipt of pandemic related government grants of over £700,000 and an increase in legacies of over £500,000. Revenue grants covered 53% (2020: 49%) of our expenditure (excluding fundraising costs).

The turnover of the trading subsidiary was approximately £38,000. Details of the subsidiary's performance, which have been impacted by the pandemic but which we consider to be acceptable, are set out in note 6 of the financial statements.

Expenditure:

71% (2020: 68%) of costs relate to salaries, the total salary bill for the year being approximately £3,600,000. Of these costs, approximately 69% relate to employees who are directly involved in clinical care.

Fundraising costs include the costs of running our lottery (£288,000) and the charity shops (£432,000), which generated income of £688,000 and £219,000 respectively. Charity shop income was badly affected by closures due to the pandemic, although this was offset to some extent by the receipt of government grants of almost £235,000.

In summary, it was a difficult year due to the pandemic badly affecting our charity shop sales and fundraising activities, although offset by the receipt of pandemic related grants and an increase in legacy income. An operating surplus of almost £1,500,000 was generated, before gains on investments of £900,000. Included within investment gains is an unrealized gain of over £950,000 which compensates to a large extent for an unrealized loss of over £1,100,000 in the previous year when the value of the portfolio dropped sharply at the start of the pandemic. The Hospice's reliance on voluntary income, and particularly legacies, continues.

Balance Sheet:

Our principal assets are our tangible fixed assets, our investment portfolios of quoted investments and our bank balances. The bulk of our fixed assets consist of the Hospice premises.

Approximately £90,000 was spent on upgrading our fixed assets during the year.

Liquid reserves increased by over £600,000 during the year, despite the transfer of £1,000,000 to the investment portfolio.

The Trustees continue to monitor future activities and costs with caution and are actively considering a wide range of options, particularly in the light of the impact of the Covid-19 pandemic on our income.

Reserves Policy:

Reserves are required because the on-going revenue expenditure of the Hospice exceeds the minimum guaranteed income on an annual basis.

Due to the fundamental uncertainties surrounding the Hospice's income and the ever-increasing cost of its service commitment, the Trustees believe that the reserves should be equivalent to between 6 and 24 months of anticipated net expenditure. Currently reserves amount to 12.4 (2020: 13.6) months of anticipated expenditure. Note that reserves held are primarily in the form of listed investments which provide a further source of income to the Hospice in the year. The Trustees annually monitor and review the Reserves Policy.

In the light of the uncertainties referred to above, the trustees have determined it appropriate to set aside further funds into designated reserves to ring-fence future capital and operational expenditure.

Investment Policy:

The overall investment policy aims to achieve capital growth, with a medium level of risk, taking a long-term view.

Investments can be made across fixed interest investments, UK and overseas equities, property and alternative assets.

Fixed interest investments can be made in UK Government stocks (no restrictions), loan stocks of UK blue chip equities, and in UK unit trusts investing in gilts, corporate bond funds rated BBB or higher and cash. If the outlook for fixed interest investments at any time appears unfavorable, this allocation can be held in cash.

Individual equity purchases are restricted to shares that, at the time of purchase, are constituent elements of the FTSE 100 and FTSE 250 Indices. Shares held in a company that is subsequently relegated from these indices need not automatically result in a disposal of that holding.

Holdings of smaller company shares will be held through unit trusts and/or investment trusts.

No more than 25% of the total equity allocation is to be invested in non-UK stocks and only through unit trusts and investment trusts. A maximum of 10% of the value of the portfolio may be invested in emerging markets through unit trusts and investment trusts. No investment should exceed 5% of the total value of the funds under management.

Investments in tobacco stocks, hedge funds, derivatives and direct investments in commodities are not permitted.

The Board has given authority for the investments to be managed by the Investment Manager on a discretionary basis.

Investment Performance 2020/21:

During the year to 31 March 2021, the portfolio returned 23.16% compared to a return of 26.71% for the FTSE All Share index.

These are total return performance figures on a time weighted basis.

(Source: Investec Wealth & Investment)

Trustees' Responsibilities for the Financial Statements:

Company law requires the Trustees, who are also Directors of the company, to prepare financial statements for each financial period, which give a true and fair view of the group's financial activities during the period and of the financial position of the group and the charity at the end of the period. In preparing those financial statements, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will continue in business

In so far as the Trustees are aware:

- There is no relevant audit information of which the company's auditors are unaware; and

- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for keeping accounting records, which disclose with reasonable accuracy the financial position of the group and charitable company and which enable them to ascertain its financial position and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. There are no private or incidental benefits to the Trustees.

Auditors:

BWM offer themselves for reappointment as auditors of the company in accordance with Section 485 of the Companies Act 2006.

BY ORDER OF THE TRUSTEES:

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John R Pentland
Company Secretary
29 November 2021

WIRRAL HOSPICE ST JOHN'S
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinion

We have audited the accounts of Wirral Hospice St John's (the "Charity") and its subsidiary (the "Group") for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charitable company Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the accounts, 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 Charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

WIRRAL HOSPICE ST JOHN'S
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within 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 the knowledge and understanding of the Group and the Charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the charity accounts 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; or
- the trustees 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 Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti- bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

TO THE MEMBERS OF WIRRAL HOSPICE ST JOHN'S

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)
for and on behalf of BWM .....

Chartered Accountants
Statutory Auditor

Castle Chambers
43 Castle Street
Liverpool
L2 9SH

WIRRAL HOSPICE ST JOHN'S

PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2021

CHARITY INFORMATION

Wirral Hospice St John's is a private company limited by guarantee incorporated in England & Wales. The registered office is Mount Road, Higher Bebington, Wirral CH63 6JE

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2016) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The principal accounting policies of the group are set out below.

BASIS OF CONSOLIDATION

The group financial statements consolidate those of the company and of its subsidiary under-taking (see note 8), drawn up to 31 March 2021. Profits or losses on intra group transactions are eliminated in full.

No specific SOFA or Income & Expenditure account has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and under the SORP.

GOING CONCERN

At the time of approving the accounts, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

FUND ACCOUNTING

Funds held by the charity are either:

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – these are unrestricted funds set aside by the trustees out of unrestricted general funds and comprise of the following: Four Years of forecast Capital Expenditure £574,000, Service Development fund for the next 4 years £200,000, Forecast deficits fund for the next four years £428,000, a fund for the provision for closure costs of £1,000,000 and a fund for the maintenance and upgrading of our facilities over the next ten years, as recommended by a 6-Facet survey, of £810,000. Where the directors consider it appropriate, having regard to the intended use of the money, funds are transferred to the Designated fund from the General fund.

Restricted funds – these are funds which can only be used for particular restricted purposes within the objects of the charity. The balance in the Restricted fund includes donations received specifically to finance capital expenditure, less revenue costs and depreciation to date, and is represented on the balance sheet as a proportion of the net book amount of tangible fixed assets and bank balances.

INCOME

Income from donations and grants are accounted for in the accounting year in which they are receivable, except as follows:

- When donors specify that donations and grants given must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions have been met.

INCOME (Continued)

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

Income derived from trading activities is accounted for in the accounting year in which it is received. Lottery income is accounted for in respect of those weekly draws which have taken place during the year.

INVESTMENTS

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not take out call or put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the finances and operating policies of the entity so as to obtain benefits from its activities.

Realised Gains and Losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their purchase value. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CASH AND CASH EQUIVALENTS
Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less and bank overdrafts.

OPERATING LEASES

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Individual fixed assets are capitalised at cost where they are identified as being for continuing use in the charity's activities. Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments on a straight-line basis, as follows:

Hospice premises	50 years
Charity shops	50 years
Fund-raising office/education centre	
- Equipment, fixtures and fittings	7 years
- Building	50 years
Medical and office equipment	7 years
Computer equipment	4 years
Motor Vehicles	4 years

Impairment reviews are carried out on any assets where an indication is given that the recoverable amount is below the net book value. No assets have been subject to an impairment review.

WIRRAL HOSPICE ST JOHN'S

PRINCIPAL ACCOUNTING POLICIES

For the year ended 31 March 2021

STOCK

Stock is stated at the lower of cost and net realisable value. Donated items of stock are not valued on receipt as this would be impractical.

CONTRIBUTIONS TO PENSION SCHEMES

Defined Contribution Schemes
The group contributes towards the NHS pension scheme and the Group Flexible Retirement Plan for employees who are members of either scheme. The NHS pension scheme is a defined benefit scheme but the group is unable to identify its share of the underlying assets and liabilities.

The pension costs charged against profits represent the amount of contributions payable to the schemes in respect of the accounting period.

RESOURCES EXPENDED
Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (cost of generating funds); and
- expenditure incurred on governance costs.

Items of expenditure involving more than one cost category are apportioned on the basis of staff time incurred in respect of each category.

GOVERNANCE COSTS
Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements. Governance costs are included within support costs in Note 3 to the Accounts.

VAT
Hospice Income and Expenditure is recorded gross, with the net recoverable VAT element included within income.

Enterprise Income and Expenditure is recorded net of VAT.

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.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2021

	Note	Year ended 31.03.2021 Unrestricted Funds £	Year ended 31.03.2021 Restricted Funds £	Year ended 31.03.2021 Total Funds £	Year ended 31.03.2020 Total Funds £
Income					
Income from generated funds:					
Donations and Legacies	6	1,430,419	-	1,430,419	774,267
Other Trading Activities	6	1,664,554	-	1,664,554	1,897,711
Investments	6	127,079		127,079	160,389
		3,222,052	-	3,222,052	2,832,367
Income from charitable activities	6	2,617,983	712,089	3,330,072	2,403,145
Total Income		5,840,035	712,089	6,552,124	5,235,512
Expenditure					
Costs of raising funds	2(a)	27,780	-	27,780	27,380
Fundraising costs	2(b)	1,082,199	-	1,082,199	1,195,226
Investment management costs		26,946	-	26,946	29,555
Charitable activities	1	3,180,376	767,659	3,948,035	4,222,937
Taxation	5	-	-	-	-
Total expenditure		4,317,301	767,659	5,084,960	5,475,098
Net Income		1,522,734	(55,570)	1,467,164	(239,586)
Gains / (Losses) on investments	8	909,819	-	909,819	(704,029)
Gain on Disposal of Fixed Assets		8,000	-	8,000	-
Net movement in funds	13	2,440,553	(55,570)	2,384,983	(943,615)
Reconciliation of Funds					
Total funds brought forward		8,642,685	2,108,603	10,751,288	11,694,903
Total funds carried forward		11,083,238	2,053,033	13,136,271	10,751,288

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes at pages 36 to 49 form part of these accounts.

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED BALANCE SHEET

As at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	7		**5,007,238**		5,131,767
Investments	8		**6,271,332**		4,394,070
			11,278,570		9,525,837
Current assets					
Stocks	9	**5,177**		5,392	
Debtors	10	**1,454,505**		1,349,373	
Cash at bank and in hand	11	**1,816,922**		1,448,962	
		3,276,604		2,803,727	
Liabilities					
Creditors: amounts falling due within one year	12	**(1,418,903)**		(1,578,276)	
Net current assets			**1,857,701**		1,225,451
Net assets			**13,136,271**		10,751,288
The funds of the charity					
Restricted income funds	13		**2,053,033**		2,108,603
Unrestricted income funds	13				
General		**4,943,055**		5,385,093	
Fixed Assets		**3,038,183**		3,107,592	
Designated		**3,102,000**		150,000	
Total unrestricted funds			**11,083,238**		8,642,685
Total charity funds			**13,136,271**		10,751,288

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 29th November 2021

S Schroeder **Director**

G M Ridgway **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE ST JOHN'S

COMPANY BALANCE SHEET

As at 31 March 2021

	Note	2021	2021	2020	2020
		£	£	£	£
Fixed assets					
Tangible assets	7		**5,007,238**		5,131,767
Investments	8		**6,271,334**		4,394,072
			11,278,572		9,525,839
Current assets					
Debtors	10	**1,554,790**		1,459,225	
Cash at bank and in hand	11	**1,721,793**		1,344,480	
		3,276,583		2,803,705	
Liabilities					
Creditors: amounts falling due within one year	12	**(1,418,884)**		(1,578,256)	
Net current assets			**1,857,699**		1,225,449
Net assets			**13,136,271**		10,751,288
The funds of the charity					
Restricted income funds	13		**2,053,033**		2,108,603
Unrestricted income funds	13				
General		**4,943,055**		5,385,093	
Fixed Assets		**3,038,183**		3,107,592	
Designated		**3,102,000**		150,000	
Total unrestricted funds			**11,083,238**		8,642,685
Total charity funds			**13,136,271**		10,751,288

The notes at pages 36 to 49 form part of these accounts.

The directors approved the financial statements on 29th November 2021

S Schroeder **Director**

G M Ridgway **Director**

Company Registration Number: 1518364

WIRRAL HOSPICE ST JOHN'S

CONSOLIDATED STATEMENT OF CASH FLOWS

As at 31 March 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net Income for the financial year (before investment revaluations)	**1,418,233**	212,485
Adjustments for:		
Depreciation of tangible assets	**218,576**	247,739
Profit on disposal of investments	**48,931**	(452,071)
Profit on disposal of tangible fixed assets	**8,000**	0
Increase in trade and other debtors	**(105,132)**	(161,706)
Decrease in stocks	**215**	1,569
(Decrease)/ Increase in creditors	**(159,373)**	176,392
Net cash provided by operating activities	**1,429,450**	24,408
Cash flows from investing activities		
Proceeds from sale of investments	**1,312,568**	1,377,310
Purchases of tangible assets	**(94,047)**	(220,375)
Purchases of investments	**(2,412,901)**	(2,231,960)
(Increase)/Decrease in cash held by stockbrokers	**132,890**	389,413
Net cash (used in) / provided by investing activities	**(1,061,490)**	(685,612)
Net increase in cash and cash equivalents	**367,960**	(661,204)
Cash and cash equivalents at the beginning of year	**1,448,962**	2,110,166
Cash and cash equivalents at the end of the year	**1,816,922**	1,448,962

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

1. CHARITABLE ACTIVITIES

	2021	2020
	£	£
Salaries	**2,538,436**	2,693,435
Depreciation	**193,852**	219,745
Medical supplies	**229,784**	268,213
Food	**28,108**	63,536
Heat and lighting	**80,581**	95,665
Repairs and renewals	**149,277**	150,974
Cleaning	**34,079**	39,062
Other	**69,276**	120,358
Support costs (note 3)	**624,642**	571,949
	3,948,035	4,222,937

2. COST OF RAISING FUNDS

	2021	2020
	£	£
(a) Costs of generating voluntary income – salaries	**27,780**	27,380
(b) Fundraising costs :		
Salaries	**190,284**	200,537
Depreciation	**24,724**	27,994
Charity shop costs (including salaries £250,875)	**431,826**	426,238
Purchase of goods for resale	**17,153**	38,216
Lottery costs (including salaries £99,250)	**288,450**	325,110
Printing, stationery and advertising	**16,292**	3,438
Postage and telephone	**633**	1,645
Fundraising expenditure	**55,465**	102,348
Other	**57,372**	69,700
	1,082,199	1,195,226

3. SUPPORT COSTS

	2021	2020
	£	£
Salaries	**517,030**	454,911
Printing, stationery and advertising	**15,938**	19,790
Postage and telephone	**16,920**	16,020
Accountancy and payroll charges	**11,753**	13,593
Insurance	**38,104**	36,162
Governance Costs (Including salaries £8,317)	**24,897**	31,473
	624,642	571,949

Included in Governance Costs is an amount of £9,250 (2020: £9,000) payable to the company's auditor for the audit of its financial statements.

4. DIRECTORS AND EMPLOYEES

Staff costs during the year were as follows

	2021	2020
	£	£
Wages and salaries	**3,166,632**	3,263,630
Social security costs	**232,949**	237,701
Other pension costs	**208,450**	218,173
	3,608,031	3,719,504

Average number of employees	**160**	161

The analysis of employees by category is as follows:

	2021	2020
	Number	Number
Direct charitable	**102**	109
Fund-raising and publicity	**29**	30
Management and administration	**20**	15
Directors	**7**	7

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2021	2020
	Number	Number
£60,000 - £70,000	**2**	0
£70,000 - £80,000	**1**	1

The employees earning £60,000 to £70,000 participated in a defined contribution pension scheme.
The employee earning over £70,000 participated in the NHS defined benefit pension scheme.
No employee earned more than £80,000 in the year.

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

The key management personnel of the parent charity, Wirral Hospice St John's, comprise the Trustees, the Chief Executive Officer, Medical Director, Finance Director, Director of Clinical Services, and Director of Income Generation. The total employee benefits of the key management personnel employed by the Charity were £298,530 (2020: £292,073).

The Medical Director is an employee of Wirral University Teaching Hospital NHS Foundation Trust.

The Charity has arrangements with a number of staff who are not paid through the company payroll, but through a recharging agreement with third parties. The arrangements are in place to ensure continuity ofservice and protection of benefits for those staff whose careers are within the Health Service. The total amount paid under such agreements in 2021 was £209,840 (2020: £157,545). The posts and third parties involved are as follows:

Consultants and Doctors - Wirral University Teaching Hospital NHS Foundation Trust

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

5. TAXATION

The company has been granted charitable status and is thus generally exempt from Corporation Tax. All taxable trading income is received by the company's subsidiary undertaking, which has provided forCorporation Tax as follows:

UK Corporation Tax at 19% £nil (2020: £nil)

6. NET INCOME FOR THE YEAR

The net income for the year is stated after charging:

	2021	2020
	£	£
Depreciation	**218,576**	247,739
Auditors remuneration	**9,250**	9,000

and after crediting:

Donations and Legacies:		
Legacies	**1,034,112**	467,519
In memoriam	**158,653**	152,636
General donations	**158,933**	97,289
Gift Aid	**78,721**	56,823
	1,430,419	774,267
Investments:		
Listed investments	**126,701**	154,360
Bank deposits	**378**	6,029
	127,079	160,389
Income from charitable activities:		
Income from NHS Clinical Commissioning Groups	**1,765,474**	1,742,632
Hospice at Home Income	**347,563**	342,764
Covid-19 funding	**1,080,175**	0
Sundry Income	**136,860**	317,749
	3,330,072	2,403,145
Other trading activities:		
Fund-raising events	**719,721**	464,992
Charity shop sales	**219,001**	699,252
Subsidiary's turnover	**37,890**	69,904
Lottery income	**687,942**	663,563
	1,664,554	1,897,711

NHSE Covid-19 Funding is funding which the NHSE awarded 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.

The Charity has one wholly owned trading subsidiary, which is incorporated in England and Wales.

Wirral Hospice St John's Enterprises Limited is engaged in the sale of goods for the benefit of Wirral Hospice St John's.

Wirral Hospice St John's Enterprises Limited has transferred its profits to the Charity.

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

THE SUBSIDIARY'S PROFIT AND LOSS ACCOUNT CAN BE SUMMARISED AS FOLLOWS:

	2021	2020
	£	£
Turnover	**37,890**	69,904
Cost of sales	**(17,153)**	(38,216)
Gross profit	**20,737**	31,688
Administrative expenses	**(8,278)**	(28,444)
Taxation	**-**	0
Gift Aid Payment	**(12,459)**	(3,244)
Profit retained	**-**	-

THE SUBSIDIARY'S BALANCE SHEET CAN BE SUMMARISED AS FOLLOWS:

	2021	2020
	£	£
Current assets	**100,307**	109,874
Current liabilities	**100,305**	109,872
	2	2
Share capital	**2**	2
Profit and loss account	-	0
	2	2

WIRRAL HOSPICE ST JOHN'S

NOTES TO THE ACCOUNTS

As at 31 March 2021

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7. TANGIBLE FIXED ASSETS

The Group and the Company

	Hospice Premises	Computer, medical & office equipment	Charity shops	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2020	6,601,627	2,108,225	177,664	101,344	8,988,860
Additions	16,834	71,245	5,968	0	94,047
Disposals				(44,361)	(44,361)
At 31 March 2021	6,618,461	2,179,470	183,632	56,983	9,038,546
Depreciation					
At 1 April 2020	1,869,678	1,771,376	122,237	93,802	3,857,093
Charge for the year	132,369	70,989	11,446	3,772	218,576
Disposals				(44,361)	(44,361)
At 31 March 2020	2,002,047	1,842,365	133,683	53,213	4,031,308
Net book amount at 31 March 2021	**4,616,414**	**337,105**	**49,949**	**3,770**	**5,007,238**
Net book amount at 31 March 2020	4,731,949	336,849	55,427	7,542	5,131,767

The net book amount at 31 March 2021 in respect of land and buildings compromises freehold property of £ 4,616,414

(2020: £4,731,949)

The net book amount at 31 March 2021 represents fixed assets used for:

	Hospice Premises	Computer, medical & office equipment	Charity shops	Motor vehicles	Total
	£	£	£	£	£
Charitable activities	4,432,266	323,826	-	-	4,756,092
Fund-raising	184,148	13,279	-	3,770	201,197
Charity shops	-	-	49,949	-	49,949
	4,616,414	**337,105**	**49,949**	**3,770**	**5,007,238**

The net amount at 31 March 2021 in respect of Charity shops comprises property improvements £24,281 and fixtures and fittings £25,668

8. INVESTMENTS

	The Group		The Company	
	2021	2020	**2021**	2020
	£	£	**£**	£
Quoted investments at market value	**6,260,121**	4,249,969	**6,260,121**	4,249,969
Cash held by stockbrokers	**11,211**	144,101	**11,211**	144,101
Investment in subsidiary undertaking at cost	**-**	-	**2**	2
	6,271,332	4,394,070	**6,271,334**	4,394,072

Quoted investments	**£**	£
Market value		
At 1 April 2020	**4,249,969**	4,099,348
Additions at cost	**2,412,901**	2,231,960
Disposal proceeds	**(1,312,568)**	(1,377,310)
Profit/(Loss) on disposals	**(48,931)**	452,071
Increase/(Decrease) in unrealised gain	**958,750**	(1,156,100)
At 31 March 2021	**6,260,121**	4,249,969
Cost	**5,365,905**	4,314,503

All investments are carried at their fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value).

The significance of financial instruments to the ongoing financial sustainability of the charity is considered in the financial review and investment policy and performance sections of the Trustees' Annual Report.

Please see below for the market commentary from our Investment Manager.

Markets have spent much of this year so far sending a gentle warning to investors along the lines of: "Be careful what you wish for". After almost a year of social restrictions, everyone is desperate to return to some form of normality. The majority of populations want to get vaccinated and to get on with life. Many have accumulated large savings that they are preparing to unleash. Continued largesse on the part of governments and central banks would also be appreciated – more handouts and low interest rates for ever, please. Indeed, economists are falling over each other to upgrade growth forecasts for 2021. But, with talk of a repeat of the "Roaring Twenties" now rife, an old spectre, the threat of inflation, has rattled its chains, and looks set to continue to provide us with a few more sleepless nights.

In many ways we should welcome this ghoulish threat with open arms. After years of worries about secular stagnation, with geopolitical events including Brexit, US elections and trade wars dominating the investment narrative, investors can perhaps now get back to evaluating markets and companies on good old-fashioned parameters such as supply and demand, the direction of interest rates and bond yields, and the progression of corporate earnings. Unfortunately, nothing these days ever seems to be quite as simple as one would like. Second-guessing the interventions (or lack of them) by those governments and central banks will remain key; the battle between inflationists and deflationists rages on; and much debate continues about the future merits of the traditional balanced portfolio of bonds and equities that has served investors so well for the past four decades.

Let's focus, though, on the good news first. While it might be a bit premature to say that we've got the SARS-CoV-2 virus under control, we continue to make good progress in dealing with it. New vaccines continue to be developed and approved, increasing the range of options available to healthcare services. The distribution of vaccines, while not universally optimal, is accelerating, and will continue to cover a greater proportion of the global population. Efficacy data from the real world, as opposed to just trials, is highly encouraging, certainly in terms of the decreased severity of illness and a lower strain on hospital capacity. Variants are certainly a fly in the ointment, but genetic testing and more aggressive control measures appear to be keeping the worst threats at bay. Meanwhile the scientific community is able to tweak existing vaccines to combat the variants within a reasonably short time. All in all, the direction of travel is positive, even if we can't be sure how long it will take to reach the destination.

Markets have, of course, taken a lot of this on board. Within equities it has been evident in the strong recovery of the shares of companies that were most negatively exposed to Covid. In the corporate bond arena, credit spreads are at or close to all-time lows. Most importantly, sovereign bond markets have backed away from the edge of the cliff of despair which looked out over a world of limited growth and potentially endless deflation. This is most visible in the breakeven rate of inflation, which is derived from the relative yields of conventional and index-linked bonds. In the US, which remains the key bond market for global investors, the 10-year breakeven rate (the expected average rate of inflation over the next ten years), bottomed at just 0.55% last March. At the end of February, it stood at 2.15%. That's a big move. For reference, the UK equivalent has risen from a low of 2.7% to 3.38%. The market has always viewed the UK as having structurally higher inflation, and Brexit concerns also contributed. The first leg of this recovery in inflation expectations was well received. It heralded a welcome bounce back for the global economy. It also took inflation expectations back towards the level to which central bankers aspire - around 2%.

What to make of all this? We remain unwilling to "bet the farm" on any single outcome, but we can see which way the breeze is blowing. Therefore, we have deemed it prudent to increase exposure to economic recovery plays and also to reduce exposure to the sorts of companies and industries that have been the relative winners from Covid disruption and a low-growth, low-inflation world. The current evidence does not support an aggressive shift of focus for longer term investors, but certainly represents sensible portfolio rebalancing in the face of new uncertainties and potential changes to the economic landscape. It is inevitable that we will be returning regularly to this debate in the months ahead

Investment in subsidiary undertaking

The investment in subsidiary undertaking represents a 100% holding in the Ordinary share capital of Wirral Hospice St John's Enterprises Limited. The company holds 2 Ordinary shares, being 100% of the subsidiary's issued share capital. The purpose of the company, which is incorporated in England and Wales, Company Number : 3940685, is to undertake the trading activities of the Hospice (buying and selling Christmas cards and other goods).

9. STOCKS

	The Group		**The Company**	
	2021	2020	**2021**	2020
	£	£	**£**	£
Fund-raising goods	**5,177**	5,392	-	-

10. DEBTORS

	The Group		The Company	
	2021	2019	**2021**	2020
	£	£	**£**	£
Prepayments and accrued income	**420,852**	205,963	**420,852**	205,963
Due from subsidiary undertaking	-	-	**100,285**	109,852
Other debtors	**1,033,653**	1,143,410	**1,033,653**	1,143,410
	1,454,505	1,349,373	**1,554,790**	1,459,225

11. BANK BALANCES

	The Group		The Company	
	2021	2020	**2021**	2020
	£	£	**£**	£
Bank balances	**1,815,887**	1,448,379	**1,720,878**	1,344,017
Petty cash	**1,035**	583	**915**	463
	1,816,922	1,448,962	**1,721,793**	1,344,480

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Company	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**140,825**	265,050	**140,825**	265,050
Social security and other taxes	**51,558**	57,071	**51,558**	57,071
Other creditors and accruals	**108,204**	42,344	**108,185**	42,324
Deferred income	**1,118,316**	1,213,811	**1,118,316**	1,213,811
	1,418,903	1,578,276	**1,418,884**	1,578,256

DEFERRED INCOME - THE GROUP AND THE COMPANY

	Total	**Activities in furtherance of the charity's objectives**	**Lottery income**
	£	**£**	**£**
As at 1 April 2020	1,213,811	1,128,413	85,398
Released to income in the year	(1,213,811)	(1,128,413)	(85,398)
Deferred in the year	-1,118,316	-1,015,805	-102,511
As at 31 March 2021	-1,118,316	-1,015,805	-102,511

Deferred income comprises lottery income received in advance and grants and donations which the donor has specified must be used in future accounting periods.

13. RESERVES

The Group

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	**4,943,055**	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Designated funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,332	-	-	-	6,271,332
Cash at bank and in hand	-1,369,056	-	3,102,000	83,978	1,816,922
Other net current liabilities	40,779	-	-	-	40,779
	4,943,055	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

The Company

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2021 Total
	£	£	£	£	£
As at 1 April 2020	5,385,093	3,107,592	150,000	2,108,603	10,751,288
Surplus for the year	2,440,553	-	-	(55,570)	2,384,983
Transfers	(2,882,591)	(69,409)	2,952,000	-	-
As at 31 March 2021	**4,943,055**	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2021 Total
Represented by:					
Tangible fixed assets	-	3,038,183	-	1,969,055	5,007,238
Investments	6,271,334	-	-	-	6,271,334
Cash at bank and in hand	-1,464,185	-	3,102,000	83,978	1,721,793
Other net current liabilities	135,906	-	-	-	135,906
	4,943,055	**3,038,183**	**3,102,000**	**2,053,033**	**13,136,271**

13. RESERVES (cont.)

The Group Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
	£	£	£	£	£
As at 1 April 2019	6,149,395	3,079,836	300,000	2,165,672	11,694,903
(Deficit) for the year	(886,546)	-	-	(57,069)	(943,615)
Transfers	122,244	27,756	(150,000)	-	-
As at 31 March 2020	**5,385,093**	**3,107,592**	**150,000**	**2,108,603**	**10,751,288**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
Represented by:					
Tangible fixed assets	-	3,107,592	-	2,024,175	5,131,767
Investments	4,394,070	-	-	-	4,394,070
Cash at bank and in hand	1,214,534	-	150,000	84428	1,448,962
Other net current assets	(223,511)	-	-	-	(223,511)
	5,385,093	**3,107,592**	**150,000**	**2,108,603**	**10,751,288**

The Company Prior Year

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
	£	£	£	£	£
As at 1 April 2019	6,149,395	3,079,836	300,000	2,165,672	11,694,903
(Deficit) for the year	(886,546)	-	-	(57,069)	(943,615)
Transfers	122,244	27,756	-150,000	-	-
As at 31 March 2020	**5,385,093**	**3,107,592**	**150,000**	**2,108,603**	**10,751,288**

	Unrestricted General funds	Unrestricted Fixed Assets	Unrestricted Development funds	Restricted Funds	2020 Total
Represented by:					
Tangible fixed assets	-	3,107,592	-	2,024,175	5,131,767
Investments	4,394,072	-	-	-	4,394,072
Cash at bank and in hand	1,110,052	-	150,000	84,428	1,344,480
Other net current liabilities	(119,031)	-	-	-	(119,031)
	5,385,093	**3,107,592**	**150,000**	**2,108,603**	**10,751,288**

The parent undertaking has taken advantage of Section 408 of the Companies Act 2006 and has not included its own profit and loss account in these financial statements.

The group surplus for the year includes a surplus from the parent company of £2,384,983 (2020: deficit £943,615), which is dealt with in the financial statements of the company.

The unrestricted development funds are in place to cover anticipated expenditure on tangible fixed assets and operational developments in the next 4 years.

14. RESTRICTED FUNDS

The Group and the Company

	At 1.4.20	Incoming Resources	Resources Expended	**At 31.03.21**
	£	£	£	**£**
Sunrise Appeal	448,406	-	(17,617)	**430,789**
Anniversary Appeal	644,469	-	(15,618)	**628,851**
Inpatient Refurbishment	410,000	-	(10,000)	**400,000**
Kitchen Appeal	34,416	-	(820)	**33,596**
Patient Information Centre	486,884	-	(11,065)	**475,819**
Apprentice Funding	77,877	-	-	**77,877**
Pallaborative Funds	6,551	2,417	(2,867)	**6,101**
NHSE Covid Funding	-	709,672	(709,672)	**-**
	2,108,603	712,089	(767,659)	**2,053,033**

The above funds represent amounts received mainly to finance capital expenditure.

The Sunrise Appeal raised over £1m to fund the construction of a new purpose built Inpatient hospice which opened in 1996.

The Anniversary Appeal raised funds to construct a new Outpatient Service building which was completed in 2008.

The Inpatients Refurbishment was a grant received from the Department of Health for the remodelling and improvement of the Inpatients Ward of the Hospice. This has been included within Hospice Premises in fixed assets.

The Kitchen Appeal raised funds to redevelop the Hospice Kitchen, which was completed in 2012

The Patient Information Centre is a grant received from the Department of Health for the redevelopment and extension of a building for use as patient information centre and office space for our integrated shared care team. This has been included within Hospice Premises in fixed assets.

Apprentice Funding is restricted income received from The Wirral Postgraduate Medical Centre, expressly for the funding of clinical apprentices.

Pallaborative funds is restricted income, expressly for the funding of clinical training.

NHSE Covid Funding is funding which the NHSE awarded 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.

This is a comparative for the prior year

The Group and the Company

	At 1.4.19	Incoming Resources	Resources Expended	**At 31.03.20**
	£	£	£	**£**
Sunrise Appeal	466,023	-	(17,617)	**448,406**
Anniversary Appeal	660,087	-	(15,618)	**644,469**
Inpatient Refurbishment	420,000	-	(10,000)	**410,000**
Kitchen Appeal	35,236	-	(820)	**34,416**
Patient Information Centre	497,949	-	(11,065)	**486,884**
Apprentice Funding	77,877	-	0	**77,877**
Pallaborative Funds	8,500	3,750	(5,699)	**6,551**
	2,165,672	3,750	(60,819)	**2,108,603**

15. CONTINGENT LIABILITIES

Neither the group nor the company had any contingent liabilities at 31 March 2021 or 31 March 2020.

16. CAPITAL COMMITMENTS

The group and the company had no capital commitment liabilities as at 31 March 2021. (2020: nil)

17. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases for land and buildings are shown below, analysedaccording to the expiry date of the leases.

	The Group		The Company	
	2021	2020	**2021**	2020
	£	£	**£**	£
Within one year	**5,700**	4,300	**5,700**	4,300
Between one and five years	**217,084**	35,800	**217,084**	35,800
More than five years	**164,079**	431,663	**164,079**	431,663
	386,863	471,763	**386,863**	471,763

18. RELATED PARTY TRANSACTIONS

During the year, the company paid £3,300 (31st March 2020: £3,300) including VAT for accountancy advice to Grant Thornton UK LLP.
G M Ridgway, the company's Treasurer, is an employee of Grant Thornton UK LLP.

During the year, the company paid £2,628 (31st March 2020: £4,140) including VAT for legal advice to Brabners LLP. S Burrows, a Trustee, acts as a consultant for Brabners LLP.

19. STATUTORY INFORMATION

Wirral Hospice St John's is a private company, limited by guarantee, registered in England and Wales and has noshare capital. Approval has been obtained to dispense with "Limited" in the name of the company, being a charitable organisation. The company's registered number and registered office address can be found on the Reference and Administrative Details page within the Trustees' Report.

The presentation currency of the financial statements is the Pound Sterling (£).

20. ANALYSIS OF PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Year ended 31.03.2020 Unrestricted Funds £	Year ended 31.03.2020 Restricted Funds £	Year ended 31.03.2020 Total Funds £
Income			
Donations and Legacies	774,267	-	774,267
Other Trading Activities	1,897,711	-	1,897,711
Investments	160,389	-	160,389
	2,832,367	-	2,832,367
Income from charitable activities	2,399,395	3,750	2,403,145
Total Income	5,231,762	3,750	5,235,512
Expenditure			
Costs of raising funds	27,380	-	27,380
Fundraising costs	1,195,226	-	1,195,226
Investment management costs	29,555	-	29,555
Charitable activities	4,162,118	60,819	4,222,937
Support costs	-	-	0
Total Expenditure	5,414,279	60,819	5,475,098
Net expenditure / income	(182,517)	(57,069)	(239,586)
Gains / (Losses) on investments	(704,029)	-	(704,029)
Net movement in funds	(886,546)	(57,069)	(943,615)
Reconciliation of Funds			
Total funds brought forward	9,529,231	2,165,672	11,694,903
Total funds carried forward	8,642,685	2,108,603	10,751,288

For more information, please contact us:

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ThANK you for WHATEVER support you ARE ABle to give us!