

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales · Charity number 515516

Details

Status	Registered
Legal form	Charitable company
Company number	01843427
Registered	1984-09-13
Register	View on the Charity Commission register

Contact

Address	Gordon Lane Backford Chester CH2 4DG
Phone	01244851091
Email	mainoffice@hospicegs.com
Website	www.hospiceofthegoodshepherd.com

Activities

Objects: 3.1 TO PROMOTE THE RELIEF OF ILLNESS AND SUFFERING, ESPECIALLY OF THE DYING, IN SUCH WAYS AS THE CHARITY SHALL FROM TIME TO TIME THINK FIT; 3.2 TO PROVIDE EDUCATION AND TRAINING FOR PROFESSIONALS AND VOLUNTEERS ENGAGED IN PALLIATIVE CARE AND INCREASE AWARENESS AMONG THE GENERAL PUBLIC OF THE VALUES, PRINCIPLES AND PRACTICE OF HOSPICE AND PALLIATIVE CARE

Activities: To deliver the highest quality specialist palliative care through 12 bed In-patient Unit, Day Hospice, Out-Patient Clinics, Bereavement and Social Workers and Clinical Nurse Specialists in the community.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** People With Disabilities

Geography

- **Area of benefit:** SEE OBJECTS
- Cheshire West & Chester
- Flintshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,142,884	£5,459,283	£5,994,434	134
2024-03-31	£5,260,517	£5,160,135	£5,277,122	134
2023-03-31	£4,578,404	£4,911,632	£5,119,527	120
2022-03-31	£4,604,204	£4,036,462	£5,480,759	115
2021-03-31	£4,114,210	£3,619,021	£4,901,520	106

Trustees

Name	Role	Appointed
Yvonne Emmett Cannell	Chair	2020-10-20
CAROLINE MARY ELIZABETH MOSLEY		2025-06-26
David Gilburt		2025-06-24
Dr Elizabeth Redmond		2024-03-19
Dr Neil Fergusson		2017-11-01
Gary Barr		2022-07-26
Lesley Mills		2022-10-25
Michael Anthony Davies		2018-07-24
Suzanne Crutchley		2022-10-25

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales - Charity number 515516

Accounts

Group financial statements for the year ended 31st March 2025

Company Limited by Guarantee

Company registration number: 1843427

Registered charity number: 515516

Contents

Contents.....	2
Chair’s Statement and Report.....	5
Our Year in Numbers	7
Our Purpose, Vision and Values.....	8
Our Strategic Priorities	8
Our Care.....	8
Our Culture	8
Our People	8
Our Resources.....	8
Our Vision	9
Our Mission	9
Our Values	9
Strategic Aims	9
Our Achievements and Performance	11
Our In-Patient Unit.....	11
24 Hour Advice Line	13
Single Point of Referral.....	13
Our Living Well and Family Support Services.....	14
Carers Support.....	14
Complementary Therapy	15
Counselling, Bereavement Support and Spiritual Care.....	15
Safeguarding.....	15
Clinical Learning, Education and Development	16
Quality and Improvement	17
Risk Management System	17
Patient Safety.....	18
Patient Satisfaction Summary	19
How we funded our achievements 2024/2025	19
Donations & Legacies	20
Other Trading Activities.....	20
Grants	20
Investments	21

Income Generation Activities	21
Corporate Support and Events	21
Community Fundraising and Challenge Events	21
Trading Company – Retail, Lottery and Café	23
Retail	23
Lottery.....	23
Gifts in Wills	23
Trusts and Foundations	24
Investments	24
How we spent your donations	25
Our passionate and dedicated people.....	26
Our People.....	26
Freedom to Speak Up.....	26
Volunteers	26
A volunteer view	28
Our Equality and Diversity Work.....	29
Support Services, Technology and Sustainability	30
Supporting the environment.....	30
Continuing our aims for the future	30
Trustees' Report (Incorporating Directors' and Strategic Reports)	32
Public Benefit Statement.....	32
Structure, Governance and Management Statement of Trustees' Responsibilities	33
The Board	33
Appointment of Trustees	34
Committee Meetings.....	34
Board of Trustees	35
Delegated Decision Making	36
Senior Management Directorates.....	36
Key Management Personnel	37
Subsidiary Undertakings.....	38
Corporate Governance	38
Risk Management and Assurance	39
Financial Review.....	40
Management of reserves	41

Statement of Trustees' Responsibilities for the Financial Statements	42
Independent Auditors' Report Financial Statements	44
Consolidated Statement of Financial Activities	46
Balance Sheet for the year ended 31st March 2025	48
Consolidated Cash Flow Statement for the year ended 31st March 2025	49
Notes to the Financial Statements for the year ended 31st March 2025	50

Chair's Statement and Report

Welcome to the 2024/25 Annual Report for the Hospice of the Good Shepherd

The year 2024/25 has been a challenging one for the hospice, but it has also had many success stories and positive moments, and I hope the results in the Annual Report demonstrate that even through difficult times we continue to deliver high quality and compassionate care to our local community.

In August 2024, concerns were raised regarding the hospice having sufficient senior level medical staffing cover for a specific period of time. Following a visit from the CQC, a condition was imposed under Section 31 of the Health and Social Care Act 2008. Due to these issues around senior medical staffing we took the decision to temporarily reduce our bed capacity from 10 beds to 5 to ensure continued patient care and safety. These conditions and the Section 31 were subsequently lifted following evidence of a sustainable contingency plan to ensure the hospice had the senior medical cover needed. Following the CQC visit the Hospice received a rating of Good for its Caring and Effective services, however, due to the medical staffing issues experienced at that time, we received an overall rating of Requires Improvement. Our team are working hard to improve the issues highlighted in the CQC report and I am pleased to share with you that we have recently recruited a new palliative care consultant to join our medical team.

As ever, one of our major challenges continues to be the lack of adequate and fair funding from the government to a sector that is an essential part of the health system and one that, sadly, continues to be overlooked. Our hospice is not alone in this situation and you will have seen national press coverage highlighting the funding issues being experienced by many hospices including the Hospice of the Good Shepherd. In November 2024 the Government announced grant funding of £100 million for UK hospices to be delivered over a 2-year period, however this funding can only be used for capital projects and does not help us with our ever-increasing day to day running costs. As a result of the increase in Employers National Insurance contributions and the National Living Wage our costs will increase by £180K next year. Our grant from the Integrated Care Board remains low at a 17% contribution to our expenditure.

Since taking on the role of Chair of the hospice I have met so many patients, carers and families and I am always overwhelmed by the feedback and comments they give about how the hospice team has helped them during what is probably the most difficult time of their lives. It makes me incredibly proud to be involved in this hospice and of our amazing team, but it also brings home that there is so much more that we could do for those that we aim to support and serve. We have included one of our patient stories in this report to demonstrate the amazing work our team continues to deliver.

As we continue to campaign for more funding, I would like to take this opportunity to express my immense thanks to all those who tirelessly fundraise for us. Our communities fundraising activities and the many donations we receive are fundamental to providing key services for our community.

Results

For 2024/2025 financial year the hospice delivered a net operating loss of £ (258) k, with an overall surplus of £717k. We were very fortunate to receive legacy income of £1m and a one-off donation of £200k which

was instrumental in achieving this surplus. This performance was driven by another strong set of results by our fundraising team, legacy income, income from student placements and the team keeping a very close eye on costs.

For 24/25 only 17% of our costs were funded from the ICB statutory income this has reduced from last year (2023/24 - 21%). We continue to be humbled by the incredible support of our community, who enter our lottery, buy raffle tickets, spend in our shops, run marathons, and donate in so many other ways. However, with our operating costs for 24/25 standing at £5.5 million, it is imperative that we have as many people as we can lobbying government to provide increased and fairer funding to support the hospice sector adequately.

I would like to thank my fellow Trustees for their time, commitment, advice, and support to me in my role as Chair. I would also like to thank our interim Chief Executive, Caroline Siddall and the hospice leadership team for the continuing hard work and support during what has been a difficult year.



Yvonne Emmett Cannell

Chair of Trustees, Hospice of the Good Shepherd



Our Year in Numbers

Carer Grant
Supported – 281
carers supported

Complementary
Therapy Sessions –
1,143

Social work
supported 64
patients/ family
members

Counselling sessions
(adults & children) –
1,484

Living Well Sessions
– 1,669

IPU admissions – 72

Spiritual Care
supported 80
patients/ family
members

Music Therapy
sessions – 98
sessions

Our retail team sold
69,941 items of
clothing

Our retail team
stopped 20 tonnes of
clothing going to
landfill

Our combined
annual raffle
generated £71,378

There were more
than 56,000 entries
into our Summer and
Winter Raffles

Over 12,000 people
played our lottery
each week

Our lottery generated
£745,000

27 people left the
hospice a gift in their
will

Monies left in wills
and legacies totalled
£1,051,000

We claimed
£248,000 back from
HMRC in GiftAid

Our Purpose, Vision and Values

The Hospice of the Good Shepherd wants all people living in West Cheshire and Deeside with a life limiting illness, and those important to them, to have access to care and support wherever and whenever they need it. We want to help people live their lives as well as they can until they die and to support those affected by the death of a relative or friend who was in our care.

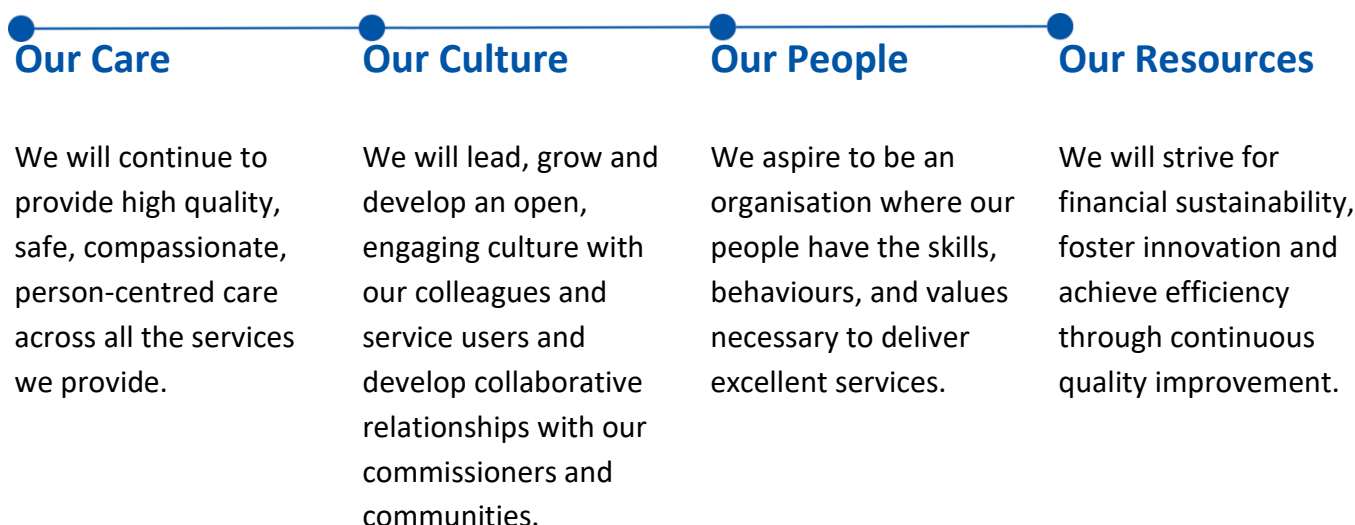
Our care is designed to meet the needs of each individual, and we aim to do this through a combination of expert clinical care, community support and working in partnership with other organisations across our community. Our specialist multi-disciplinary team provide care and support to patients and those close to them. Our care and support mean's different things for different people. Some people come to us for care at the end of their life, others for help in managing their symptoms. Many patients access our services via our Living Well Centre where they benefit from specialist support to allow them to stay at home for as long as possible.

Our care comprises support with social, emotional, spiritual and psychological issues as well as physical care to help with symptoms and pain control. Our patients have life limiting illnesses including advanced cancer, heart failure, respiratory failure, renal disease, and progressive neurological diseases such as Motor Neurone Disease.

We want people to live as well as possible, making sure they get the best possible care at the end of their lives whilst maintaining their dignity and respecting their wishes.

There is no charge for the care and support we provide, meaning that the services provided by our multidisciplinary team will be free at the point of delivery to everyone irrespective of their background.

Our Strategic Priorities



Our Vision

Striving for Excellence is at the Heart of Everything We Do

Our Mission

Is for the Hospice of the Good Shepherd is to provide the highest quality specialist palliative care for the people of West Cheshire, Deeside and surrounding areas who have progressive, advanced life-limiting illnesses. Our main activity continues to be the delivery of a specialist medical and nursing service to patients and their families by a skilled and dedicated multi-professional team.

Our Values

Our five core values were established with collaboration from our entire team. These values provide the framework against which we engage with each other, with our patients and their families, with our donors and supporters and with our stakeholders.



Strategic Aims

Our five-year strategy for 2023-2028 was built upon our aims and priorities in previous years and sets out our ambitions and goals for the following years and how we plan to support our community and develop our care in line with the needs of our community.

Strategic Aim 1

To promote equitable access to optimum quality care and support.

- We will maximise our reach

- We will maximise our impact through creativity and innovation
- We will influence palliative care locally

We will adapt our services to meet the demands and changing needs

Strategic Aim 2

To evidence a safe, effective, caring, responsive and well led organisation

- We will operate an open and transparent culture
- We will embrace opportunities to learn and improve.
- We will optimise the use of data throughout the organisation

Strategic Aim 3

To foster a culture that prioritises our values and maximises opportunities for skills and development.

- We will provide a great employee experience which attracts and retains talent
- We will seek for inclusion and belonging for all
- We will support learning
- We will harness talents and maximise opportunities for development

Strategic Aim 4

Deliver sustainability through continuous quality improvement and innovation

- We will provide strong financial management and governance assurance
- We will develop relationships and work in partnership with the wider community
- We will lead improvement, change and innovation
- We will embed digitally enabled solution
- We will enable new ways of planning for the future
- We will commit to improving our environmental and social impact

Our Achievements and Performance

All our clinical departments and clinical teams operate under the leadership and guidance of the Director of Clinical Services (DoCS). Our DoCS is our Care Quality Commission (CQC) Registered Manager, Designated Safeguarding Lead and Controlled Drugs Accountable Officer.

During August 2024, concerns were raised regarding the adequacy of senior-level medical staffing within our Inpatient Unit (IPU), which prompted an inspection by the Care Quality Commission (CQC). As a result, a condition was imposed under Section 31 of the Health and Social Care Act 2008. Following a subsequent inspection later that month, the hospice was rated 'Good' for both its Caring and Effective services. However, due to the medical staffing challenges at the time, the overall rating was 'Requires Improvement'. Since then, we have taken significant steps to strengthen our medical team, including the recruitment of a new palliative care consultant. We are pleased to confirm that the Section 31 condition has now been lifted.

Our In-Patient Unit

Our Inpatient Unit consists of 10 beds and is run by a dedicated and professional multi-disciplinary team: including a medical team, nursing team, physiotherapists, occupational therapists, clinical administrators, social workers, counsellors, complementary therapists, spiritual care team and a full complement of housekeeping and catering staff.

Every patient admitted to our Inpatient Unit (IPU) is treated with compassion, dignity and respect, their care is delivered in a way that maintains their privacy and promotes their independence. Every patient has access to 24-hour specialist palliative care advice and support.

The hospice catchment area covers the West Cheshire region. Services provided to our patients is partly funded by the ICB, who contributed 15% of our income for 24/25, our fundraising team raised the other 85%. We also accept referrals to support people that live in Deeside and Northeast Wales: Whilst the Hospice receives no fixed annual grant funding from Betsi Cadwalader University Health Board (BCUHB) charges are applied on a per-patient basis back to the Welsh Health Board.

Our catering staff provide a wide range of home cooked, nutritious food that is aligned with patients' preferences and dietary requirements. Food is available 24-hours a day for patients. Our housekeeping team maintain a clean, hygienic, and well-presented environment to support people's comfort, dignity and wellbeing.

The hospice also offers support, information and reassurance to the family, friends, and carers of our patients, recognising their essential role in the lives of the people we care for.

People are referred to our IPU for a range of reasons, including symptom management, end of life care and assessment of complex needs. Our vision is to ensure that everyone impacted by a progressive life limiting

illness receives excellent care and support whenever they need it. Our accommodation includes a combination of single rooms and a 4 bed bay, with room allocation based on individual needs, preferences, and clinical considerations. Whilst we do care for people at the end of their life, almost half of the patients that are admitted onto the IPU go home again with robust support and care provided by the integrated working of our NHS System Partners and our Living Well Services. The care of all the patients accessing the IPU is discussed at the weekly hospice Multi-professional Meeting (MDT), this ensures that care is safe, effective and responsive to the individual patient's needs.

In 2024/25, we have cared for **72** people on the IPU as well as supporting their family, friends, and carers. This equated to an average bed occupancy of **46%**, with an average length of stay at **14** days. This is a reduction on the number of patients we supported last year due to our temporary reduction in bed numbers during the year.

Our clinical staff are highly trained and have specialist expertise across a wide range of areas to ensure safe, effective and personalised care. Collectively they provide comprehensive care that includes nursing, medical, emotional, spiritual and psychological support, tailored to individual needs.

Dedicated care and support when it's needed the most

Teams from across the hospice came together in November 2024 to create a very special moment for patient Michelle and her young family.

In November 2024, Michelle, aged 43, was admitted to the Hospice. Her sons Harry, aged 9 and Alfie, aged 10 knew Michelle was very ill, as dad Jeff had always been very open throughout Michelle's illness. Jeff was then faced with explaining to their two young sons, that mummy was so ill that she would not be able to be part of the family Christmas celebrations.

Michelle's son Harry had the idea: That they would have Christmas early, so that they could celebrate Christmas together as a family for one last time. The idea was discussed with the nursing team, and in true hospice style, the nurses didn't hesitate to create Christmas early for Michelle and her family. What followed next was one of the most touching, and memorable initiatives our hospice team has undertaken.

Michelle was the only patient in our four bedded bay, and the staff overnight found time to create a cosy “living room” with a fireplace and hearth complete with family photos. There was even a fully decorated Christmas tree. Every corner of the room was made to look and feel like Christmas. The big day was set for 15th November, and on that day the family wore their Christmas jumpers; there were presents for Harry and Alfie and gifts from them to their mum, as well as festive food. And of course, the day was made even more special with a visit from Santa himself to hand out the gifts. Even though Michelle couldn’t participate fully, everything was done within her view and the family and our team made sure she was involved in every part of the celebrations.



Jeff said “The effort everyone had gone to just blew me away. They really went above and beyond and everyone in the hospice was talking about it. It made us all feel so special”. Everything that happened really opened my eyes to what hospice care is really all about.”

Each department within the hospice team worked together to create this very special memory for Michelle’s family, from the clinical teams, housekeeping and catering team, fundraising team and the facilities team, everyone came together in a very short time frame to deliver a very special Christmas Day.

24 Hour Advice Line

During 2024/25 the Hospice paused the Nurse led 24-Hour Telephone Advice line for health and social care professionals within the West Cheshire Area. Collaborative work is well under way with NHS System Partners and ICB Commissioners to consider a Cheshire wide consultant led Palliative Medicine Advice Line for the future. The Hospice continues to provide 24/7 consultant advice to all IPU patients.

Single Point of Referral

We have continued to develop the Integrated Single Point of Referral initiative which is a collaborative alliance between the Hospice of the Good Shepherd, Countess of Chester Hospital Specialist Palliative Care Team and Cheshire and Wirral Partnership Community Specialist Palliative Care Team. The teams meet Monday to Friday at 1pm at the Hospice site. All new referrals (not including direct counselling referrals), into the services come through the Single Point of Referral electronic system that is managed by a clinical co-ordinator.

Collectively and with senior medical oversight the multi-professional teams come together to triage and allocate each new referral to the appropriate service, ensuring the **right patient has access to the right team at the right time**.

The multidisciplinary team (MDT) also meets weekly as three distinct teams, ensuring coordinated, patient centred care through shared decision making.

Our Living Well and Family Support Services

Our dedicated team of trained nurses, counsellors, social worker and complimentary therapists, alongside our volunteers continued to support patients, family, friends, and carers to 'live well' and improve the quality of their life. By working collaboratively with patients to provide guidance and support, our team empowers individuals to make informed choices, helping them manage symptoms, address personal concerns, develop effective coping strategies and to plan for the future. As with the IPU, the vision of the Living Well Services is to ensure that anyone impacted by progressive life limiting illness has access to excellent care and support.

The Living Well Centre provides a range of support therapies, including nursing, rehabilitation, and well-being support. During the year, **1669** patients and/or carers attended sessions in the Living Well Centre.

The Hospice is fortunate to receive selected funding from Charitable Trusts and Foundations who recognise and value the importance of our Living Well Services, unfortunately the hospice does not receive any statutory funding from the NHS ICB for Living Well Services, in the main these services are funded from charitable donations.

Our Living Well Centre operates 4 days a week and services include our very popular Coffee and Chat Peer Support Group, our rolling programme of Living Well Day Sessions covering topics like: Breathlessness Management, Fatigue Management, Strength and Balance and Advanced Car Planning. The sessions are inclusive and accessible to anyone across West Cheshire who has a progressive life limiting illness.

All the patients who access the Living Well Centre are discussed at the monthly Living Well Centre MDT.

Carers Support

Carer support services play a vital role in enhancing the wellbeing of those who care for others. By offering emotional support and practical advice, these services help reduce carer stress, reduce the risk of burnout and improve the carer's ability to sustain their role. Supporting carers not only supports wellbeing and resilience, but it also contributes to better outcomes for the people they care for. With the generous support of a grant from Cheshire West and Chester Council (CWAC), we support the carers of our patients through both one to one and group sessions. Carers are also able to access a free course of complementary therapy sessions.

During the year with the support of the grant from CWAC, and in an effort to make our services more accessible, we have taken our Carer Support group sessions out into our wider community in areas such as Malpas and Neston as we recognise that people with carer responsibilities find it challenging to leave their

loved ones for any length of time. **281** Carers from across West Cheshire have accessed **502** Carer Support Sessions.

Complementary Therapy

The Hospice offers a range of complementary therapies to both patients and carers. These therapies are delivered by trained complimentary therapists in a purpose-built environment as well as on the IPU. Complimentary therapy plays an important role in hospice care by supporting physical, emotional and spiritual wellbeing. Therapies such as massage, aromatherapy and relaxation techniques are provided to help reduce anxiety, ease symptoms and enhance quality of life. When offered alongside clinical care, they provide a holistic approach that supports comfort and dignity. During the year, there were **1143** complimentary sessions provided to patients and their carers.

Counselling, Bereavement Support and Spiritual Care

Counselling, bereavement support and spiritual care are integral to the holistic approach that the hospice delivers through its care. These services provide emotional and psychological support to patients and their loved ones. They help navigate grief, loss and the challenges of serious illness. Spiritual care respects individual beliefs and values, offering comfort and meaning at all stages of care here in the hospice. Our team of professional counsellors, trained counselling volunteers, student counsellors and spiritual care providers have continued to provide pre and post bereavement support to our patients and their families throughout 2024/2025. Through our dedicated child bereavement service “Reflect” we have also continued to provide pre and post bereavement support to children across West Cheshire no matter where their loved died. Unfortunately, we were unable to obtain external grant funding to support this project for the 24/25 financial year. Our counselling, bereavement support and spiritual care services have supported **597** Adult Bereavement Sessions and **887** Children’s Bereavement Sessions. We have also supported **98** Music Therapy sessions.

Safeguarding

Safeguarding is a fundamental part of our commitment to provide safe, high-quality care. We have robust and up to date policies and procedures in place to protect people from abuse and neglect. Through vigilant safeguarding practices we promote the rights, safety and wellbeing of our patients and our staff.

Our Designated Safeguarding Lead (DSL) oversees all safeguarding concerns, ensuring they are identified, reported and managed appropriately, in line with regional and national guidance and regulations. We recognise that individuals with additional needs, such as learning disabilities, may be more vulnerable, and we are committed to making reasonable adjustments to ensure their voices are heard and their rights are protected. All staff and volunteers receive regular mandatory safeguarding training to help them recognise and respond confidently to concerns, including those with communication or cognitive challenges.

The Safe Management of Medications, including Controlled Drugs

We have safe and vigorous processes in place to ensure that all medications are managed safely, this includes Controlled Drugs. A robust Service Level Agreement is in place with the local ICB, this ensures medications are readily available for our patients 7 days a week and staff are supported with any pharmacy queries and concerns. Reconciliation procedures, alongside mandated destruction of medication policies and procedures also support clinical practice. Our Controlled Drugs Accountable Officer ensures quarterly reporting into the Local Intelligence Network alongside CQC regulatory reporting. Our Board of Trustees are provided with mandated training in the Safe Management of Controlled Drugs.

Clinical Learning, Education and Development

We are committed to ensuring that all our clinical staff receive comprehensive, ongoing training and development to deliver safe, effective and person-centred care. All team members complete a structured induction, including mandatory training in areas such as safeguarding, infection prevention, and moving and handling. We regularly assess staff competencies and provide access to continued professional development opportunities. We actively encourage reflective practice and learning to support continuous improvement. Supervision and appraisals are used to identify learning needs and ensure that all staff feel supported and confident in their roles.

We have designated link nurses in all key areas such as tissue viability, dementia care and infection prevention, as examples. These link nurses receive enhanced training and act as champions within the service, sharing best practice and supporting the wider team through education, mentoring and role modelling.

In addition to comprehensive mandatory and role-specific training, we actively support staff to pursue further academic education, such as diplomas, degrees, and specialist qualifications relevant to their role. In 2024/2025, we have had opportunities to further develop the Nurse Associate role, provide leadership education to senior nurses, and support Master's Level education for our Deputy Ward Manager and Social worker.

Students

We continue to work in partnership with academic institutions such as the University of Liverpool School of Medicine, University of Chester and Wrexham University to provide medical and nursing placements for students. We are committed to supporting students and contributing to the ongoing development of palliative care through education, training and reflective practice, the growth and development of palliative medicine and to help bring through the next generation of palliative clinical staff which is incredibly important to the hospice.

During 2024/2025 we have hosted 6 cohorts of medical students with a total of **19** students over 12 weeks. We have also hosted **15** nursing student placements, and **4** student counselling placements.

The whole team were amazing – their teaching and attentiveness to us all whilst on placement here (nothing was too much of an ask).

This has been the best placement of medical school so far. The teaching has been amazing and of very high quality – I feel like I have learnt so much in the two weeks.

There was so much teaching – I feel like I have a great understanding of palliative care now.

Brilliant placement – all the staff were so welcoming and friendly. The teaching was brilliant.

The best teaching on placement I've ever had.

We have been really well supported with our portfolios, and the timetable was so well organised and thought out. I just wish the placement was longer!

Quality and Improvement

The Hospice has remained focused on quality improvements across the organisation during the year. We have continued to evaluate our work undertaking reviews and audits looking at how we can improve the care we provide. The Hospice produced the Quality Account for this reporting period in line with national guidance.

Risk Management System

Since transitioning from a paper-based reporting system to electronic Radar Healthcare in 2023, the Hospice has significantly enhanced its approach to quality, safety, and governance. The system is now fully embedded across the organisation, enabling real-time reporting and analysis through modules for incidents, compliments, complaints, concerns, and staffing red flag events. We have built regular internal audit tools and developed scheduled event monitoring to strengthen compliance and governance assurance, enhancing visibility, accountability, and alignment with regulatory frameworks. A key strength has been the creation of a comprehensive risk register, supported by heat maps that provide visual tools for interaction and scrutiny. Radar Healthcare also serves as a central repository for all policies, procedures, and supporting documentation, ensuring consistent access for all staff. Training on the system is integrated into staff induction and annual clinical mandatory training programmes, promoting confident use and a culture of continuous improvement.

Patient Safety

We launched our Patient Safety Incident Response Plan which sets out how we intend to respond to patient safety incidents over the next 12-18 months. Our plan has been endorsed by Cheshire and Merseyside Integrated Care Board. The Patient Safety Incident Response Framework (PSIRF) sets out the national patient safety approach to developing and maintaining effective systems and processes for responding to patient safety events for the purpose of learning and improving patient safety. It is recognised that there will need to be a shift towards systems-based approaches to a learning culture to allow health care organisations including Hospices to effectively respond to and learn from events, with the purpose of reducing the risk of avoidable harm as low as reasonably possible.

We took a closer look at our patient safety incidents during 2024/2025 which has driven our areas of focus:

Medication Incidents

Documentation errors remain the highest percentage of recorded controlled drug incidents, accounting for half of the total number, this is followed by administration errors. We have implemented reviews, safe systems, policies, training and audit procedures regarding this and we will continue to explore the underlying reasons for controlled drug issues.

Pressure Ulcers

We have carried out a review regarding these incidents and they continue to decrease. Thematic analysis shows proactive care planning at the time of admission for potential at risk patients can be improved on. We will also look closer at the hospice acquired pressure ulcers in patients declining to be repositioned during the last days of life.

Falls

Upon review we established that most incidents occurred in patients who showed no signs of confusion. We will look at the contributing factors for patients who are assessed as being mobile and independent falling and how this risk can be mitigated.

Patient Experience

The hospice has maintained a robust system for reviewing feedback as an opportunity for organisational learning and improvement, ensuring our services remain responsive to the needs and concerns of all individuals within our care community.

The hospice continues to request feedback through the 'in house' service user feedback form. This year there was a 100% response rate with 206 people stating that the overall care provided was either good or outstanding.

Patient Satisfaction Summary

Inpatient Unit

97% rated their experience as outstanding.

3% rated it as good.

Living Well Services

92% rated their experience as outstanding.

8% rated it as good.

Counselling Services

77% rated their experience as outstanding.

23% rated it as good.

In 2024/2025, the Hospice of the Good Shepherd launched a quality improvement initiative in partnership with our Service User Participation Group, aimed at enhancing patient and service user feedback to maximise opportunities for improving patient experience. As part of this initiative, we created a new volunteer role and successfully recruited two quality and improvement volunteers, both of whom have personal experience of living with and caring for someone who has used our services. So far, our volunteers have held 12 feedback sessions and engaged with 25 service users across the hospice, gathering valuable insights into how our services can be improved. To further support this work, we have also introduced a feedback notice board in our hospice reception area, providing a visible and accessible space for sharing ideas and experiences. Here are some of the positive feedback captured when talking about the hospice experience:

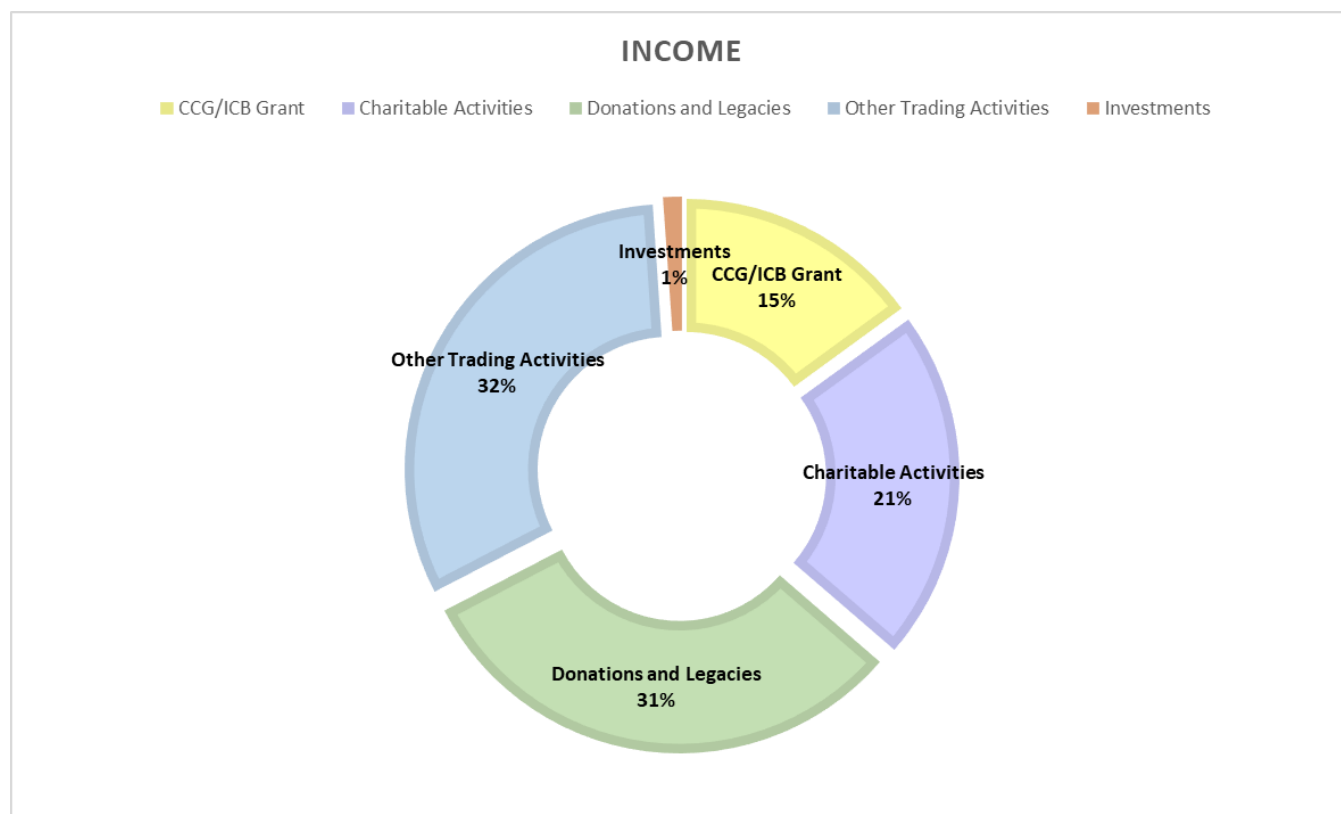
When we asked “what could we do better”, we obtained some innovative ideas to improve the patient overall experience:

- People asked for more information on complementary therapies. We co-produced a complementary therapy leaflet with our Service User Participation Group.
- People asked for the café to be available after complementary therapy. If the cafe is closed we are able to offer a hot drink to patients in the living well waiting room.

How we funded our achievements 2024/2025

Our income in 2024/25 was **£6.1m** (2023/24: £5.3m). Income increased by **0.8m** in 24/25 We received in total £925k ICB funding for palliative care representing 15% of our total income. During the year we received **£82k** from grant income announced by the Government, this was distributed by HUK. This grant was restricted to capital expenditure, and we used it to purchase essential patient equipment that we would not usually have been able to buy. Donations and Legacy income generated **£1,915k** an increase of **£800k** from 23/24, retail income generated **£1,167k** an increase of **£120k** from 23/24, our lottery generated **£745k** (23/24 £753k). Investments and Interest generated **£66k**, (23/24 £87k) Despite

challenging financial circumstances, the success of our charitable income is due to the incredible commitment of our local community, volunteers, and staff. Our income can be broken down into monies given through grants, earned from investments and through trading, fundraising and funding from the CCG/ICB.



Donations & Legacies

This is money that is donated by our supporters, either directly or through their fundraising activities or money that comes to us when someone kindly leaves a gift in their Will; this is a vital income stream for us.

Other Trading Activities

This is money raised through our weekly lottery, high street charity shops, our eBay channel, Christmas cards, café and seasonal trading activities.

Grants

The hospice receives direct grant support from Government funding and grants from charitable trusts and foundations.

Investments

This is income from our investment portfolio and bank interest.

Income Generation Activities

During 2024/2025, we have continued to invest in generating more sustainable regular income from our other trading activities. This helps generate money we can rely on, and means we are able to plan for the future. We are committed to being responsible and respectful with our fundraising, and continue to be registered with the Fundraising Regulator, abiding by their code of practice and regulations and the Gambling Commission for our lottery.

Corporate Support and Events

We would like to thank our corporate partners who engaged their customers and employees in fundraising activities, who sponsored events or provided us with gifts in kind. These gifts in kind make a valuable contribution towards costs saving and to the bottom line of our event expenditure and overall, our total budget. During the year we also received corporate sponsorship for several of our fundraising events.

We have delivered a wide range fundraising events ensuring that we have activities for all to participate in ranging from our Seven Miles Seven Locks Walk through to our annual Traditional Christmas Concert.

In total **£962k** was generated from fundraising, events and corporate support.

Community Fundraising and Challenge Events

We continued to receive great support from our community, and this has led to growth in income from this sector. In 2022/23 we reviewed our Community Fundraising Strategy and since then we have taken the opportunity to strengthen our team again in 2024/25 to allow us to engage further with our community.

We have also developed our range of Challenge events, and the energy, enthusiasm and determination of our community is amazing to see. This income stream has increased this financial year.

We continue to receive the support of our local dedicated Hospice Support Groups, many of whom started fundraising nearly 40 years ago to enable the hospice to be built.

Our support groups are in Blacon, Hoole, Malpas, Upton and Waverton and deliver a wide range of fundraising events and activities.

Thanks to this fantastic support our community fundraising generated an income of **£359k** (23/24 £367K). Our Challenge fundraising generated an income **£139k** (23/24 £121K)



Our London Marathon runners raised £41,421



2066 Santa Dashers raised £32,500 for the hospice



Over 4000 recycled Christmas Trees raised £50,252



20 companies ran in the Panto Horse Race raising £42,000



School's seasonal fundraising raised £37,315



Gordale Christmas Grotto raised £38,997



Our 7 Locks canal walkers raised £13,499



The Farndon Soapbox Derby raised £57,000



Foamtastic Colour Blast raised £32,241 for the hospice

Trading Company – Retail, Lottery and Café

Trading Company Turnover for the year

£1,912,426

(23/24 £1,747,712) 9.4% increase

Operating profit for the year

£691,874

(23/24 £683,782) 1.2% increase

Retail

Our 8 charity shops continue to generate substantial income for the charity, and our retail team are supported by an army of volunteers who play such an important part in supporting our staff, however recruiting volunteers into our retail business is still challenging. During the year we have looked to make efficiencies in our sorting hub to speed up the sorting and distribution of stock and we have reviewed the way we rotate our unsold stock between shops to increase efficiency. Our retail team has focused on promoting the benefits of gift aid to our donors and this year we have claimed £75,185 in retail gift aid from HMRC.

Within our Cafe we have reviewed and reduced our menu to reduce the amount of stock we need to hold and the Cafe team have held a number of themed events to generate additional income.

Retail income (including our on-site cafe) for the year increased to **£1,167k** (2023/24 £1,024k).

Lottery

Our Hospice lottery continues to operate successfully generating a sustainable income of **£745k** (2023/24 £723k). We maintained our membership at approx. **12,000** members and have continued to recruit new members to the weekly drawer to counteract the natural attrition. We held 2 very successful raffles during the year generating an income of **£71k**.

In total our retail and lottery operations generated an income of **£1,912k** (2023/24 £1,748k)

Gifts in Wills

We continue to be incredibly grateful to the generosity of people who leave a gift in their Will, which this year equated to **£1,051k** (23/24 £458k). The increase this legacy income can be attributed to one large gift of a property. Gifts in Wills are a vital source of income to the hospice.

During the year we joined with Hospice UK and hospices nationally to promote Legacy Giving to local Hospice as this is such an important income stream to us. We have continued to deliver our ever-popular monthly Wills Clinics, kindly provided free of charge by Oliver and Co Solicitors who have now been supporting this initiative for over 8 years.

Trusts and Foundations

Grants are an important source of income for us and allow us to fund capital expenditure such as building improvements and essential patient equipment that we would otherwise be unable to fund.

We would like to give special thanks to all the Trusts and Foundations whose grants have supported us to continue our vital work or to buy equipment that helps us support patients, families, and their carers. During the year we received over **£144k** in grant income.

We continued to receive a generous grant from the Majorie Boddy Trust to help fund our Living Well service. A grant from Cheshire West Council facilitated by Ground Works allowed us to replace our broken outside lighting. We also received several grants to purchase clinical equipment to support our patients.

Investments

Our fixed asset investment portfolio continues to be used to underpin our ongoing activities and maintain capital to support future development. The growth of the portfolio is designed to supplement our reserves and our other income-generating activities for the medium to long term. We have engaged external investment managers, Rathbones formerly Investec monitored by the Financial Conduct Authority, who manage a balanced portfolio on our behalf.

Although the financial markets continued to remain volatile during the financial year the Hospices investment portfolio generated **£34k** for the year ending March 2025 (2023/2024 £57k). Interest generated a further **£32k** for the hospice.

The Board operates a diversified investment policy, balancing risk with income and capital growth. The Trustees nominate and appoint advisers, brokers and/or fund managers and will agree the terms of appointment. No investments are made without the prior approval of the Trustees. The advisers provide professional investment advice and will assist in the review of performance and future strategy. Our policy is not to invest in any stocks or shares in businesses involved in activities inconsistent with our values.

The Trustees are mindful to maintain a balanced portfolio and regularly monitor the performance of the investments via the Finance and Income Committee.

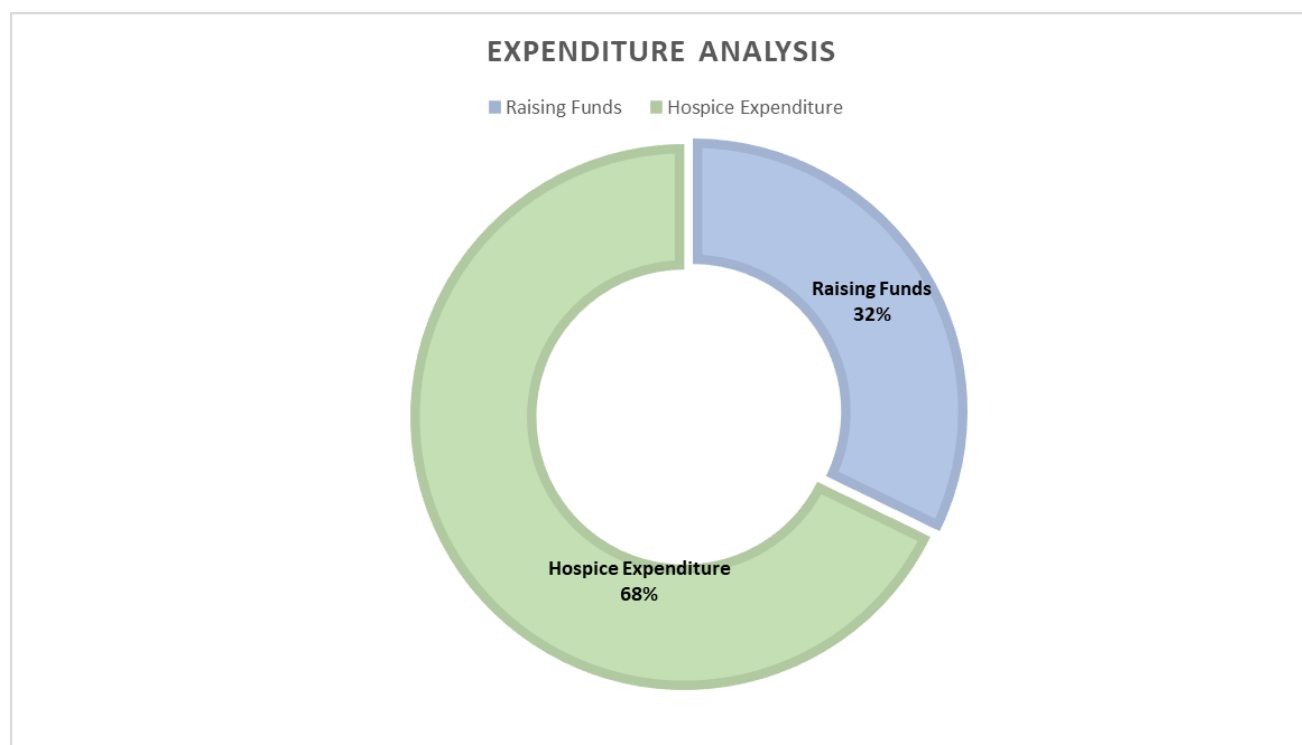
How we spent your donations

Our charitable expenditure is **£5.5m** (2023/24: £5.2m). Like all business and our community, we face the continued additional pressure of increased staff and supplier costs, due to the rise in inflation, increase to the National Living Wage these costs are set to rise further in 25/26 with the increase announced to Employers National Insurance.

Most of our costs are attributed to salaries for our staff. Our nursing staff are paid in line with Agenda for Change (NHS England Terms and Conditions) our SAS doctors' salaries are linked to the NHS pay scales. Any salary increases agreed by the NHS are out of our control and continue to impact our salary costs. In light of this, pressure was placed on our salary budgets for 24/25 from above inflation pay increases for our clinical and medical staff. An inflationary pay increase was applied for non-clinical staff across the organisation.

During the year we purchased equipment for our IPU department and Living Well services funded by the NHSE government grant of £85k. This funded the purchase of medical equipment, plus wardrobes and bedside cabinets for patient rooms, up-to-date IT equipment, a digital patient medication locker system and installation of a computerised telephone system. The latter will reduce telephone costs for future years. Additional lighting was also installed to our car parks to improve visibility and health and safety funded by CWAC.

The ICB grant of £925,276 funded 17% of our expenditure for the year ending 31st March 2025. We continue to make sure every penny will count whilst delivering our agreed strategies. 68% of our costs were attributed to hospice expenditure with 32% of costs utilised to generate the income required to run the Hospice.



Our passionate and dedicated people

Our People

We simply could not achieve what we do without our incredible staff and volunteers. In the year to March 2025, we employed 130 staff (both full and part time employees) with a wide range of skills, knowledge, professional qualifications. We also are fortunate to receive support from over 400 volunteers who give their time to us free of charge. We know that without their continuing support we would not be able to deliver our services.

We continue to operate both hybrid and flexible working policies, which help to attract and retain staff. We have an Employee Assistance Programme in place providing free mental health support, online GP service and debt advice along with salary sacrifice schemes including a cycle to work and gym membership scheme. This employee assistance scheme has been enhanced during the year to improve the benefits to our team.

During the year we launched a Well Being Task and Finish Group comprising staff from across the organisation to ensure that we continue to support our teams. We have also launched a Well Being Strategy and introduced our team of Well Being Champions

We undertake the Birdsong Charity survey at least every two years, with the next one due to take place in October 2025. We have worked with our staff to make changes following the results from the 2024 survey, this has included a focus on staff wellbeing and communication.

Freedom to Speak Up

The Hospice of the Good Shepherd actively encourages staff engagement. We are registered with the National Guardian Office and currently have one Freedom to Speak up officer. We facilitate regular staff and volunteer engagement groups represented by all departments.

Volunteers

We have over 400 volunteers who support all departments at the hospice. We are very grateful for their support as we know that without them our hospice would not be able to operate. Volunteering at the hospice not only benefits our patients, but our hospice staff and the volunteer themselves. Volunteering makes a real difference.

We continue to improve our volunteer experience, and have made significant improvements to the application process, utilising the online recruitment system making it available to prospective volunteers.

As a result, we have been able to streamline our internal processes improving efficiency. We have further developed our volunteer database, to improve accuracy, output and effectiveness.

We have a dedicated Volunteer Focus Group that meets quarterly, to discuss hospice projects, share ideas and suggestions, and really give our volunteers a voice and an opportunity to have their say. Recent projects have included reviewing how we recruit volunteers to our busy warehouse. The group have also had vital input into how we recognise and communicate to volunteers, bringing new ideas and enthusiasm, which is very much appreciated.

In June 2024, we held our annual Volunteer Recognition event in our Hospice marquee. We were able to present 43 volunteers with long service awards ranging from 5 years to 35 plus years. The volunteers were able to enjoy a delicious afternoon tea, produced by our fabulous catering team, and celebrate their dedication and commitment together.

In December 2024 we hosted a Christmas Volunteer Thank You Evening held in the Chapel at Eaton Hall, by kind permission of the Duke and Duchess of Westminster. The evening was attended by approximately 80 volunteers who enjoyed festive carols performed by the SingMe Merseyside choir, followed by a social gathering and season refreshments. The event was enjoyed by all, and it was fabulous to be able to thank our volunteers in such prestigious surroundings.

Corporate volunteers continue to choose the Hospice as their charity of choice to offer volunteer days. This year we welcomed volunteers from Timberland, Lloyds Banking Group, M&S Bank and Sykes Cottages to name but a few. We are so appreciative of the work they get involved with helping us with maintenance tasks at the hospice or supporting our team at the warehouse with collections, sorting and PAT testing.



We recognise the invaluable contribution of all our volunteers, and we would like to take this opportunity to acknowledge their contribution and thank them for their continued commitment, dedication, and support.

A volunteer view

Mally started volunteering with the hospice in January 2024 after his wife Rebecca died at the hospice. Mally and his family were so impressed and grateful for the care and support that Rebecca received that he really wanted to give something back. Mally was aware of the hospice and where we were based, but until Rebecca had to access our services and became an inpatient, he had no idea of how fantastic the level of care was and what a difference we made at such a difficult time in his life.

Since Mally has volunteered in our community café, he has enjoyed every single minute. Volunteering has given Mally a sense of purpose, routine, and something to look forward to each week. He enjoys meeting people and being part of the volunteer team.

Mally says: "I would really recommend to anyone who is considering volunteering not to hesitate. I really enjoy my volunteering time and look forward to coming here every week. It's great to be part of something where you can see what you do makes a difference. I really enjoy working with the other volunteers and have made some great friends."



Our Equality and Diversity Work

Our Equality and Diversity Steering group meets quarterly to review and plan for increased access to services by all members of the community as well as addressing workforce issues.

In August 2024, we attended the 12th annual Chester Pride event, with members of the hospice team proudly walking in the parade and hosting a table in the Health and Wellbeing tent. We promoted that hospice care is open and accessible to all, reaching out and engaging with the LGBTQ+ community who attended on the day. All of our Chester City centre shops display a Pride window during this week.



In October 24 we retained the Navajo Merseyside Cheshire Manchester LGBTIQ+ Charter Mark Award for Equality, Diversity, Inclusion, Intersectionality and Equity for all, especially Gay and Gender Variant individuals.

The Charter Mark consists of ten simple assessment criteria, each asking for supporting resources. These resources can be specific documents, such as a copy of the Equality & Diversity Policy, a monitoring form, or brief details of working procedures, e.g. how and when new staff members are trained or whether there are always private areas available for service users to talk to your staff.

Members of Hospice staff and volunteers went through the assessment process, and we were delighted and proud to retain the charter mark for another 2 years, to further improve and build on all aspects of EDIE work and principles. A number of staff from across the organisation attended an event in Liverpool to receive the Charter Mark and celebrate our achievement.

Support Services, Technology and Sustainability

Supporting the environment

Where we can the team at the hospice works hard to ensure we respect the environment with sustainability and recycling initiatives.

During 2024/25 we re-launched our Environmental Action Group comprising staff from across all areas of the hospice

Our Estates Manager completed the Pathways to Net Zero training course delivery by the Institute of Environmental Management and Assessment.

In January 2025, our fundraising team collected over 4000 Christmas Trees from homes within the catchment area. These were then chipped and used for mulch therefore reducing landfill and saving over 50,000kg of carbon emissions. This initiative raised £50,252.

In February 2025 with the aid of a grant from Cheshire West and Chester Council we install LED lighting in our car park. Included in this new lighting are a number of solar powered lighting units which will help reduce our carbon emissions further.

Across the hospice, our teams are utilising technology to improve efficiency and reduce administration time.

During the year our shops sold 69,941 items of preloved clothing this prevented 20 tonnes of clothing going to landfill.

Continuing our aims for the future

Our plans for future business objectives are aligned with our strategic aims and the objectives of the charity.

Strategic Aim 1

To promote equitable access to optimum quality care and support.

- 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.

- Utilising patient outcome measures to enhance and expand our care provision.

Strategic Aim 2

To evidence a safe, effective, caring, responsive and well led organisation.

- Carry out activities to improve our CQC Rating
- Deliver our Quality and Improvement strategy
- Listening to, reviewing and learning through feedback from service users, staff and the community to inform and develop our services
- Develop improved methods of communications feedback for all staff

Strategic Aim 3

To foster a culture that prioritises our values and maximises opportunities for skills and development.

- Develop our People and Volunteering Strategies
- Further embedding the well-being programme for staff and volunteers across the organisation
- Enhance our Speak Up Guardian Programme

Strategic Aim 4

Deliver sustainability through continuous quality improvement and innovation.

- Developing and strengthen our existing income streams such as legacies and fundraising, as well as exploring and testing other income generating options to develop more sustainable financial future.
- Continue to monitor and control costs and optimise procurement opportunities.
- Optimising the use of technology to provide opportunities to save money and maximise efficiency
- Develop and embed our environmental strategy across the organisation to ensure sustainable practices are integrated across the organisation.

Trustees' Report (Incorporating Directors' and Strategic Reports)

The Trustees, who are also directors for the purposes of company law, are pleased to present their Annual Directors report together with the Financial Statements of the charity for the year ending 31st March 2025 which are also prepared to meet the requirements for a Directors Report and Accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2022, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102.

Aims and objectives of the charity as set out in its Articles of Association the objectives of the charity are:

- To promote the relief of illness and suffering, especially of the dying.
- To provide education and training for professionals and volunteers engaged in palliative care and increase awareness among the general public of the values, principles and practice of hospice and palliative care.

Public Benefit Statement

The Hospice aims to serve the public by ensuring that everyone in Cheshire West, Chester, Ellesmere Port and Deeside has access to excellent high-quality specialist palliative care and support when they have illnesses which no longer respond to curative treatment. Our main activity continues to be the delivery of specialist medical and nursing care to patients and their families. The Trustees have regard to the Charity Commission guidance on public benefit. To achieve this, we have established a set of strategic priorities, and our business plan is based on these priorities.

Structure, Governance and Management

Statement of Trustees' Responsibilities

The Hospice of the Good Shepherd is an independent charity (registration no. 515516) operating as a private company limited by guarantee (01843427).

The Board

The Hospice is governed by the Board of Trustees who are responsible for the governance of the organisation.

The Trustees as members are also Directors of Hospice of the Good Shepherd. As set out in the Memorandum and Articles of Association, the Chair of the Trustees is nominated by the Board of Trustees and elected by them. Trustees are initially engaged for a period of three years but can be invited to serve for a further 2 terms of three years.

The board delegates the operational responsibility such as managing day to day affairs to the senior management team. The hospice is registered with, and inspected by, our regulators the Care Quality Commission (CQC).

The Board has ultimate responsibility for directing the affairs of the hospice in accordance with its Memorandum and Articles of Association. The Trustees have control of the charity and its property and funds. The Trustees will set clear aims and objectives, establish priorities, safeguard the charity's assets, and use them effectively and exclusively for the beneficiaries of the hospice.

The Board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.

- To agree the charity's vision and values ensuring that they are reflected in all the charity's activities.
- To ensure that the ethos and culture of the organisation underpin delivery of the charity's activities.
- To assess compliance and quality in accordance with legislation and best practice.
- To monitor and control activities within the Hospice.
- To monitor the financial income and expenditure of the organisation maintaining its financial stability.
- To regularly review which matters are reserved to the board and which can be delegated to sub-committees where appropriate.
- To obtain assurance from the minutes and executive summaries from Board Sub-Committees and to scrutinize and act upon the recommendations.

Appointment of Trustees

The appointment of new Trustees follows a standardised procedure. In accordance with the Charity Commission's recommendations, the importance of a diverse range of skills, experience and backgrounds is acknowledged to optimise board outcomes and reflect good governance. Recruitment of new trustees starts at the point of identification of a board gap; possible candidates are then identified either through advertising or through professional networks and contacts. New trustees are appointed by a majority of the Board of Trustees.

Appointment is only completed following a regulated recruitment process to include a formal interview, DBS check and reference requests.

Our Trustee Board is required to have a minimum of 10 and a maximum of 20 members

Induction and Training of Trustees

New Trustees undergo an induction programme aimed at building knowledge and understanding of the roles and responsibilities of a Trustee as well as understanding the roles of the senior leadership team.

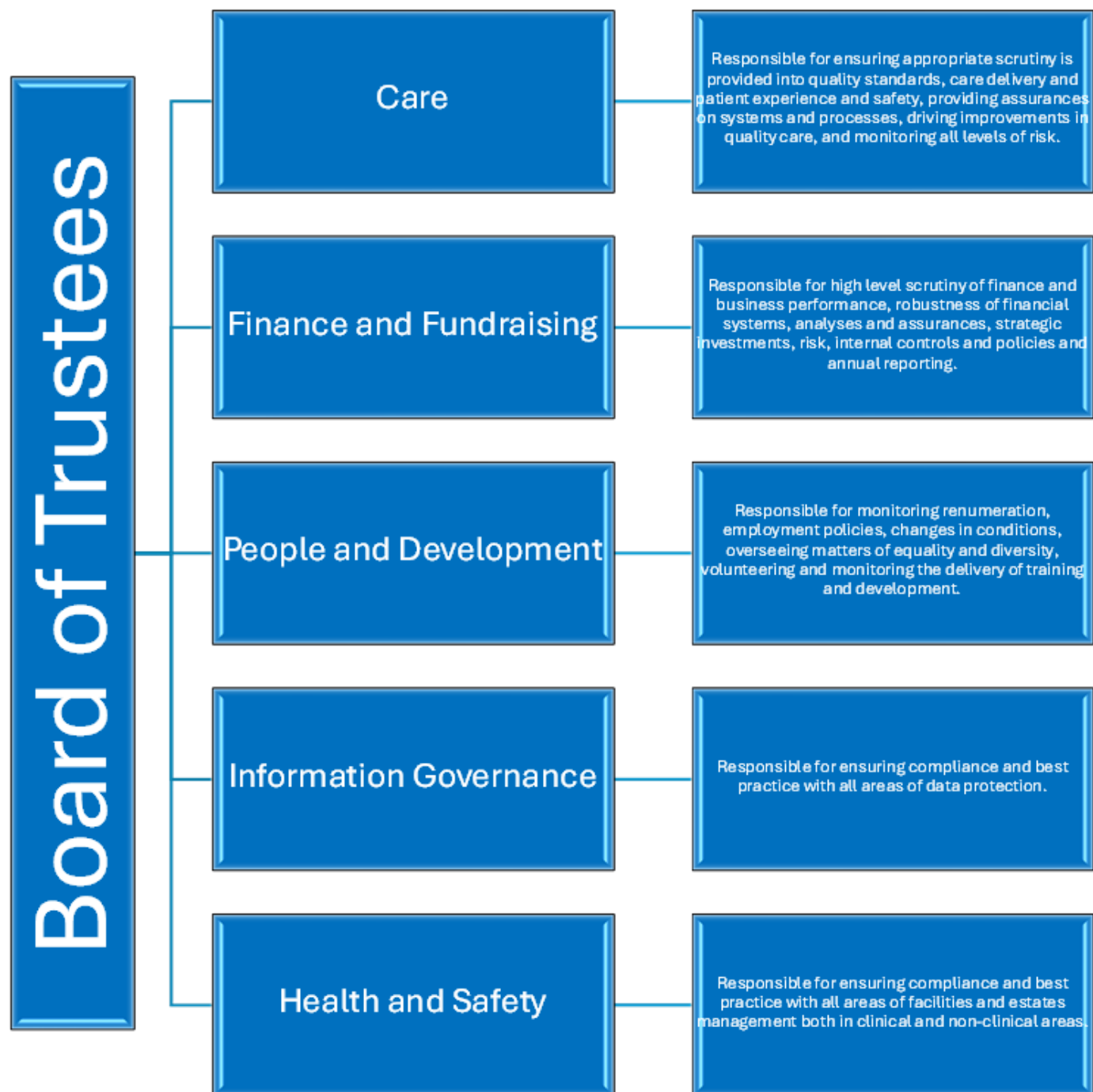
Trustee training covers controlled drugs, safeguarding, fire safety, information governance, cybersecurity and other training relevant to their role. This now also includes the National Patient Safety and Oliver McGowan Training programmes. This is supported by an annual appraisal process led by the Chair.

Committee Meetings

The Board of Trustees and Executive Directors meet at least four times a year, and as members at an Annual General Meeting, The Board is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Board receives regular reports on all aspects of the charity's work.

There are 5 established sub-committees. The members of these committees include Trustees who meet with Executive Directors and are also attended by external advisors when required.

The hospice ensures good governance through an effective committee structure. Each committee meets prior to a main Board meeting and supports the work of the Board. The Board delegate responsibility and empowers each committee to examine in detail its specific area and provide proper scrutiny to assure the Board of good governance.



Board of Trustees

Yvonne Emmett Cannell, Chair of the Board

Mike Davies, Vice Chair of the Board and Chair of Estates and Health and Safety Committee

Bill Benoy, Treasurer and Chair of Finance and Fundraising Committee

Robert Mee – Chair of People and Development Committee

Suzanne Crutchley – Chair of Information Governance Committee

Neil Fergusson – Chair of Care Committee

Gary Barr

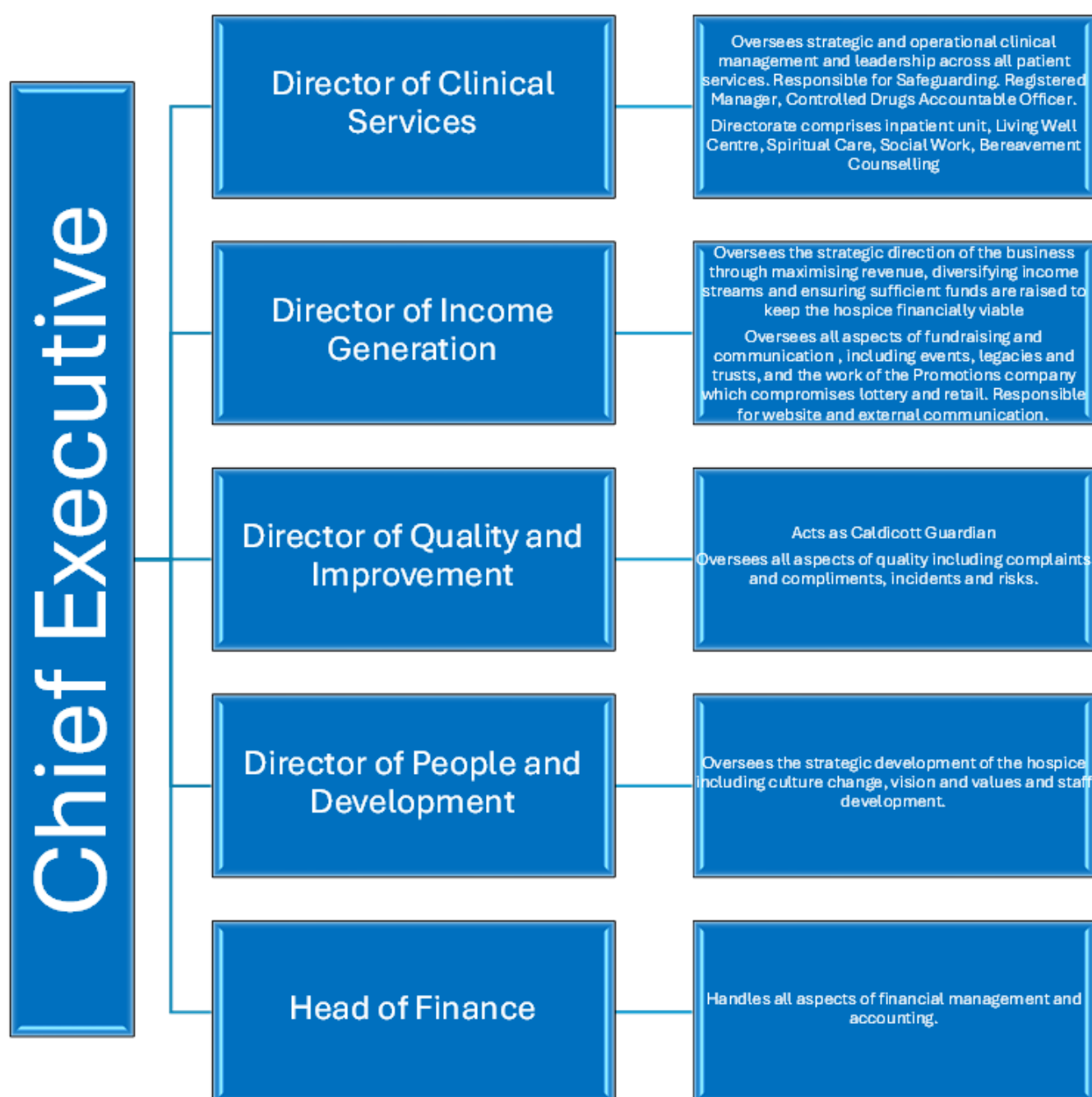
Justine Watkinson (until 25.06.2024)

Lesley Mills
 Elizabeth Redmond
 Sophie Blinkhorn (appointed 25.06.2024)
 Lucy Wardle (appointed 25.06.2024)
 David Gillbert (appointed 24.06.2025)

Delegated Decision Making

A Scheme of Delegation approved by the Board is in place that sets out in detail the matters and powers delegated to the Chief Executive and the Senior Management Team

Senior Management Directorates



Key Management Personnel

CHIEF EXECUTIVE

Rhian Wynn Edwards

Caroline Siddall Interim Chief Executive from 24/09/24

DIRECTOR OF CLINICAL SERVICES

Liz Taylor Retired 31st May 2024

Claire Royce from 12th August 2024

DIRECTOR OF INCOME GENERATION

Caroline Siddall

DIRECTOR OF QUALITY AND IMPROVEMENT

Lisa Parker

DIRECTOR OF PEOPLE AND DEVELOPMENT

Julie Davies until 30th June 2024

HEAD OF PEOPLE AND DEVELOPMENT

Laura Smith from July 2025

MEDICAL DIRECTOR AND PALLIATIVE CARE CONSULTANT

Dr Alison Coackley until 07th May 2024

HEAD OF FINANCE

Yvonne Thurman

Principle Registered Address	Hospice of the Good Shepherd, Gordon Lane, Backford, Chester, CH2 4DG
Auditors	Xeinadin Audit Ltd. 116 Duke St Liverpool L1 5JW
Bankers	NatWest PLC Chester Commercial Office, 2 nd Floor, 33 Eastgate Street. Chester CH1 1LG
Investment Advisors	Rathbones Wealth & Investment Ltd 100 Old Hall Street Liverpool L3 9AB

Subsidiary Undertakings

The Hospice of the Good Shepherd has one wholly owned subsidiary, Hospice of Good Shepherd Promotions Limited (Company Number 3350371). This company shares its registered office with Hospice of Good Shepherd.

Hospice of Good Shepherd Promotions Limited conducts trading activities selling donated goods and greetings cards and other purchased goods for sale in Hospice of Good Shepherd retail shops and at events, as well as the café located at Gordon Lane, with all profits being covenanted to Hospice of the Good Shepherd. The results and year end position of the subsidiary are shown in Note 7 to the financial statements. Our Lottery is regulated by the Gambling Commission, Operating Licence No. 000 005134 N 100425 013 and Remote Operating Licence 000 005134 R 322300 004.

Corporate Governance

The Trustees complete an annual review against the charity governance code to highlight any areas for potential improvement. This is used to develop the charity's future policies and internal procedures to ensure we continue to follow best practice.

Risk Management and Assurance

The Trustees with the support of the Senior Management Team consider the major strategic, business, and operational risks that face the charity each year when preparing the budgets and business plans.

The charity has detailed organisational and departmental risk registers which are reviewed regularly by the Senior Management Team and quarterly by each Committee and the Board. Significant new risks are brought to the attention of the relevant sub-committee and the Board as necessary to ensure they are being actively managed and wherever possible suitable mitigation is put in place. A traffic light system is used to rank the key organisational risks with controls agreed and documented providing a revised score for each risk. Our assurance framework then monitors progress and application of the controls, with the Board also giving direction when further action needs to be taken to improve our controls. All risks are recorded on RADAR our electronic risk management system.

Regular monitoring and review of the risks identified is a priority for the Hospice to support control and mitigation of each risk. The Trustees believe the major risks facing the Hospice is financial stability. There are number of factors that impact this.

- Agenda for Change and SAS doctor contracts.
- Increased Employer contributions for both National Insurance and National Living Wage
- Insufficient funding to cover core costs

We endeavour to grow our financial reserves to protect our financial position. In addition to the above, full risk assessments are undertaken as required under the Hospice's Health and Safety and Infection Control Policies.

Staff and volunteers as appropriate are required to complete annual mandatory training covering Information Governance, Fire Safety, Manual Handling, Food Hygiene, Infection Control, Safeguarding, Equality and Diversity and Dignity at Work together with Incident Awareness and Quality Control.

Financial Review

The Trustees have noted the results for the year and remain mindful of the continuing difficulties of operating in the current financial climate. The Group Statement of Financial Activities is set out beginning on page 47 of these accounts. Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the Financial Statements.

**The Trustees Report a Surplus for the Year Ending March 2025 of £717,312
(Surplus 2024 £157,539)**

Our Income Generation team raise the funds needed to provide the £4.4m shortfall in funding that we need to run our hospice. We received £1,915,376 from donations and legacies (23/24 £1,116,703) an increase of £800k from the previous financial year. Our trading company for retail and lottery generated £1,912,246 (23/24 £1,747,712) an increase in income of £165k (because of a full year's income for our 2 shops added late 23/24). £962,163 was raised from fundraising events (883,617k 23/24) an increase of £78k. We received £925,276 15% of our income from the Integrated Care Board (ICB). ((23/24 £1,090,802 21%) a reduction to one off funding of £200k resulted in the overall decrease of £165k to the ICB grant after inflation).

Our financial investment portfolio increased, finishing the year at £611,968 (2023/24 £590,356). Total investments and interest amounted to £66k for the financial year (2023/24 £87k)

During the financial year a valuation was carried out by external valuers GereldEve to assess the capital value of the hospice's assets to satisfy the requirement to conduct an impairment review in accordance with FRS 102 – the Financial Reporting Standard applicable in the UK. Assets are reported at historical cost in the hospice's financial statements.

Pay costs make up over 70% of expenditure at the Hospice. SAS pay contracts and NHS Agenda for Change terms for pay and the continued rise in inflation has continued to impact on the expenditure of the Hospice. The SAS and NHS Agenda for change were adopted due to the Hospice being unable to recruit or retain nursing and medical staff, both crucial to the running of the Hospice and its operation as an acute medical centre for those patients at end of life. Our non-clinical staff, which includes our finance, facilities and administration teams are equally as important as the clinical staff ensuring the smooth and safe running of the hospice's services.

The hospice returned a surplus for the year of £717,312 the strong performance was due to £1,051k received in legacy income along with a large single donation of £200k in the financial year.

Free reserves increased by £746k as of the 31st of March 2025 the total for free reserves is £2,682k (£1,940k 2024). At the end of the financial year reserves represent 5.9 months of expenditure our target reserves are 4 months expenditure.

It is well known that there is a funding crisis across the hospice sector. Increasing cost pressures are not being matched by increased funding. Like many hospices we expect 2025/26 to be a challenging year, we aim to maintain patient care, trustees have approved a £340k deficit budget for 2025/26. The shortfall is to be addressed in future years by maximising our income, through retail, legacy and charitable trust fundraising along with strategies to increase income from our service delivery. We will continue to maintain tight controls for our expenditure,

Management of reserves

The Trustees annually review our reserves policy to take account of uncertainties in the health of the economy and potential fluctuation in fundraising income. This is with a view to match variable income streams with the fixed level of expenditure incurred in delivering our services. This will help protect the long-term viability of the hospice.

Our contracted income is supplemented from retail, lottery, and fundraising income, including legacies. The aim of the charity is to maintain sufficient reserves to support four months' running costs to accommodate any unexpected funding issues. The charity holds sufficient cash reserves to meet its immediate short-term needs with the remainder held in investments.

This policy allows us to react to challenging economic circumstances and potential threats and liabilities. We are also committed to spending prudently to achieve our aim of delivering charitable activity in the short term.

The calculation of the required level of reserves is an integral part of our planning, budgeting, and forecasting cycle. The current financial climate, for 2024/25 means we remain cautious regarding any continuing impact on income generation whilst maintaining our ambition to retain our free reserves to four months of projected expenditure in line with the stated policy.

In March 2025, group reserves stood at £6.0m (2024: £5.3m). This is made up of restricted funds £33k (2023/24 £37k), and unrestricted fixed assets of £3.3m (2024: £3.3m) and free reserves of £2.7m. (2024 1.9m) We recorded a surplus in the year on our unrestricted general fund of £875k (2024 £(323)k).

**Free Reserves held at 5.9 months of expenditure at the end of March 2025
(Reserves Target 4 months)**

Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance

The Trustees (who are also Directors of Hospice of the Good Shepherd for the purposes of the Companies Act) are responsible for preparing the Trustees' Annual Report (incorporating the Directors' report) and the financial statements in accordance with 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

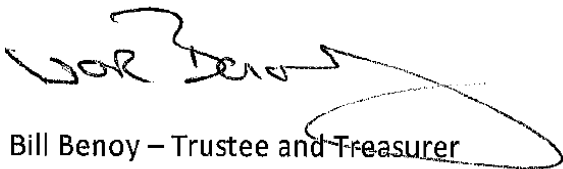
As far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- 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 the maintenance and integrity of the corporate and financial information Included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

Auditors

A resolution will be proposed to appoint auditors at the following Board Meeting

Signed by order of the Trustees

A handwritten signature in black ink, appearing to read 'Bill Benoy', with a large, sweeping flourish extending from the end of the signature.

Date: 30/09/2025

Independent Auditors' Report Financial Statements

HOSPICE OF THE GOOD SHEPHERD (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended ;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of 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 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 set, 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 this 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 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.

HOSPICE OF THE GOOD SHEPHERD

(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the report of the trustees, which includes the directors' report for the purpose 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 report of the trustees 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 environment of the charitable company and the group obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the report of the trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 charitable company for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Enquiry of management and those charged with governance to identify any instances of non-compliance with laws and regulations.

HOSPICE OF THE GOOD SHEPHERD (A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Auditor's responsibilities for the audit of the financial statements (continued)

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequence of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance the imposition of fines, or litigation or the loss of the Company's license to operate. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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.

 30/9/15
Andrew Taylor (Senior Statutory Auditor)
For and on behalf of Xeinadin Audit Limited

Chartered Accountants
Statutory Auditor

116 Duke Street
Liverpool
Merseyside
L1 5JW

Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account)

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Statement of Financial Activities

(Incorporating a Consolidated Income and Expenditure Account)

Y/E: 31 March 2025

		2025		2024	
	Note	Unrestricted Funds £	Restricted Funds £	Total £	Total £
Income and endowments from:					
Donations and legacies	2	1,910,376	5,000	1,915,376	1,116,709
Charitable activities	3	48,527	1,272,276	1,320,803	1,485,431
Other trading activities	4	2,874,620	-	2,874,620	2,631,329
Investments	5	32,085	-	32,085	27,055
Total income and endowments		4,865,608	1,277,276	6,142,884	5,260,523
Expenditure on:					
Raising funds	6	(1,553,421)	(206,145)	(1,759,566)	(1,624,868)
Charitable activities	8	(2,470,871)	(1,228,845)	(3,699,716)	(3,535,267)
Total expenditure		(4,024,293)	(1,434,990)	(5,459,283)	(5,160,135)
Net gains / (losses) on					
investments		33,710	-	33,710	57,206
Net income / (expenditure)		875,025	(157,714)	717,312	157,595
Transfers between funds		(153,349)	153,349	-	-
Total funds brought forward	19	5,239,685	37,437	5,277,122	5,119,527
Total funds carried forward	20	5,961,361	33,072	5,994,434	5,277,122

All incoming resources and resources expended derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted and Restricted Funds.

Balance Sheet for the year ended 31st March 2025

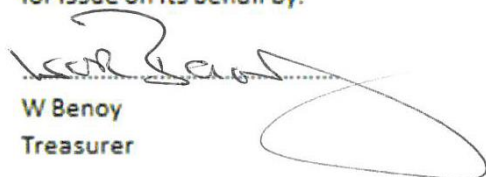
Hospice of the Good Shepherd (Registered number – 01843427)

Balance Sheet

Y/E: 31 March 2025

	Note	Company 2025	Company 2024	Group 2025	Group 2024
		£	£	£	£
Fixed Assets					
Tangible Assets	13	3,206,723	3,210,242	3,279,628	3,299,993
Investments	14	611,966	590,356	611,966	590,356
Investments in Subsidiaries	23	2	2	-	-
		<u>3,818,691</u>	<u>3,800,600</u>	<u>3,891,594</u>	<u>3,890,349</u>
Current Assets					
Stock	15	-	-	-	-
Debtors	16	1,211,403	1,119,157	602,885	492,504
Cash at Bank and in Hand		1,871,805	1,355,708	2,539,348	2,030,663
		<u>3,083,209</u>	<u>2,474,866</u>	<u>3,142,232</u>	<u>2,523,167</u>
Creditors: amounts falling due within one year	17	(390,580)	(352,209)	(522,397)	(490,148)
Net Current Assets		<u>2,692,629</u>	<u>2,122,657</u>	<u>2,619,835</u>	<u>2,033,019</u>
Total assets less current liabilities		6,511,320	5,923,257	6,511,429	5,923,365
Creditors: amounts falling due after more than one year	18	(516,995)	(646,243)	(516,995)	(646,243)
Net Assets		<u><u>5,994,325</u></u>	<u><u>5,277,014</u></u>	<u><u>5,994,434</u></u>	<u><u>5,277,122</u></u>
Charity funds					
Restricted Funds	19	33,072	37,437	33,072	37,437
Unrestricted Funds					
General Funds	19	5,961,253	5,239,577	5,961,361	5,239,685
Total Unrestricted Funds		<u>5,961,253</u>	<u>5,239,577</u>	<u>5,961,361</u>	<u>5,239,685</u>
Total Charity Funds		<u><u>5,994,325</u></u>	<u><u>5,277,014</u></u>	<u><u>5,994,434</u></u>	<u><u>5,277,122</u></u>

The financial statements were approved by the Council Members on 30/09/2025 and signed and authorised for issue on its behalf by:


W Benoy
Treasurer

Consolidated Cash Flow Statement for the year ended 31st March 2025

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Cash Flow Statement

Y/E: 31 March 2025

	Note	2025	2024
		£	£
Cash flow from operating activities	22	635,146	133,224
Net cash flow from operating activities		635,146	133,224
Cash flow from investing activities			
Income from investments	14	-	88
Payments to acquire intangible fixed assets		-	-
Receipts from sales of intangible fixed assets		-	-
Interest received	5	32,085	26,967
Payments to acquire tangible fixed assets	13	(132,491)	(113,970)
Receipts from sales of tangible fixed assets		-	-
Payments to acquire investments	14	(66,187)	(67,288)
Purchase of fixed term deposits		-	-
Receipts from sales of investments	14	40,130	60,732
Current asset investments			
Interest received		-	-
Dividends received		-	-
Rents received from investment properties		-	-
Net cash flow from investing activities		(126,463)	(93,471)
Cash flow from financing activities			
Receipts from issue of new long term loans		-	-
Repayment of long term loans		-	-
Repayment of finance lease liabilities		-	-
Interest paid		-	-
Receipt of permanent / expendable endowment		-	-
Net cash flow from financing activities		-	-
Net (decrease)/ increase in cash and cash equivalents		508,684	39,754
Cash and cash equivalents at 31/3/2024		2,030,663	1,990,910
Cash and cash equivalents at 31/3/2025		2,539,347	2,030,663
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,539,348	2,030,663
Cash and cash equivalents at 31/3/2025		2,539,348	2,030,663

Notes to the Financial Statements for the year ended 31st March 2025

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

1. Summary of significant accounting policies

(a) General information and basis of preparation

The Hospice of the Good Shepherd is a charitable company registered in England and is governed by its Memorandum and Articles of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide the highest quality specialist palliative Care for the people of Western Cheshire, Chester and Deeside who have illnesses that no longer respond to curative treatment.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Hospice of the Good Shepherd Promotions Limited. The Hospice of the Good Shepherd has advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary is included within the Consolidated Statement of Activities. The assets and liabilities of the subsidiary are included on a line-by-line basis in the Balance Sheet in accordance with FRS102 Section 9-Consolidated and Separate Financial Statements. accounting policies are adopted throughout the group and any intra-group transactions are eliminated consolidation.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The trustees have considered the level of funds held, the continued support the Group receives from the NHS Cheshire and Merseyside integrated Care Board (ICB), expected level of income and expenditure for 12 months from authorising these financial statements and are of the view that it is appropriate to prepare the financial statements on a going concern basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

1. Summary of significant accounting policies (continued)

(b) Funds

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Transfers between funds may be made where appropriate, for example to cover deficits on restricted projects from unrestricted reserves, or to reallocate funds following trustee decisions. Such transfers are approved by the trustees and disclosed in the notes to the financial statements.

(c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Income from the sale of gifts in kind donated for resale is recognised within Income from other trading activities.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
Y/E: 31 March 2025

1. Summary of significant accounting policies (continued)

For legacies, entitlement is the earlier of the charity being notified of an impending distribution, receipt of which is probable, or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as income from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes cost of the lottery prizes, the salaries of the staff who promote fundraising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

1. Summary of significant accounting policies (continued)

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	nil
Buildings and long leasehold property	2% p.a straight line
Plant and machinery	20% p.a straight line/15% reducing balance
Fixtures and fittings	15% p.a straight line/15% reducing balance
Motor vehicles	25% reducing balance

(g) Pension contributions

The company makes contributions to defined contribution pension schemes, as disclosed in note 25, designed to provide retirement benefits based upon the level of contributions made. The costs of providing these benefits are charged to the statement of financial activities in the year in which they become payable.

The company also makes contributions to a National Health Service (NHS) pension scheme for all eligible. The assets of the scheme are held separately by the NHS superannuation scheme. As a result of the nature scheme there are no separately identifiable assets and liabilities which can be identified as relating to the Hospice of the Good Shepherd. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme. Contributions to the scheme are charged to the SOFA in the year in which they become payable.

(h) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Shares in Subsidiary Undertakings

Investments in subsidiary undertakings are measured at cost less impairment.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

1. Summary of significant accounting policies (continued)

(j) Stocks

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

(k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

(l) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(o) Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

2. Income from donations and legacies

a) Company and Group

	Total 2025	Total 2024
	£	£
Donations	863,885	658,732
Legacies	1,051,491	457,971
Total	1,915,376	1,116,703

Income from donations and legacies was £1,915,376 (2024 - £1,116,703) of which £5,000 (2024 - £75,342) was attributable to restricted and £1,910,376 (2024- £1,041,361) was unrestricted funds.

3. Income from Charitable Activities

Company and Group

	Total 2025	Total 2024
	£	£
Contractual payments	1,237,007	1,346,518
Sale of goods and services	9,438	8,278
Other	74,358	130,635
Total	1,320,803	1,485,431

Income from charitable activities was £1,320,803 (2024: £1,485,431) of which £1,272,276 (2024: £1,430,431) was attributable to restricted and £48,527 (2024: £55,000) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

4. Income from other trading activities

a) Company	Total 2025 £	Total 2024 £
Fundraising Events	962,193	883,617
Shop income	-	-
Sponsorship and Lotteries	-	-
Sale of Donated and Brought in Goods	-	-
Capital Appeal Income	-	-
Total	962,193	883,617

Income from other trading activities was £962,193 (2024 - £883,617) of which £nil (2024 - was attributable to restricted and £962,193 (2024- £883,617) was attributable to unrestricted funds.

b) Group	Total 2025 £	Total 2024 £
Fundraising Events	962,193	883,617
Shop income	-	-
Capital Appeal Income	-	-
Lottery	745,392	723,391
Shops	1,167,035	1,024,321
Total	2,874,620	2,631,329

Income from other trading activities was £2,874,620 (2024 - £2,631,329) of which £nil (2024- was attributable to restricted and £2,709,905 (2024 - £2,631,329) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

5. Income from investments

a) Company			Unrestricted Funds £	Total 2025 £
	Note			
Listed UK Investments				
Dividend Income			-	-
Short Term Deposit Interest			32,085	32,085
			<u>32,085</u>	<u>32,085</u>
Gift Aid				
Hospice of the Good Shepherd Promotions Limited	8		691,874	691,874
			<u>723,959</u>	<u>723,959</u>
b) Group			Unrestricted Funds £	Total 2025 £
Listed UK Investments				
Dividend Income			-	-
Short Term Deposit Interest			32,085	32,085
			<u>32,085</u>	<u>32,085</u>

Investments are held to provide an overall return from both income and capital growth.

a) Company			Unrestricted Funds £	Total 2024 £
	Note			
Listed UK Investments				
Dividend Income			88	88
Short Term Deposit Interest			26,967	26,967
			<u>27,055</u>	<u>27,055</u>
Gift Aid				
Hospice of the Good Shepherd Promotions Limited	8		683,782	683,782
			<u>710,837</u>	<u>710,837</u>
b) Group			Unrestricted Funds £	Total 2024 £
Listed UK Investments				
Dividend Income			88	88
Short Term Deposit Interest			26,967	26,967
			<u>27,055</u>	<u>27,055</u>

Investments are held to provide an overall return from both income and capital growth.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

6. Expenditure on raising funds

a) Company

	Total 2025 £	Total 2024 £
Merchandising and Event Costs	539,014	560,938
Investment management costs	-	-
Total	539,014	560,938

Expenditure on raising funds was £539,014 (2024: £560,938) of which £Nil (2024: £206,145) was attributable to restricted funds and £539,014 (2024: £354,793) was attributable to unrestricted funds.

b) Group

	Total 2025 £	Total 2024 £
Shops and lottery operating costs	1,220,553	1,063,930
Merchandising and Event Costs	539,014	560,938
Investment management costs	-	-
Total	1,759,566	1,624,868

Expenditure on raising funds was £1,759,566 (2024: £1,624,868) of which £Nil (2024: £206,145) was attributable to restricted funds and £1,759,566 (2024: £1,418,723) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

7. Results from Trading Activities of Subsidiary

	Hospice of the Good Shepherd Promotions Limited	Total 2025	Total 2024
	£	£	£
Merchandising and Events	1,912,427	1,912,427	1,747,712
Other income	-	-	-
Total income	1,912,427	1,912,427	1,747,712
Total costs including taxation	(1,220,553)	(1,220,553)	(1,063,930)
Net Income for the year before Gift Aid	691,874	691,874	683,782
Gift Aid Payable to Hospice of the Good Shepherd	(691,874)	(691,874)	(683,782)
Net Income	- 0 -	0	0
Funds Brought Forward at 1 April 2024	112	112	112
Funds Carried Forward at 31 March 2025	112	112	112
Total Assets	823,802	823,802	823,274
Total Liabilities	(823,691)	(823,691)	(823,161)

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

8. Expenditure on Charitable Activities

	<u>Company and Group</u>		Total
	Unrestricted	Restricted	2025
Salaries and Wages	1,774,909	1,166,692	2,941,601
Rent	114	-	114
Rates and water	10,509	-	10,509
Light and heat	62,363	-	62,363
Repairs and maintenance	110,705	31,163	141,868
Motor and travel expenses	7,730	-	7,730
Insurance	26,054	-	26,054
Telephone	23,242	-	23,242
Medical supplies	28,335	-	28,335
Courses and education	10,458	1,950	12,408
Miscellaneous	101,011	-	101,011
Laundry, cleaning and food	42,068	-	42,068
Depreciation	98,945	29,040	127,985
Postage, stationery and advertising	39,820	-	39,820
Audit fees	11,166	-	11,166
Legal and professional fees	106,082	-	106,082
End of Life Partnership	15,000	-	15,000
Loss on fixed asset disposal	2,359	-	2,359
	2,470,871	1,228,845	3,699,716

			Total
	Unrestricted	Restricted	2024
Salaries and Wages	1,268,154	1,403,451	2,671,605
Rent	- 608	-	608
Rates and water	8,567	-	8,567
Light and heat	48,745	-	48,745
Repairs and maintenance	121,370	24,698	146,068
Motor and travel expenses	6,315	-	6,315
Insurance	26,571	-	26,571
Telephone	24,354	-	24,354
Medical supplies	34,241	-	34,241
Courses and education	13,888	-	13,888
Miscellaneous	125,757	-	125,757
Laundry, cleaning and food	57,747	-	57,747
Depreciation	87,915	36,510	124,425
Postage, stationery and advertising	31,972	-	31,972
Audit fees	6,401	-	6,401
Legal and professional fees	194,218	-	194,218
End of Life Partnership	15,000	-	15,000
	2,070,608	1,464,659	3,535,267

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

9. Support Costs Breakdown by Activity

Company and Group

		2025			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	144,596	336,042	69,852	550,490
Rates and water	Space	473	1,324	95	1,892
Light and heat	Space	2,120	7,952	530	10,602
Repairs and maintenance	Actual	1,064	19,152	1,064	21,280
Motor and travel expenses	Actual	1,160	773	-	1,933
Insurance	Space	977	2,736	195	3,908
Telephone	Space	1,674	976	139	2,789
Miscellaneous	Actual	5,555	5,556		11,111
Depreciation	Actual	1,920	17,278		19,198
Postage and stationery	Actual	3,882	2,091		5,973
Audit fees	Actual			11,166	11,166
Legal and professional fees	Actual			106,082	106,082
Investment management charges					-
		163,421	393,880	189,123	746,424

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

9. Support Costs Breakdown by Activity

Company and Group (continued)

		2024			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	133,701	292,463	60,439	486,603
Rates and water	Space	384	1,076	77	1,537
Light and heat	Space	1,638	6,144	420	8,202
Repairs and maintenance	Actual	789	14,205	789	15,783
Motor and travel expenses	Actual	935	624	-	1,559
Insurance	Space	991	2,774	198	3,963
Telephone	Space	1,780	1,038	148	2,966
Miscellaneous	Actual	6,938	6,938	-	13,876
Depreciation	Actual	1,837	16,533	-	18,370
Postage and stationery	Actual	3,182	1,713	-	4,895
Audit fees	Actual	-	-	6,401	6,401
Legal and professional fees	Actual	-	-	194,218	194,218
Investment management charges					-
		152,175	343,508	262,690	758,373

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

10. Net income / (expenditure) for the year

Net income / (expenditure) is stated after charging / (crediting):	Total 2025 £	Total 2024 £
Depreciation of tangible fixed assets	150,495	138,191
Auditor's remuneration :		
Audit of the annual accounts	10,000	6,401
Other services	3,456	700

11. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2024: £Nil).

The total amount of employee benefits received by key management personnel was £645,661 (2024: £639,499) . The Hospice considers its key management personnel comprise the trustees, the Chief Executive, Director of Clinical Services, Medical Director, Director of HR, Director of Fundraising, Head of Finance and Speciality Doctors.

The trustees did not have any expenses reimbursed during the year (2024 - £nil).

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

12. Staff costs and employee benefits

	Total 2025 £	Total 2024 £
Wages and Salaries	3,199,042	3,237,158
Social Security Costs	296,530	242,787
Pension Costs	339,232	279,285
Redundancy and termination costs	-	0
	3,834,804	3,759,230

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2025	2024
£60,001 - £70,000	1	2
£70,001 - £80,001	2	3
£80,001 - £90,000		1
£90,001 - £100,000		
	3	6

During the year , the Hospice also re-imbursed the Countess of Chester Hospital for the services of a consultant totalling £Nil (2024: £170,854)

The average number of employees analysed by function was:

	Total 2025 No.	Total 2024 No.
Senior Management Team	4	5
Medical and care services	54	50
Support staff	34	40
Fundraising	42	39
	134	134

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

13. Tangible fixed assets

a) Company	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2024	3,808,630	1,301,157	-	28,322	5,138,109
Additions	12,071	120,420	-	-	132,491
Disposals/fully written off		(13,274)	-	-	(13,274)
At 31/3/2025	3,820,701	1,408,303	-	28,322	5,257,326
			-		
Depreciation					
At 1/4/2024	878,038	1,038,501	-	11,328	1,927,867
Charge for year	71,910	56,076	-	5,664	133,650
Eliminated on disposal		(10,914)	-	-	(10,914)
At 31/3/2025	949,948	1,083,663	-	16,992	2,050,603
Net Book Value at 31/3/2025	2,870,753	324,640	-	11,330	3,206,723
Net Book Value at 31/3/2024	2,930,592	262,656	-	16,994	3,210,242
b) Group	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2024	3,880,839	1,532,355	-	28,322	5,441,516
Additions	12,071	120,420	-	-	132,491
Disposals/fully written of	-	(13,274)	-	-	(13,274)
Reclassification	(72,209)	72,209			-
At 31/3/2025	3,820,701	1,711,710	-	28,322	5,560,733
Depreciation					
At 1/4/2024	917,303	1,212,893	-	11,328	2,141,524
Charge for year	71,910	72,921	-	5,664	150,495
Eliminated on disposal		(10,914)		-	(10,914)
Reclassification	(39,265)	39,265			-
At 31/3/2025	949,948	1,314,165	-	16,992	2,281,105
Net Book Value at 31/3/2025	2,870,753	397,545	-	11,330	3,279,628
Net Book Value at 31/3/2024	2,963,536	319,462	-	16,994	3,299,993

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

14. Fixed Asset Investments

	Unrestricted Funds £	Total 2025 £	Total 2024 £
Company and Group listed investments			
At 1/4/2024	590,356	590,356	533,326
Less disposals at opening market value	(40,130)	(40,130)	(60,732)
Add acquisitions at cost	66,187	66,187	67,288
Net (losses)/gain on revaluation	(4,735)	(4,735)	50,474
Accrued interest on investments	288	288	
At 31/3/2025	611,966	611,966	590,356

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

15. Stock

	Company		Group	
	Total 2025 £	Total 2024 £	Total 2025 £	Total 2024 £
Goods for resale	-	-	-	-
Total	-	-	-	-

Stocks included in the group balance sheet comprise goods held for resale.

16. Debtors

	Company		Group	
	2025 £	2024 £	2025 £	2024 £
Amounts owed by group undertakings	691,874	685,222	-	-
Other Debtors	33,319	-	42,128	6,111
VAT	-	-	-	-
Prepayments and Accrued Income	455,476	383,230	525,374	427,860
Trade Debtors	30,735	50,705	35,383	58,532
	1,211,403	1,119,157	602,885	492,504

As at the year end, a total of £384,860 (2024 - £335,528) of group income has been accrued.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

17. Creditors: amounts falling due within one year

	Company		Group	
	2025	2024	2025	2024
	£	£	£	£
Trade Creditors	68,375	58,714	69,047	67,230
Other Creditors	31,682	31,542	33,184	33,050
Social security and other taxes	62,838	51,241	64,078	53,741
Accruals and deferred income	227,685	210,712	356,087	336,127
Amounts owed to group undertakings	-	-	-	-
	390,580	352,209	522,397	490,148

As at the year end, a total of £54,702 (2024 - £91,701) of group income has been deferred. Deferred income represents lottery subscriptions received in advance and other income when the criteria for recognising income have not been met at 31 March 2025.

18. Creditors: amounts falling due after more than one year

	Company		Group	
	2025	2024	2025	2024
	£	£	£	£
Other Creditors	516,995	646,243	516,995	646,243
	516,995	646,243	516,995	646,243

19. Fund reconciliation

a) Company

	Balance at 01/04/2024	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2025
	£	£	£	£	£	£
Unrestricted Funds						
General	5,239,577	3,645,056	(2,803,741)	(153,349)	33,710	5,961,253
Design	-	-	-	-	-	-
Revaluation Reserve	-	-	-	-	-	-
	5,239,577	3,645,056	(2,803,741)	(153,349)	33,710	5,961,253

	Balance at 01/04/2024	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2025
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England	-	-	-	-	-	-
Covid funding	-	-	-	-	-	-
Capital Ap	-	-	-	-	-	-
Job Retention Scheme	-	-	-	-	-	-
Other Res	37,437	1,277,276	(1,434,990)	153,349	-	33,072
	37,437	1,277,276	(1,434,990)	153,349	-	33,072

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

19. Fund reconciliation (continued)

b) Group	Balance at 01/04/2024	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2025
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	5,239,685	4,865,608	(4,024,293)	(153,349)	33,710	5,961,361
Designated	-	-	-	-	-	-
	5,239,685	4,865,608	(4,024,293)	(153,349)	33,710	5,961,361
Restricted funds						
Departmental	-	-	-	-	-	-
Hospice UK-NHS England	-	-	-	-	-	-
Covid fund	-	-	-	-	-	-
Job Retention	-	-	-	-	-	-
Other Restricted	37,437	1,277,276	(1,434,990)	153,349	-	33,072
	37,437	1,277,276	(1,434,990)	153,349	-	33,072

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

20. Analysis of net assets between funds

a) Company	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Tangible Fixed Assets	3,206,723		3,206,723
Investments	611,966		611,966
Investments in subsidiaries	2		2
Current Assets	3,050,137	33,072	3,083,209
Current Liabilities	(390,580)		(390,580)
Creditors more than one year	(516,995)		(516,995)
Total	5,961,252	33,072	5,994,325

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Tangible Fixed Assets	3,210,242		3,210,242
Investments	590,356		590,356
Investments in subsidiaries	2		2
Current Assets	2,437,429	37,437	2,474,864
Current Liabilities	(352,209)		(352,209)
Creditors more than one year	(646,243)		(646,243)
Total	5,239,577	37,437	5,277,012

b) Group	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Tangible Fixed Assets	3,279,628	-	3,279,628
Investments	611,966	-	611,966
Current Assets	3,109,158	33,072	3,142,230
Current Liabilities	(522,397)	-	(522,397)
Creditors more than one year	(516,995)	-	(516,995)
Total	5,961,359	33,072	5,994,431

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Tangible Fixed Assets	3,299,993	-	3,299,993
Investments	590,356	-	590,356
Current Assets	2,485,728	37,437	2,523,163
Current Liabilities	(490,148)	-	(490,148)
Creditors more than one year	(646,243)	-	(646,243)
Total	5,239,685	37,437	5,277,121

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

21. Share Capital

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group 2025	Group 2024
	£	£
Net income / (expenditure) for year	717,311	157,589
Dividends received	-	(88)
Short Term Deposit Interest	(32,085)	(26,967)
Rents received from investment properties	-	-
Interest receivable	(288)	-
Interest payable	-	-
Depreciation and impairment of tangible fixed assets	150,495	138,191
Amortisation and impairment of intangible fixed assets	-	-
(Gains) / losses on investments	4,735	(50,474)
(Profit) / loss on disposal of tangible fixed assets	2,359	-
(Profit) / loss on disposal of fixed asset investments	-	-
Provisions less payments	-	-
(Increase) / decrease in stock	-	1,093
(Increase) / decrease in debtors	(110,382)	(23,961)
Increase / (decrease) in creditors	(97,000)	(62,159)
Net cash flow from operating activities	635,146	133,224

23. Shares in Subsidiary Undertakings

The shares in subsidiary undertakings are stated at cost of £2 (2024 - £2) and comprise the following companies:

	Class of Share	2025	2024
Hospice of the Good Shepherd Promotions Limited			
Company number: 03350371			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets	£	111	£112

Operation of Charity Shops and a lottery scheme.

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

24. Operating Lease Commitments

Total future minimum lease payments are as follows:

	Land and buildings 2025 £	Other 2025 £	Total 2025 £	Total 2024 £
Within One Year	153,086		153,086	66,972
Within Two to Five Years	212,353		212,353	33,528
Over 5 years	225,000	-	225,000	-
	<u>590,439</u>	<u>-</u>	<u>590,439</u>	<u>100,500</u>

25. Pension Costs

During the year ended 31 March 2025 the Hospice made contributions totalling £117,907 (2024: £95,078) to an Automatic Enrollment Scheme managed by Royal London.

Contributions of £3,509 (2024: £3,675) were made into a Personal Pension Scheme for a senior employee.

The Hospice also made contributions to the NHS pension scheme for all eligible employees. Contributions to this scheme in the year totalled £220,149 (2024: £184,207).

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

26. Financial Instruments

	Company 2025	Company 2024	Group 2025	Group 2024
Financial assets at fair value through statement of financial activities				
Investments (Note 16)	611,966	590,356	611,966	590,356
Investments in subsidiaries (Note 25)	2	2	-	-
	611,968	590,358	611,966	590,356
Financial assets that are debt instruments measured at amortised cost				
Amounts owed by group undertakings (Note 18)	691,874	685,222	-	-
Other debtors (Note 18)	33,319	-	42,128	6,111
VAT (Note 18)	-	-	-	-
Trade debtors (Note 18)	30,735	50,705	35,383	58,532
Cash at bank and in hand	1,871,805	1,355,708	2,539,348	2,030,663
	2,627,733	2,091,635	2,616,858	2,095,306
Financial liabilities that are debt instruments measured at amortised cost				
Trade creditors (Note 19)	68,375	58,714	69,047	67,230
Social security and other taxes (Note 19)	62,838	51,241	64,078	53,741
Other creditors (Notes 19 & 20)	548,677	677,785	550,179	679,293
	679,890	787,740	683,305	800,263

Notes to the Financial Statements for the year ended 31st March 2025 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2025

27. Related Party Transactions

Hospice of Good Shepherd Promotions Ltd is a 100% owned subsidiary of Hospice of the Good Shepherd. All the profits of the subsidiary for the period have been distributed by Gift Aid to the charity. The profits for the year totalled £691,874 (2024: £683,782). At 31st March 2025 the charity was owed £Nil (2024: £1,440) by Hospice of Good Shepherd Promotions Ltd.

28. Taxation

No liability to UK Corporation Tax arose on net incoming resources for the year ended 31 March 2025 nor for the year ended 31 March 2024 for the company. A tax liability provision of £Nil (2024 - £2,500) has been included within the subsidiary company included within the consolidated accounts.

29. Analysis of reserves

	Group	
	2025	2024
	£	£
Total Reserves	5,994,433	5,277,116
Less:		
Unrestricted Fixed Assets	(3,279,628)	(3,299,993)
Restricted funds	(33,072)	(37,437)
Freely available reserves	2,681,734	1,939,686

Our supporters

We would like to sincerely thank all those people who have supported the Hospice during this financial year, with their generous donations, time and gifts in kind. The support we receive makes such a difference to our patients and their families.

Hospice of the Good Shepherd

Gordon Lane, Backford, Chester, CH2 4DG

Hospice:[01244 851091](tel:01244851091)

Fundraising:[01244 851 811](tel:01244851811)

Lottery:[0151 356 8899](tel:01513568899)

Email:info@hospicegs.com

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales - Charity number 515516

Accounts



HOSPICE
OF THE GOOD SHEPHERD
Celebrating 35 Years of Care

Company Limited by Guarantee

Group financial statements for the year ended 31st March 2024

Company registration number: 1843427

Registered charity number: 515516

Contents

Our Year in Numbers	6
Chair's Report	7
Welcome to 2023/24 Annual Report for the Hospice of the Good Shepherd	7
Results	7
Governance	7
Trustees' Report (Incorporating Directors' and Strategic Reports)	8
About Us	8
Public Benefit Statement	8
Our Vision, Mission & Values	9
Looking Back at our 2023/2024 Charitable Activities Highlights	10
Our In-Patient Unit	10
Making a difference every day	11
Our Clinics.....	12
Medical Outpatients.....	12
Complementary Therapy	12
Living Well	12
Carers Support	13
Helping People Live Well	13
Bereavement Support	14
Adult and Children and Young People's Counselling Services at the Living Well.....	14
Being your voice	14
Delivering against our Quality Priorities.....	15
Our Quality Highlights 2023/2024	16
Ned the dog.....	16
Music Therapy	17
LGBTQIA+	17
Homelessness work	18

High Sheriff Award.....	19
Clinical Learning and Education.....	19
How we funded our achievements 2023/2024	20
Donations & Legacies	20
Other Trading Activities	20
Charitable Activities	20
Investments.....	20
Corporate Support and Events	21
Community Fundraising and Challenge Events	22
Gifts in Wills.....	24
Retail & Lottery.....	24
Retail	24
Cafe	24
Lottery	24
Investments	24
Trusts and Foundations	25
We would like to thank the following Trusts, Foundations and major funders for their continued support: .	26
How we spent your donations	27
Our passionate and dedicated people	28
Support	28
Safeguarding.....	28
Volunteers	28
Freedom to Speak Up	29
Our Equality and Diversity Work	30
Technology and Sustainability	31
Supporting the environment	31
Use of Technology	31
Looking Forward and delivering our Strategy	32
Structure, Governance and Management Statement of Trustees' Responsibilities	37

Our Senior Management Team	38
Subsidiary Undertakings	39
The Board and Subsidiary Committees	40
Terms of Reference for Our Committees	40
Our Board	40
Care Committee	40
Clinical Governance Committee	41
Finance & Fundraising Committee	41
Hospice Promotions Board	42
Health, Safety & Estates Committee	43
Information Governance Committee	43
People & Development and Remuneration Committee	44
Chief Executive	44
Corporate Governance	44
Risk Management and Assurance	44
Financial Review	46
Management of reserves	46
Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance	47
Independent Auditors' Report Financial Statements	48
Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account)	51
Balance Sheet for the year ended 31st March 2024	52
Notes to the Financial Statements for the year ended 31st March 2024	54
Notes to the Financial Statements for the year ended 31st March 2024 cont.	55
Notes to the Financial Statements for the year ended 31st March 2024 cont.	56
Notes to the Financial Statements for the year ended 31st March 2024 cont.	57
Notes to the Financial Statements for the year ended 31st March 2024 cont.	58
Notes to the Financial Statements for the year ended 31st March 2024 cont.	59
Notes to the Financial Statements for the year ended 31st March 2024 cont.	60
Notes to the Financial Statements for the year ended 31st March 2024 cont.	61

Notes to the Financial Statements for the year ended 31st March 2024 cont. 62

Notes to the Financial Statements for the year ended 31st March 2024 cont. 63

Notes to the Financial Statements for the year ended 31st March 2024 cont. 64

Notes to the Financial Statements for the year ended 31st March 2024 cont. 65

Notes to the Financial Statements for the year ended 31st March 2024 cont. 66

Notes to the Financial Statements for the year ended 31st March 2024 cont. 67

Notes to the Financial Statements for the year ended 31st March 2024 cont. 68

Notes to the Financial Statements for the year ended 31st March 2024 cont. 69

Notes to the Financial Statements for the year ended 31st March 2024 cont. 70

Notes to the Financial Statements for the year ended 31st March 2024 cont. 71

Notes to the Financial Statements for the year ended 31st March 2024 cont. 72

Notes to the Financial Statements for the year ended 31st March 2024 cont. 73

Notes to the Financial Statements for the year ended 31st March 2024 cont. 74

Notes to the Financial Statements for the year ended 31st March 2024 cont. 75

Notes to the Financial Statements for the year ended 31st March 2024 cont. 76

Notes to the Financial Statements for the year ended 31st March 2024 cont. 77

Our supporters 78

Our Year in Numbers



Our retail team stopped 21599kg going to landfill



Our hospice lottery generated £723k



We claimed £185k back from HMRC in gift aid



Our retail shops generated £1,024k



Our combined annual raffle generated £67k



Counselling sessions (adult & children) – 1100



Living Well Sessions – 1584



Complementary Therapy sessions – 1083



IPU admissions – 140



Carer Support – 144 carers supported



Social work supported 103 patients/ family members



Spiritual Care supported 96 patients/ family members



Monies left in wills and legacies totalled £458k



We have 400 volunteers (76% of our workforce)

Chair's Report

Welcome to 2023/24 Annual Report for the Hospice of the Good Shepherd

It is an honour to be writing to you as Chair of the Board of Trustees for the Hospice of the Good Shepherd. The Hospice is at the heart of our community, and this year we celebrate the 35th anniversary of staff and volunteers supporting the lives of those affected by a life limiting diagnosis in the West Cheshire and Deeside area.

I hope the results in the Annual Report demonstrate the high quality and compassionate care provided by the Hospice to our communities. One of our major challenges continues to be the lack of adequate and fair funding from government to a sector that is an essential part of the health system and one that, sadly, continues to be overlooked. Many of you will have seen both the national and local TV coverage highlighting the funding issues being experienced by many hospices including the Hospice of the Good Shepherd.

If there is one reflection since taking on the role of Chair, I know that there is so much more that we could do for those that we aim to support and serve. However, as a Charity, it is our duty to ensure that we have the necessary funding to remain financially viable and deliver services which we can afford. Continuing to lobby government collaboratively with other hospices locally and nationally to secure adequate funding will continue to be a key priority in 2024 and beyond. As we continue to campaign for more funding, I would like to take this opportunity to express my immense thanks to all those who tirelessly fundraise for us. Fundraising and the many donations we receive are fundamental to providing key services for our community.

Results

The Hospice delivered a net operating loss of £(249)k, with an overall surplus of £158k. We were fortunate to receive a one-off donation of £75k which helped us achieve this surplus. This performance was driven mainly by another strong set of results by our fundraising team, income from student placements and the team keeping a very close eye on costs.

For 2023/24 only 21% of our costs were funded from statutory income from government and in 2024/25 this is set to fall to just 17%. We continue to be humbled by the incredible support of our community, who enter our lottery, buy raffle tickets, spend in our shops, run marathons, and donate in so many other ways. However, with our operating costs set to rise to over £5.2 million, it is imperative that we have as many people as we can lobbying all governments to provide the NHS (for us both England & Wales) with increased funding to support the hospice sector adequately.

Governance

I would like to thank my fellow Trustees for their time, commitment, advice, and support to me in my first year as Chair. A special thank you to Dr Isabelle Hughes who stepped down in October 2023 after serving with distinction as a Trustee for 9 years. I was also delighted to welcome Liz Redmond as a new trustee to our Board. The Board is also pleased to be working with the new Head of Finance Yvonne Thurman who joined the Senior Management Team in July 2023.



Finally, I would like to express my sincere thanks to our Chief Executive, Rhian Edwards, her leadership team, and all our talented and dedicated staff and volunteers. I would like to thank each one of them for their considerable efforts and achievements in 2023/24.

A handwritten signature in blue ink, reading 'Yvonne Cannell', with a horizontal line underneath.

Yvonne Emmett Cannell - Chair of Trustees, Hospice of the Good Shepherd

Trustees' Report (Incorporating Directors' and Strategic Reports)

The Trustees, who are also directors for the purposes of company law, are pleased to present their Annual Directors report together with the Financial Statements of the charity for the year ending 31st March 2024 which are also prepared to meet the requirements for a Directors Report and Accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2022, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102.

About Us

The Hospice of the Good Shepherd wants all people living in West Cheshire and Deeside with a life limiting illness, and those important to them, to have access to care and support wherever and whenever they need it. We want to help people live well until they die and to support those affected by the death of a relative or friend. Our care is designed to meet the needs of each individual and we try to do this through a combination of expert clinical care, community support, education and partnership working with other organisations with the same aspiration. Last year we provided care and support to 140 inpatients, 320 patients attending either our Living Well Services or outpatient clinics, 144 carers and 173 counselling clients across West Cheshire.

Our specialist multi-disciplinary team includes doctors, nurses, physiotherapists, occupational therapists, social worker, chaplain, counsellor, music and art therapists and complementary therapy practitioners. Together they provide care and support to patients and those close to them.

Our care comprises support with social emotional spiritual and psychological issues as well as physical care to help with symptoms such as pain. Our patients have life limiting illnesses including advanced cancer, heart failure, respiratory failure, renal disease, and progressive neurological diseases such as Motor Neurone Disease.

We want people to live as well as possible, making sure they get the best possible care at the end of their lives whilst maintaining their dignity and respecting their wishes.

There is no charge for the care and support we provide, meaning that the services provided by our multidisciplinary team will be free at the point of delivery to everyone irrespective of their background.

Public Benefit Statement

The Hospice aims to serve the public by ensuring that everyone in Cheshire West, Chester, Ellesmere Port and Deeside has access to excellent high-quality specialist palliative care and support when they have illnesses which no longer respond to curative treatment. Our main activity continues to be the delivery of specialist medical and nursing care to patients and their families. The Trustees have regard to the Charity Commission guidance on public benefit. To achieve this, we have established a set of strategic priorities, and our business plan is based on these priorities.

Our Vision, Mission & Values

Our Vision: Striving for Excellence is at the Heart of Everything We Do

Our mission for the Hospice of the Good Shepherd is to provide the highest quality specialist palliative care for the people of West Cheshire, Deeside and surrounding areas who have progressive, advanced life-limiting illnesses. Our main activity continues to be the delivery of a specialist medical and nursing service to patients and their families by a skilled and dedicated multi-professional team.

We have a range of strategic aims to ensure we deliver the best quality care.

Our Strategic Priorities



Our Values



Looking Back at our 2023/2024 Charitable Activities Highlights

Our In-Patient Unit

Our Inpatient Unit consists of 10 beds, run by a dedicated and professional team of clinical and palliative care consultants, medical and nursing staff, physiotherapists, occupational therapist, administrators, social workers, complementary therapists, and our spiritual care team.

Each patient admitted to our Inpatient Unit (IPU) is treated with dignity and care and has access to 24-hour specialist palliative care. Our catering staff provide a delicious menu of home cooked food, and our housekeeping staff ensure the Hospice is clean and tidy every day. The Hospice also provides support for their families, friends, and carers.

There are several reasons people are referred to us for Inpatient care. Our main aim is to enhance quality of life, and we do all we can to ensure that everybody is comfortable during their stay. Whilst we care for people at the end of their life, around 40% of our patients go home after a stay with us.

Our team of staff have specialist training in many different areas. Together, they not only provide excellent nursing and medical care, but they also look after emotional, spiritual, social and psychological needs.

We have a mixture of single rooms combined with a 4 bedded ward and these are allocated depending on the individual needs of our patients. Patients may be admitted to our inpatient wards for:

- Control of symptoms, for example pain or nausea/sickness.
- Rehabilitation following treatment.
- Care in the last days of life.

Each bed has a TV, with headsets for those in bays. Free Wi-Fi access is available, and we have a selection of talking books. A member of our catering team visits our patients each day to go through our menu of freshly prepared home cooked meals. In 2023/24, we have cared and treated for 140 people and supported their family, friends, and carers on the lead up to, during and after their loved ones stay with us. This equated to an average bed occupancy of 85% and an average length of stay of 11.6 days.

The Hospice received 21% funding contribution toward the cost of the Inpatient Unit and charitable activities from the Cheshire and Merseyside Integrated Care Board for 2023/24, a reduction of 1% on the previous year. Although we support patients from North Wales, whilst the Hospice receives no fixed funding from Betsi Cadwalader Health Board we charge on a per patient basis.

We have also continued our work with Liverpool University to educate medical students to help bring through the next generation of palliative clinical staff which is incredibly important to the Hospice.

Our Medical Director and teams of Speciality Doctors have worked to develop the treatments that can be delivered in our acute care setting. Increased access to intravenous therapies on the in-patient unit helps us keep patients here at the Hospice avoiding unnecessary patient transfers between us and the Countess of Chester.

Making a difference every day



Historically the Hospice has not matched NHS pay banding, however, in January 2023 we took the decision to match Agenda for Change, for our clinical staff. This has significantly increased our costs; however, it has allowed us to recruit and retain nursing staff, without whom we would be unable to deliver services to our patients.

Whilst we have been recruiting additional nursing staff, and to maximise the use of our Speciality Doctors we also piloted a virtual ward. Our doctors saw 37 patients on the Virtual Ward

The Hospice continues to provide a 24-Hour Telephone Advice line for health and social care professionals within the West Cheshire Area. This line is provided by nursing and medical staff who give clinical advice and support out of hours or signpost to other professionals where appropriate.

In line with our plan, we also rolled out our integrated Single Point of Referral initiative which is a collaborative alliance between the Hospice, Countess of Chester Hospital, and the Community Specialist Palliative Care Teams. These teams come together triaging patients during a daily meeting where the referral is passed to the most appropriate service, to include our own services. We continue to support the Fountains Medical Centre, the designated GP practice for the care homes in the Chester catchment area and the wider GP community in West Cheshire and Deeside where we take our referrals from, all of which will help reduce hospital admissions and help patients achieve their preferred place of care and death.



"The staff at the Hospice were so caring, there for her day and night to provide whatever she needed. The chef would prepare whatever she wanted to eat at any time. She was comfortable and she was at ease and that was so important. The complementary therapy sessions really made a difference."

This is what Ashley English had to say about the care and support his wife and family received from the hospice following his wife's stay with us. As a young family Ashley and Tanya had so much to look forward to. Tanya gave birth to their second child, Myles in July 2021. Within a few weeks Tanya noticed a lump whilst breastfeeding Myles. Tests confirmed the couple's worst fears, Tanya was diagnosed with breast cancer. Despite gruelling radiotherapy and chemotherapy, the

cancer spread throughout Tanya's body. Eventually Tanya decided to stop further treatment.

"Tanya had endured so much, the pain, the shattered hopes and crushing disappointments, the constant travelling to and from hospitals, the waiting and all the pain and discomfort, month after month. She fought so incredibly hard for me and the children, but she had just had enough," said Ashley.

In April 2023 Tanya was referred to the hospice primarily to provide a respite break for Ashley and Tanya's parents Mark and Annette. However, following the great care and support the whole family received and having experienced the benefits of the specialist care, equipment, and facilities we provide the family agreed that the hospice was the right place for Tanya. The whole family were made to feel at home and were cared for in such a sensitive way.

“It wasn’t at all what we were expecting as we knew so little about Hospice care. Nothing was too much of an issue and the staff went above and beyond in caring for us as a family. They did everything they could, and that was a great deal to help us focus on Tanya and to there for her,” said Ashley.

Ashley also praised the Hospices bereavement support team for their help.

“It’s not easy finding a way of telling such young children their Mummy is going to die. I got such good advice and reassurance from the Reflect team” continued Ashley.

Our Clinics

As well as the palliative care offered by the Hospice in our in-patients beds, we also provided a range of care in our out-patient clinics. Of those who attend these clinics, many have been discharged from a stay at the Hospice and others have been referred by their healthcare professional.

As with all our services, these out-patient attendances are provided free of charge by experienced, qualified professionals. We do not receive funding from the Integrated Care Board for these clinics; these must be funded from charitable donations.

Medical Outpatients

Our specially trained Hospice doctor or Hospice consultant will meet with all patients referred to our out-patients department (either for initial or follow-up appointments). Clinics are held on various weekdays by our medical team. Patients can attend with their family or carer if required. Each patient’s symptoms and conditions are assessed and monitored. To ensure seamless delivery of care the out-patients team works closely with all other medical professionals involved in a patient’s care, such as the GP, hospital consultant, Macmillan nurse or district nurse. In 2023/2024 we held 419 Outpatients appointments.

Complementary Therapy

The Hospice offers a range of complementary therapies to both patients and carers. These therapies are delivered by trained staff and can be helpful in reducing stress and anxiety, thus easing physical pain, and assisting symptom control. During the year, there were 667 sessions provided to patients and their carers.

Living Well



Our dedicated team of skilled staff and volunteers continued to support patients and carers to ‘live well’ and improve the quality of their life. By working with them to provide guidance so that informed choices can be made our team help improve symptom management, manage, and address individual concerns and enhance coping strategies.

The Living Well Centre provides a range of support therapies, including medical, nursing, rehabilitation, and well-being support. During the year, the team delivered 1,584 sessions.

We are fortunate that we receive some funding from Trusts and Foundations who recognise the important of Living Well Services, but we receive no funding from the Integrated Care Board. In the main these services are funded from charitable donations.

Helping People Live Well



Robin has been attending the Living Well Centre at the Hospice for a few years following his diagnosis with prostate cancer, and on a Tuesday his wife Rose joins him for our very active and lively coffee and chat sessions. Our Living Well Centre makes such a difference to how our patients can continue to live their daily lives at home.

“My dad died in a hospice and so when I was first referred to the Hospice of the Good Shepherd, I assumed that was what was going to happen to me. I was terrified but I couldn’t have been further from the truth,” Robin told us. “Discovering the reality of what it’s really like at the Hospice of the Good Shepherd is simply mind-blowing.”

Robin was full of real fear and anxiety when he first came to the Hospice after being initially referred for acupuncture. He didn’t really know what to expect, but the support that both him and his wife Rose have received has been a real revelation. “The hospice has turned out to be the safest place I’ve ever known. Even the acupuncture was surprisingly effective, and I was terrified of needles!” said Robin.

Robin continued: “They can’t do enough for you. I had significant pain when I first came here but they sorted that within a week. It was amazing. I felt as if all the worry was taken off my shoulders. The team here made me feel as if they had really taken me under their wing. They are always at the end of a phone day or night, regardless of whatever support or advice you need.

It’s not a surprise that the hospice deals with a patient’s physical conditions but there’s so much more to it than that: there are the psychological and emotional aspects which play such a big part in the lives of hospice patients.

“The team here supports you brilliantly in so many different ways including the weekly Coffee and Chat sessions where we have the opportunity to talk with people in the hospice’s fantastic Living Well Centre who are in a similar position.”

The Living Well team not only support the patient but also offer support to carers and this work is partly funded by a grant from Cheshire West Council.

Robin was initially reluctant to open-up to wife Rose and never suggested that she came with him to hospice sessions because he thought it would be too upsetting for her, so he came on own for six months – purposefully keeping Rose at a distance. As Robin explained “It’s so hard and so very emotional sharing this kind of thing and you don’t want to feel that you’re upsetting anyone.”

However, after attending the Living with Cancer course that the hospice runs Robin changed his mind and Rose began to come with him to the Coffee and Chat sessions. Following Rose’s attendance at the Coffee and Chat sessions Rose then went on a carers’ course run by the hospice. She felt it was helpful and gave her information and coping tools to work with.

Rose said “The hospice is remarkable in the way that it recognises how important carers are and how it supports them. Family members are actively encouraged to come to the hospice, to participate, talk, ask questions, get counselling or benefit from complementary therapies.

“We’re all so lucky to have this hospice. It’s such an important place. We really need this facility in our community, and we all need to support it.” say both Robin and Rose.

Bereavement Support

Adult and Children and Young People's Counselling Services at the Living Well

Our dedicated, professional, and empathic team of counsellors and volunteers provided support to 96 adults and 77 children with pre and post bereavement support through 1100 sessions.

We are fortunate that we receive some funding from Trusts and Foundations who recognise the importance of Bereavement, but we receive no funding from the Integrated Care Board. In the main these services funded are from charitable donations.

Being your voice

The Hospice is committed to ensuring that the voice of our service users and the local community are integral to service development and improvement. The Hospice of the Good Shepherd is a founding member of the Cheshire and Mersey Hospices Collaborative, which our CEO, Rhian Edwards Chairs. Rhian also sits on the Board of Hospice UK.

We continue to partner with the End-of-Life Partnership, Strategic Collaborative Cheshire, our Hospice External Stakeholders Group and are now an active member of the new Northwest Hospice Forum. We have also continued with our Service User Group and in growing its membership we will be reviewing the Terms of Reference for this group to ensure that we achieve maximum patient participation and involvement.

All these partnership approaches seek to address the ever-increasing demands of service provision, education, training, and workforce development. These collaborations demonstrate a region wide commitment to working in partnership to improve palliative and end of life care for all patients, regardless of demography or diagnosis.

Delivering against our Quality Priorities

Our clinical services operational plan for 2023/24 had eight objectives that linked to our strategic aims, with each of these objectives seeking to achieve improvements in these key areas:

- **Patient Safety** - This means delivering care in a way that minimises harm by using effective approaches that reduce unnecessary risks.
- **Clinical Effectiveness** - This means delivering care that is based on evidence and people's individual needs.
- **Patient Experience** - This means delivering care which people can easily access and feedback is welcomed. People feel they are listened to, and their preferences are taken into account.

Table 1 highlights the 8 of 9 quality priorities that were achieved in 2023/2024.

Quality Area	Quality Priorities we wanted to achieve	Quality Priority Achieved
Patient Safety	Develop and implement a bespoke Patient Safety Incident Response Plan and Policy by December 2023	
	To continue to have an annual audit cycle, to review the quality of our care and identify areas for improvement.	
	Develop and implement a Safeguarding Forum to enhance Hospice best practices to ensure that adults and children are safeguarded.	
Clinical Effectiveness	Maximise the use of our electronic clinical systems to improve responsiveness to individualised patient care and advance care planning	Ongoing Progress
	Design and develop a data reporting system to measure clinical outcomes to demonstrate positive clinical outcomes due to hospice care.	Ongoing Progress
	Improve the effectiveness of the hospice policy and procedure quality management system	
Patient Experience	Work in partnership with our Service User Participation Group to enhance the quality and accessibility of Hospice information.	
	Enhance patient and service user feedback activity to include utilising all methods through the innovation of digital platforms	

Our Quality Highlights 2023/2024

Ned the dog

Ned our Therapy Dog featured in ITV Granada News.



*Dave Artell, an inpatient at Hospice of the Good Shepherd spending time with Ned.
Credit: ITV Granada Reports*

They said:

A special dog is working hard to help people with mental health problems they may be facing. Ned, the three-year-old Australian labradoodle, has been approved by [Therapy Dogs Nationwide](#) and goes around visiting patients, prisoners and pupils.

He has been described as a "teddybear", who has been regularly visiting a hospice in [Chester](#) to help stimulate and distract inpatients.

Dave Artell, an inpatient at Hospice of the Good Shepherd is "a big animal lover".

He said: "You can see he's just a comfort. It's like having a real teddybear with you. I've always had dogs myself, I'm a big animal lover.

"We are allowed dogs in here, my dog has been to visit me but she can't do what this beauty does.

Mark Wilson, who was diagnosed with blood cancer three years ago, said: "Ned's amazing. He's just that constant, and he always give you a lovely wag of his tail and a cuddle.

"He's just so nice to have, and he gives so much back to you as well."

Debbie Evans, Inpatient Unit Manager believes although hospices are important for end-of-life care, quality of life is also vital.

She said: "Quality of life is what we focus on, people can come in for end-of-life care but that's not everyone that comes into the hospice.

"We want people to live well with their disease and then people who do need further support from their disease, we're here to provide that.

Therapy Dogs Nationwide say that the benefits of Animal Assisted Therapies have been studied, results show that the sessions improve wellbeing, general health and increased confidence levels.

The use of animals for therapy has been used for more than 40 years.

Brenda Maddocks, Ned's owner also takes Ned to visit many care homes in Chester.

She said: "Therapy dogs nationwide is a registered charity and the volunteers with their registered and assessed dogs visit all different type of establishments: hospices, hospitals, colleges, universities, prisons, mental health clinics and schools."



Music Therapy

Funding for a music therapist 5 hours per week has been secured until December 2024 by Music Place. Our Music therapist says:

"My work as music therapist at Hospice of the Good Shepherd began in June 2023 and I have really enjoyed developing the service since then. In my sessions I aim to connect with my clients through developing a musical relationship where I aim to meet their needs and celebrate their musical identities. Sessions may involve using pre-composed songs to connect with someone's musical past and affirm their musical identity, creating

something new in the present through free exploration of instruments which in turn often leads to emotional expression, or learning a new skill such as in how to play simple songs on the piano or build a music playlist that can help give someone a purpose in their everyday life. These are just a few examples of many things that occur in my sessions.

I regularly see outpatients supported by the living well centre alongside offering a group session to those attending the Living well day, alongside doing 1-1 sessions with inpatients at the hospice, sometimes alongside their family members. I have recently started a waiting list for outpatient 1-1 sessions to begin once an existing client's block has finished as I am currently full. In December 2023 I was able to support the Light up a life service at the hospice through a musical performance, and in January 2024 I delivered a presentation open to all staff at the hospice to share more about my music therapy service.

I have several ideas on how this service may progress in the future if funding for additional hours was secured:

- Work more collaboratively with other members of MDT
- Supporting carers
- Zoom could allow me to provide online services to more isolated patients
- the opportunity for patients to create legacy playlists of music that is important to them"

LGBTQIA+

In 2021 we appointed our first LGBTQ+ Development Facilitator following a successful grant application from St Lukes Hospice on behalf of the three Hospices within the Cheshire footprint.

We extended the position to October 2025 to support the hospices to:

- To provide better access to appropriate care and support for members of the LGBTQIA+ community who have a life limiting illness/lifestyle
- To provide education & awareness within our combined workforce and build capacity in small groups of staff who will act as champions into the future
- To work to create appropriate care if that is not readily available
- Liaison with Chester Pride to create dialogue with the region's LGBTQIA+ community for research, consultations, and focus groups, to ensure the community voice can shape the service provision.
- Achieve the LGBT kite mark for each hospice, through the Navajo Merseyside scheme

The LGBTQ+ facilitator has worked across all 3 of the hospices and has developed and delivered training which continues to be rolled out to all staff and volunteers. We recruited LGBTQ+ champions to act as a point of contact within the organisation for advice or support. Work is ongoing regarding raising awareness.

Homelessness work

Thanks to continued funding from Cheshire and Merseyside Integrated Care Board, the three hospices across Cheshire; Hospice of the Good Shepherd St. Luke's Hospice (Cheshire) and East Cheshire Hospice, have continued their collaboration throughout 2023-2024 to provide the Cheshire Hospice Homelessness Service. The service employs a co-ordinator who works three days a week across the whole of Cheshire providing essential support to people with palliative and end of life care needs but who are also experiencing, or at risk of, homelessness.

It is widely published that there is inadequate care provision for the homeless population across the UK at end of life and it is a sad fact that men and women who are homeless have a life expectancy which falls far short of the national UK average. The national life expectancy average in the UK is 79 to 83 years for men and women respectively, however for those experiencing homelessness the figures fall sharply to 45 and 43 years respectively.

The continued work of the Cheshire Hospices Homelessness Service has shown that people experiencing or at risk of homelessness and in the last year of their life, have increased complex health, social and mental health needs. The Cheshire Hospice Homelessness Service works with, and advocates, for individuals when appropriate, but in particular when they feel their voice is not being heard. It has proven that the right promotion and advice supports access to many different services, thus promoting the individual's choices around care and dying alongside helping them to live well.

In order to reduce the barriers to accessing palliative and end of life care for the Homeless community the Cheshire Hospices Homelessness Service works in close partnership with other supportive organisations, across all sectors, to offer choice and care at the right time. This enables improvements to the existing health inequalities for homelessness individuals.

In brief the service provides:

- Direct advocacy and support to members of the homeless community with advanced disease and deteriorating ill health.
- Support with hospital appointments and treatment plans.
- Advocating for appropriate housing due to their diagnosis.
- Advice, support, training and education delivery across all sectors including specialist and generalist professionals with regards to the management of the individuals' additional complex needs.
- Working with the Hospice directly to support the patient access any day hospice services and/or during an inpatient stay.

In January 2024 the Cheshire Hospice Homelessness co-ordinator presented a service education session to approximately 50 guests who worked within the health, social care and charity services in Cheshire, at an Equality, Diversity and Inclusion (EDI) Conference held by St Luke's Hospice (Cheshire) at Crewe Alexandra Football Club. Positive feedback was received from the guests who attended.

Additionally, the Cheshire Hospice Homelessness Service works in affiliation with the Cheshire West and Chester Borough Council Multi Agency Rough Sleepers Service (MARS) to provide free and confidential one to one trauma informed counselling to individuals with a history of rough sleeping. The counselling is delivered by the Hospice of the Good Shepherd counsellors who also deliver education sessions to professionals who support people experiencing homelessness with deteriorating health or a palliative diagnosis.



21 individuals supported with 1-1 counselling sessions. (12 in West Cheshire and Chester and 9 in East Cheshire)



2 education sessions to students undertaking the MSc Cancer Care (University of Liverpool).



We helped 10 individuals to secure permanent accommodation.

High Sheriff Award



In August 2023, the hospice was lucky enough to receive the gift of an award-winning garden that was rebuilt on site following the RHS Tatton Flower Show. The sensory garden was gifted to the hospice for the use of patients, families and staff by the garden designers who won a Silver Gilt medal for their design. The garden is a fantastic asset, and a peaceful and relaxing space where families can spend time together. The High Sherriff of Cheshire attend the opening celebration and thanked the designers and the volunteers who had helped to replant the garden. During the year the High Sherriff also awarded the Hospice a special High Sherriff's Community Award.

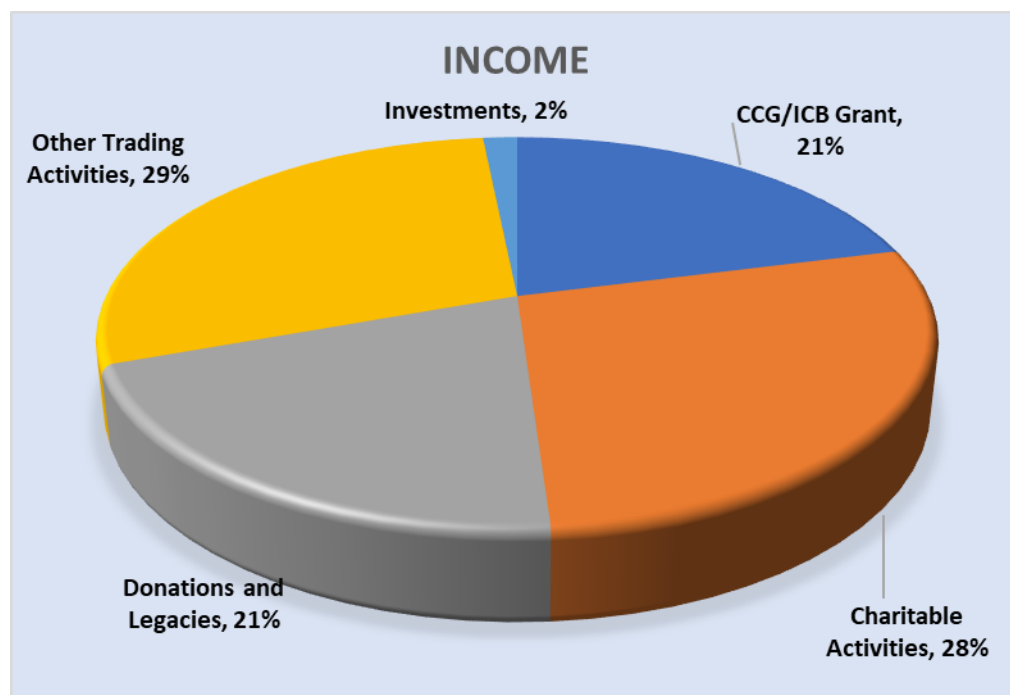
Clinical Learning and Education

In 2023, we launched our new 'You Matter' People and Development Strategy. Alongside our mandatory e-learning and face to face training programmes delivered by our training provider Blue Stream, there have been further learning opportunities to continuously develop and for staff to attain professional qualifications.

- A Health Care Assistant completed their Nursing Associate apprenticeship and is now employed as our first Nurse Associate on the Inpatient Unit.
- A Staff Nurse has commenced a post graduate certificate for 'Transforming Integrated Palliative Care'.
- A Senior Staff Nurse completed a Leadership and Management qualification with the End-of-Life Partnership.
- Through partnership working with universities, we have facilitated professional placements for Medical, Nursing and Social Work students. In addition, our Living Well Centre Senior Staff Nurse delivered a bespoke seminar to student nurses regarding creative healthcare.

How we funded our achievements 2023/2024

Our income in 2023/24 was £5.3m (2022/23: £4.6m). Income increased by 0.7m in 23/24 We secured one year of additional funding from the ICB £200k f (to help fund our consultant post and keeps our IPU beds at 10), we received in total £1,091k ICB funding for palliative care being 21% of total income. Donations and Legacy income increased by £300k from 22/23, retail increased by £120k. Investments generated £80k more than 22/23 Despite challenging financial circumstances, the success of our fundraising income is, due to the incredible commitment of our local community, volunteers, and staff. Our income can be broken down into monies given through grants, earned from investments and through trading, and fundraising and funding from the CCG/ICB.



Donations & Legacies

This is money that is donated by our supporters, either directly or through their fundraising activities or money that comes to us when someone kindly leaves a gift in their Will; this is a vital income stream for us.

Other Trading Activities

This is money raised through our weekly lottery, high street charity shops, our eBay channel, on-line shop, café and seasonal trading activities.

Charitable Activities

The hospice receives direct grant support from Government funding grants from charitable trusts and foundations.

Investments

This is income from our investment portfolio and bank interest.

During 2023/2024, we have continued to invest in generating more sustainable regular income, from our other trading activities. This helps generate money we can rely on, and means we are able to plan. We are committed to being responsible and respectful with our fundraising, and continue to be registered with the Fundraising Regulator, abiding by their code of practice and regulations and the Gambling Commission for our lottery.

Corporate Support and Events



Without our generous donors and supporters, we would not be able to keep the Hospice doors open and services running as we only received 21% of our funding from statutory sources.

We would like to thank all of our supporters and donors who work tirelessly for our cause as without them there really would be no hospice.

We would like to thank our corporate partners who engaged their customers and employees in fundraising activities, who sponsored an event or those who provided us with gifts in kind. These gifts in kind make a valuable contribution towards costs

saving and to the bottom line of our event expenditure and overall, our total budget.

Our relationship with Redrow Homes continued during 2023/24 and they have very kindly replaced all of the existing Hospice external signage with new large bold signs making the hospice more visible and helping our visitors find their way around the site. Their generous support saved the hospice a considerable amount of money with this project.

We also developed our partnership with Encirc who, as well as sponsoring our Christmas Tree collection also donated bottles of wine for our Winter Ball and Summer Celebration events saving us a considerable amount of money on the cost of the events.

We were fortunate enough to be selected as Charity of the Year for several organisations during the year, and we were very grateful to have been chosen for a second year to continue our charity of the year partnership with Sykes Cottages. This continued partnership saw staff members abseiling down the side of their Chester office building, as well as holding a Fire Walk and the staff fundraising received a very generous boost in the way of matched funding from the company. These partnerships are valuable as they help to raise both funds as well as the awareness of our work.

Although we continued with some of our traditional events, we also launched some new fundraising initiatives with our corporate partners which included a new Corporate Networking Group, and in the first year has proved very popular with 33 members. The group meets 4 times a year and we pride ourselves on networking with a “twist.”

In September we held our first Pantomime Horse Race. This event saw 12 businesses taking to the racecourse at Chester Racecourse all donning a pantomime horse costume, however we did have the odd zebra, unicorn and cow for interest. Not only did this event develop some new partnerships, but it also created a stronger link between the Hospice and Chester Racecourse Ltd and we were very grateful for their continued support. The event raised £13K.

During the year we received corporate sponsorship for several events including our Sparkle Walk, Christmas Tree Collection and Gala Ball.

In total £781K (£749K 2022/23) was generated from fundraising, events and corporate support.

We would like to thank the following for their support:

Bristol Myers Squibb

Centric Energy Solutions

Chester Business Club

Ellis and Co Chartered Accountants

Encirc

Engage Web

Gordale Garden Centre

Howden Insurance

Jolliffes Solicitors

KJ Bell Scrap Metal

Medicash

NatWest

Oliver & Co Solicitors

Promedica24

Redrow Plc

Sykes Cottages

West Cheshire and North Wales Chamber of Commerce

White Oak UK

Wurkplace

Urenco

Community Fundraising and Challenge Events

We continued to receive great support from our community, and this has led to growth in income from this sector. This growth reflects the new community fundraising strategy introduced during 2022/23 whereby we strengthen our team with an additional fundraiser. Many people in our community hold fundraising events on our behalf and continue to champion our cause which this year yet again included the Farndon Soap Box Rally and the Cosmic Cape music festival. We have also continued to develop our fundraising partnerships with schools and nurseries who support our festive activities, and we had over 4100 children taking part in our bunny hop/festive fun run with 21 schools and nurseries taking part raising £23k. Our partnership with Gordale Garden Centre and the Santa's Grotto goes from strength to strength with 42 Santa's and 98 Elves welcoming over 400 children and raising £35K.

Those members of our community who undertake a personal challenge never cease to amaze us with their energy, determination and stamina. We had 140 brave people take up a challenge and their activities included wing walking, sky diving, running, mountain climbing and even walking over hot coals.

We continue to receive the support of our local dedicated Hospice Support Groups, many of whom started fundraising nearly 40 years ago to enable the hospice to be built.

Our support groups are in Blacon, Hoole, Malpas, Upton and Waverton.

Thanks to this fantastic support our community fundraising generated an income of £367K (22/23 £275K). Our Challenge fundraising generated an income £121k (22/23 £125K)



Sparkle Walk 469 participants raising £22,850



Panto 13 companies took part raising £8720



Santa Dash 2062 Santas raising £20,000 (our 50% share of profit)



Christmas Tree collection – over 3000 trees collected raising £43500



Schools Festive Fun Run raised £29500



Christmas Grotto at Gordale raised £35,000

Gifts in Wills

We continue to be incredibly grateful to the generosity of people who leave a gift in their Will, which this year equated to £458k (22/23 £336k). Gifts in Wills are a vital source of income to the Hospice.

Knowing that people may wish to support us, but that they may not have the disposable income at the time, we continue to invest in legacy marketing, including our popular regular monthly Wills Clinics, kindly provided free of charge by Oliver and Co Solicitors who have now been supporting this initiative for over 6 years.

Retail & Lottery

Retail



In line with our retail strategy, we opened 2 new charity shops in quarter three of the financial year. One located on Frodsham Street in Chester and the other in Eddisbury Square Frodsham, we also continued with the new boutique style of branding. This now brings our number of charity shops to eight. Our shops continue to generate substantial income for the charity and our retail team are supported by an army of volunteers who play such an important part in supporting our staff, however recruiting volunteers into our retail business is still challenging.

Retail income (including our cafe) for the year increased to £1,024K (2022/23 £903K) with much of this increase coming because of the two new shops. The success of our retail business demonstrates the hard work, dedication and performance from the staff and volunteers in our team along with the generosity of our community in donating good quality stock for us to sell.

Cafe

Following a relaunch of our popular on-site hospice cafe, which included a new menu, the cafe has gone from strength to strength. The team have introduced a series of special events which included sparkling afternoon teas and series of traditional festive Christmas dinners, all of which are very well supported and have increased the turnover.

Lottery

Our Hospice lottery continues to operate successfully generating a sustainable income of £723k (2022/23 £757k). We maintained our membership at approx. 13,500 members and have continued to recruit new members to the weekly drawer to counteract the natural attrition. We held 2 very successful raffles during the year generating an income of £67K.

In total our retail and lottery operations generated an income of £1,748K (2022/23 £1,660K)

Investments

Our fixed asset investment portfolio continues to be used to underpin our ongoing activities and maintain capital to support future development. The growth of the portfolio is designed to supplement our reserves and our other income-generating activities for the medium to long term. We have engaged external investment managers, Investec who in September 23 became part of the Rathbone Group, monitored by the Financial Conduct Authority, who manage a balanced portfolio on our behalf.

Although the financial markets continued to remain volatile during the financial year the Hospices investment portfolio increased by £57k 10.7% for the year ending March 2024 (2022/23 £28k loss).

The Board operates a diversified investment policy, balancing risk with income and capital growth. The Trustees nominate and appoint advisers, brokers and/or fund managers and will agree the terms of appointment. No investments are made without the prior approval of the Trustees. The advisers provide professional investment advice and will assist in the review of performance and future strategy. Our policy is not to invest in any stocks or shares in businesses involved in activities inconsistent with our values.

The Trustees are mindful to maintain a balanced portfolio and regularly monitor the performance of the investments via the Finance and Income Committee.

Trusts and Foundations

Grants are an important source of income for us and allow us to fund capital expenditure such as building improvements and essential patient equipment that we would otherwise be unable to fund.

We would like to give special thanks to all the Trusts and Foundations whose grants have supported us to continue our vital work or to buy equipment that helps us support patients, families, and their carers. During the year we received over £300k in grant income.

We received a generous grant from the Majorie Boddy Trust to help fund our Living Well service and this grant will run for three years, we have also had the grant renewed for a further two years to continue our Carers Support Groups that runs every week in our Living Well Centre and also provides complementary therapies for carers.

A significant grant from both Cheshire West Council and The Wolfson Foundation has helped us improve our environmental footprint as well as reduce our energy costs through supporting the installation of new windows, solar panels and LED lighting.

We would like to thank the following Trusts, Foundations and major funders for their continued support:

- ★ Baddiley Consolidated Charities
- ★ Cecil Rosen Foundation
- ★ Cheshire Community Foundation
- ★ Cheshire & Warrington Carers
- ★ Cheshire West & Chester Council
- ★ Chester Lions Club
- ★ Earl of Chesters Fund
- ★ EG Foundation
- ★ Hospice Aid Uk
- ★ Lord Leverhulme's Charitable Trust
- ★ Maud Beattie Murchie Fund
- ★ Moneysupermarket.com Foundation
- ★ Sir Donald & Lady Edna Wilson Charitable Trust
- ★ Sylvania Lodge
- ★ The Albert Hunt Trust
- ★ The Marjory Boddy Charitable Trust
- ★ The Mason Bibby 1981 Trust
- ★ The Wolfson Foundation
- ★ Ursula Keyes Trust

How we spent your donations

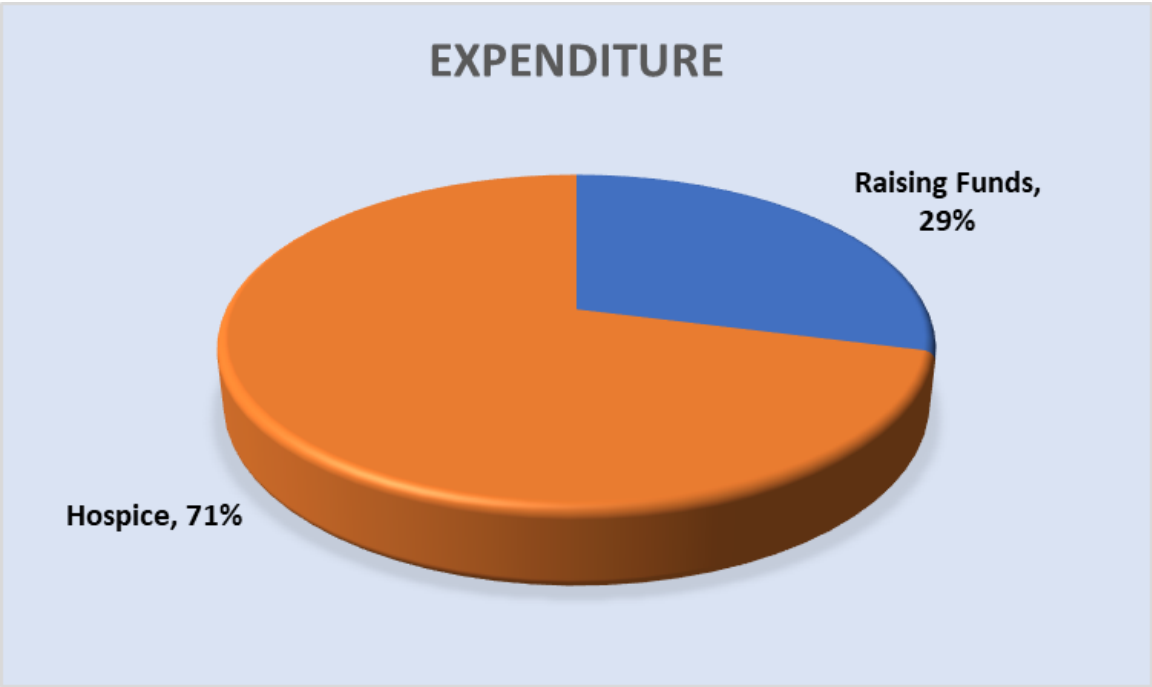
Our charitable expenditure amounted to £5.1m (2022/23: £4.9m). Like all business and our community, we faced the additional pressure on our staff and supplier costs largely due to the continued rise in inflation.

We undertook an annual review of our salaries for non-clinical staff many of whom were paid under the median benchmark resulting in issues to both recruit and retain staff.

The move in January 23 to Agenda for Change (NHS England Terms and Conditions) pay for our nurses and SAS (Staff, Associate specialist, and Specialty doctor) terms for our medics placed increased pressure on our salary budgets, this has been compounded by the continued high inflation rate throughout 23/24 which has influenced pay increases under these contracts.

During the year we installed additional solar panels to the Hospice building costing £38k from a donated grant, this will enable the hospice to reduce electricity usage going forward..

We have continued to make sure every penny will count whilst delivering our agreed strategies which has seen us invest in renewable technology with the addition of solar panels to help reduce utility costs.



Our passionate and dedicated people

We simply could not achieve what we do without our incredible staff and volunteers. In the year to March 2024, we employed 134 staff with a wide range of skills, knowledge, professional qualifications, and experience and had the support of 400 volunteers.

Support

Our aim is for our staff to be well-rewarded and to be paid a salary that is competitive and benchmarked externally against other charities of a comparable size and location. We do not have any bonus schemes or performance-related pay but are looking to introduce this in the future. We have introduced Agenda for Change (NHS) terms and conditions for all our IPU staff and Clinical Director, and we also have SAS terms and conditions for our doctors. Staff not on these terms and conditions are on a different pension scheme and different sickness scheme.

We invest in a Benchmarking tool with the aim to pay our staff the median salary. Currently 85% are paid the median and we review pay regularly with our People and Development Committee and Board of Trustees.

In addition to the NHS pension scheme for pre-existing members of clinical staff we also run an auto-enrolment pension scheme for the benefit of our staff who are not members of the NHS scheme. The auto-enrolment scheme involves employee and employer contributions. The auto enrolment scheme is managed on our behalf by Royal London and the finances are completely independent of the charity's finances. The charity's contributions are recognised within our statement of financial activities, in the month in which the salaries are paid.

We continue to operate both hybrid and flexible working policies, which help to attract and retain staff. We have an Employee Assistance Programme in place providing free mental health support and we have made available discounted options for gym memberships to our staff.

Safeguarding

To protect our staff and volunteers, we take safeguarding extremely seriously and have a policy in place. All staff and volunteers undertake mandatory Safeguarding training as appropriate and applicable to their role. We have a dedicated safeguarding officer who is clearly identifiable within the organisation.

Volunteers

Our 400 volunteers support all departments at the Hospice, and we are grateful for their support as we know that without them our Hospice just would not be able to operate. Volunteering at the Hospice benefits our patients, Hospice staff and of course the volunteer themselves. We understand that volunteering can make a real difference.



We have made significant improvements to our volunteer experience and have launched the Volunteer Handbook. We have developed our volunteer database and carry out regular volunteer audits. We continue to attract high quality, high calibre volunteers to the Hospice and benefit from their skills and knowledge in many areas of the Hospice including patient and family services, retail, fundraising, lottery, and support services. They bring a wealth of experience, passion and commitment from diverse backgrounds and careers. In June 2023 a special volunteer recognition event to present some of our fantastic volunteers with certificates and pin badges in recognition of their long service. It was inspiring to see so many of our volunteers' receiving awards, especially

those that received their 20-, 25- and 30-years' service awards.

We are so lucky to have such fantastic volunteers on our team, here is one of them, Mally, describing how volunteering has made a difference to his life.

Mally started volunteering with the hospice in January 2024 after his wife Rebecca died at the hospice. Mally and his family were so impressed and grateful for the care and support that Rebecca received that he really wanted to give something back. Mally was aware of the hospice and where we were based, but until Rebecca had to access our services and became an inpatient, he had no idea of how fantastic the level of care was and what a difference we made at such a difficult time in his life.

Since Mally has volunteered in our community café, he has enjoyed every single minute. Volunteering has given Mally a sense of purpose, routine, and something to look forward to each week. He enjoys meeting people and being part of the volunteer team.

Mally would say to anyone who is considering volunteering, do not hesitate, it's great to be part of something where you can see what you do makes a difference.

We recognise the invaluable contribution of all our volunteers, and we would like to take this opportunity to acknowledge their contribution and thank them for their continued commitment, dedication, and support.

Freedom to Speak Up

The Hospice of the Good Shepherd actively encourages staff engagement. We are registered with the National Guardian Office and currently have one Freedom to Speak up officer. We facilitate staff and volunteer engagement groups represented by each team quarterly.

We undertake the Birdsong Charity survey every two years, with the next one due to take place in June 2024. We have worked with our staff to make changes following the results from the 2022 survey and a new action plan will be put in place for staff and volunteers, following the results 2024 survey.

Our Equality and Diversity Work

Our Equality and Diversity Steering group meets quarterly to review and plan for increased access to services by all members of the community as well as addressing workforce issues.

Due to a significant homeless population in our catchment area, we have focussed on this client group over several years. Our specialist homelessness nurse has enabled one person to access the right care and treatment in a nursing home which is funded by continuing health care funding. The nurse has supported the patient to access living well centre services. During 2023/2024 we have increased awareness to enable the accessibility of services for people with protected characteristics.



We work with the Wirral Multicultural Centre to access face to face translation services for patients and carers where English is not their first language, in addition we can access a telephone service for urgent needs and we have also worked with a deaf translator to support a patient. Protected characteristics are monitored to highlight any specific needs, and we work to the Accessible Information Standard 2017 (DCB1605 Accessible Information).

We have been working with our external stakeholders within the Veterans Covenant Healthcare Alliance to explore how we can further support the armed forces community to access the best care.

There are two key principles:

- The Armed Forces community should not face disadvantage compared to other citizens in the provision of public and commercial services.
- Special consideration is appropriate in some cases, especially for those who have sacrificed the most such as the injured and the bereaved

We aspire to be a Veteran Aware Accreditation organisation. A report is shared with the Board each quarter to highlight the priorities and progress in EDI for the Hospice.

Technology and Sustainability

Supporting the environment

Where we can the team at the Hospice works hard to ensure we respect the environment with sustainability and recycling initiatives.

During the year, with the support of grants, we installed additional solar panels on the roof of our In-patient unit. We also changed the lighting within the IPU to LED. We have started a programme to replace our outdated and inefficient windows on the IPU with new steel modular framed windows that make use of the most up-to-date technology not just to reduce our heating bills but to also reduce our emissions and carbon footprint. The first phase of this window replacement programme has been completed.

During the year we saw a saving of 26403 kwhs from the impact from our solar panels and LED lighting, this equates to £5198 saving or 11% of our financial outlay. We would have seen much greater financial savings, but for the fact that we had already secured a good tariff, with a fixed contract with the utility suppliers.

In January 2024, our fundraising team collected 3400 Christmas Trees from homes within the catchment area. These were then chipped and used for mulch therefore reducing landfill and saving 43,394kg of carbon emissions.

Not only does our retail business generate a profit to support the hospice financially, it also has an impact on our local environment by reducing landfill. In 2023/24 based on our sales figures for ladies, men's, and children's clothing we achieved the following.

Total Pre-Loved Clothing Items sales (£)	418316.37
No Pre-Loved Clothing Items Sold	75595
Estimated weight stopped going to Landfill (KG)	21598.57
Estimated Co2 being diverted (KG)	194387.14
Estimated volume of Water being saved (Cubic Metres)	34557.71
Estimated equivalent trips around the world in a medium sized car	29.59
Estimated equivalent number of trees planted	647.31

Use of Technology

We made a significant and timely investment in technology in 2022/23. This included the deployment of a new patient management system (EMIS) that gives us shared access to patients' GP records and community services. However, the installation of this improved system has now increased running costs by £20k per annum.

We have continued in 23/24 to develop and expand the use of our HR system Cascade and as part of this, developed and implemented a fully integrated online e-recruitment solution. This has streamlined our recruitment processes and enabled us to broaden our reach with job adverts to attract a high number of good quality and more diverse applicants.

We have introduced the RADAR Healthcare Risk, Quality and Compliance software system which helps us to better manage our hospice policies and procedures as well as our compliments, complaints, and accident reporting.

Looking Forward and delivering our Strategy

The Trustees and Senior Management Team have been working on a new five-year strategy setting out the services the Hospice should offer and the best way in which to deliver them.

Our vision is that everyone impacted by a progressive life-limiting illness can receive excellent support and care, whenever and wherever they need it. To achieve this, our role is to provide high-quality, safe, compassionate, person-centred care, support and treatment for people, families and carers impacted by a progressive life-limiting illness and living in the West Cheshire & Deeside community.

To deliver our strategy, we have the following activities planned for 2023/24 that link back to our **Strategic Aims (SA)**, our defined **Strategic Objectives (SO)** and **Quality Priorities (QP)** set out in (Table 2):

SA 1 - Promote equitable access to optimum quality care and support.

SA 2 - Evidence a safe, effective, caring, responsive and well led organisation.

SA 3 - Foster a culture that prioritises our values and maximises opportunities for skills and development.

SA 4 - Deliver sustainability through continuous quality improvement and innovation.

The golden thread that underpins the delivery of our revised Strategic Aims will be our values and how we as a team go about our work to achieve them. We will consult with our staff about what our culture and behaviours need to be. How we behave with each other will help us to drive our strategy forward.

Strategic Objective 2022/2023	SA 1	SA 2	SA 3	SA 4	QP
SO1 - Maximising our reach. - Ensure our resources and services are used to maximum capacity. - Ensuring the website has accessible, relevant information for service users & the broader public requiring information on hospice services & palliative care. - Move to weekend admissions.	X				X
SO2- Maximising our impact through creativity and innovation. - We will identify opportunities for delivering services differently. - We will Identify patient groups who are underrepresented and develop a plan for targeting them	X				X
SO3- Developing our collaborative relationships.	X				X

▪ Chairing and joint working with the Cheshire and Merseyside Hospice Collaborative. ^(O&B) ▪ Membership of and working with Hospice UK to lobby for better funding and support for the Hospice Sector.					
SO4- Influencing the improvement of palliative care across the locality. ▪ Active Membership of the Cheshire West Palliative and End of Life Care Steering Group	X				
SO5- Adapting our services to meet the demands on changing needs. ▪ Maximise the use of our electronic clinical systems to improve responsiveness to individualised patient care and advance care planning. ^(O&B) ▪ Agree a plan for ongoing and sustained development and management of patient website/information. ▪ Ensure we have a broad representation at the Hospice external stakeholder group which will inform development of Hospice services, ensure the local community are referred appropriately to Hospice services and Hospice staff are familiar with external services which can enhance the patient and carer experience. ^(O&B)	X				
SO6- Operating an open and transparent culture. ▪ Develop and implement a bespoke Patient Safety Incident Response Plan and Policy. ▪ Develop and implement a Safeguarding Forum to enhance Hospice best practices to ensure that adults and children are safeguarded. ▪ Improve the effectiveness of the Hospice policy and procedure quality management system.		X			X
SO7- Embracing opportunities to learn and improve. ▪ Through our annual audit cycle and incident management, review the quality of our care and identify areas for improvement. ▪ Implement the guidance regarding the Managing Medical Device standards.		X			X
SO8- Optimising the use of data throughout the organisation.		X			X

- Maximise the use of our electronic clinical systems to improve responsiveness to individualised patient care and advance care planning. - Design and develop a data reporting system to measure clinical outcomes to demonstrate positive clinical outcomes due to Hospice care. - Enhance patient and service user feedback activity to include utilising all methods through the innovation of digital platforms.					
SO9- Support the health and wellbeing of all our people. - Introduce an Employee Net Promoter Score in October 2023 and use this feedback with 2024 Engagement Survey results to ensure the Hospice of the Good Shepherd continues to be viewed as a great place to work. - To continue to develop the Hospice Staff and Volunteer Focus Groups to ensure the views and feedback from staff and volunteers across the Hospice are received and supporting the health and wellbeing of staff and volunteers.			X		
SO10- Providing a great employee experience which attracts and retains talent. - To support Hospice Managers in the development of Staff and Volunteer Engagement Action Plans to ensure feedback from staff and volunteers is acted on and improvements are made. - To further develop Hospice Reward & Recognition as part of the Hospice People Strategy in 2024/25 to ensure that staff and volunteers receive fair and competitive reward and recognition. - To launch a volunteer recognition scheme in line with the new Hospice values in 2024/25 to support volunteer engagement and recognition.			X		
SO11 - Inclusion and belonging for all. - Work in partnership with our Service User Participation Group to enhance the quality and accessibility of Hospice information. - To develop an EDI Strategy for the Hospice in 2024 to capture and set out the Hospice commitment to ongoing improvement in all aspects of EDI.			X		X

▪ To improve the capture and use of IPU EDI Data. ▪ To monitor improvements in inclusivity and access to Hospice services. ▪ LGBTQ Training for all staff and volunteers and integrate as part of induction for new starters.					
SO12 - Supporting learning. ▪ To ensure high completion rates (above 90%) for mandatory training for all non-clinical and clinical staff to ensure our staff are trained and equipped to do their roles effectively. ▪ To support the development of staff through identified and prioritised development via PDP's and 1-2-1 discussions throughout 2024/25 and contribute to the achievement of the Hospice Business Priorities. ▪ To roll out Autism Training and Awareness in line with new mandatory requirements which will ensure all our staff are skilled in identifying and supporting people with autism.			X		
SO13 - Harnessing talents and maximising opportunities for development. ▪ To identify and support the development of aspiring leaders in the Hospice through leadership development opportunities gifted to the Hospice and other leadership development initiatives. ▪ To use the Hospice Succession Planning Framework for timely and effective succession into key roles as appropriate. ▪ To complete a volunteer's audit to ensure up to date and accurate records are in place for all our volunteers and an accurate assessment of their skills and knowledge as far as possible.			X		
SO14 - Strong financial management and governance assurance ▪ Recruitment of a new Head of Finance. ▪ Roll our Multi Factor Authentication				X	
SO15- Developing relationships with the wider community or working in partnership with the wider community. ▪ Continue to build quality relationships with our key stakeholders and identify opportunities to collaborate to				X	X

further improve palliative care and funding in our locality or nationally.					
SO16- Leading improvement, change and innovation. - In line with our procurement framework, we will tender for our back-office IT services. - Work with our partners to seek further improvements in ways to share patent medical data.				X	X
SO17 Embedding digitally enabled solution. - Continue to develop and improved usage of EMIS our Patient Data system. - Enhance patient and service user feedback activity by deploying I Want Great Care.		X		X	X
SO18- Enabling new ways of planning for the future. Review how we are using our resources and estate to ensure we are there to meet the changing needs of our population to include the growing need for specialist palliative care and support.				X	X
SO19 - Commitment to improving our environmental and social impact. Relaunch our Environment Staff Focus Group				X	

Structure, Governance and Management Statement of Trustees' Responsibilities

The Hospice of the Good Shepherd is an independent charity (registration no. 515516) operating as a private company limited by guarantee (01843427).

The Hospice is governed by a Board of Trustees and run by the Chief Executive and the Senior Management Team made up of a Medical Director, Director of Clinical Services, Director of Income Generation, Director of People and Development and Finance Manager. The Hospice is registered with, and inspected by, our regulators the Care Quality Commission (CQC).

Our Trustees and their Committee responsibilities are listed below.

C – Chair * – Member		Committee and Sub-Committees					
Trustee	Board	Care	Clinical Governance	Finance & Income	Health, Safety & Estates	Information Governance	People, Development & Remuneration
Yvonne Emmett Cannell	C			*			
Robert Mee	*			*			
Gary Barr	*				*	*	
Bill Benoy	*			C			*
Suzanne Crutchley C from 05/02/24	*					C	
Isabelle Hughes Resigned 05/12/2023	*	C	C				
Lesley Mills	*	*	*				
Justine Watkinson	*						*
Neil Fergusson C from 05/12	*	C	C				

Mike Davies	*	*		*			
Martin Howlett (SIRO) Resigned 05/02/2024	*					C	
Elizabeth Redmond Dr Appointed 19/03/24	*	*	*				
Jamie Christon Resigned 19/03/2024	*				*		C

Our Senior Management Team

Chief Executive Office	Rhian Wyn Edwards
Director of Clinical Services	Liz Taylor
Director of Income Generation	Caroline Siddall
Director of People and Development	Julie Davies
Head of Finance	Yvonne Thurman (Appointed July 2023)
Medical Director/ Consultant in Palliative Medicine (Caldicott Guardian)	Dr Alison Coackley
Director of Quality and Improvement	Lisa Parker

Principle Registered Address

Hospice of the Good Shepherd,

Gordon Lane,

Backford,

Chester,

CH2 4DG

Auditors

Xeinadin Audit Ltd.

116 Duke St
Liverpool
L1 5JW

Bankers

NatWest PLC

Chester Commercial Office,

2nd Floor, 33 Eastgate Street.

Chester

CH1 1LG

Investment Advisors

Investec/Rathbones Wealth & Investment Ltd

100 Old Hall Street

Liverpool

L3 9AB

Subsidiary Undertakings

The Hospice of the Good Shepherd has one wholly owned subsidiary, Hospice of Good Shepherd Promotions Limited (Company Number 3350371). This company shares its registered office with Hospice of Good Shepherd.

Hospice of Good Shepherd Promotions Limited conducts trading activities selling donated goods and greetings cards and other purchased goods for sale in Hospice of Good Shepherd retail shops and at events, as well as the café located at Gordon Lane, with all profits being covenanted to Hospice of the Good Shepherd. The results and year end position of the subsidiary are shown in Note 8 to the financial statements. Our Lottery is regulated by the Gambling Commission, Operating Licence No. 000 005134 N 100425 013 and Remote Operating Licence 000 005134 R 322300 004.

The Board and Subsidiary Committees

The Board of Trustees is responsible for governance of Hospice of the Good Shepherd. The Trustees as members are also Directors of Hospice of the Good Shepherd. As set out in the Memorandum and Articles of Association, the Chair of the Trustees is nominated by the Board of Trustees and elected by them.

New trustees are appointed following a selection process using a range of methods to attract potential new members. When considering new trustees, the Board considers specialist skills required through a skills audit. New trustees are appointed by a majority of the Board of Trustees, initially for a period of three years, but can be invited to serve for a further three-year term. New trustees are provided with an induction, giving them an overview of the responsibilities and activities carried out by the charity. Training on external and organisational issues is provided as required.

The Board of Trustees and Executive Directors meet at least four times a year, and as members at an Annual General Meeting, and is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Board receives regular reports on all aspects of the charity's work.

There are six established Committees and one Sub-Committee. The members of these Committees include Trustees meeting with Executive Directors and are also attended by external advisors when required. The Terms of Reference for these Committees are summarised below.

Terms of Reference for Our Committees

Our Board

The Board has ultimate responsibility for directing the affairs of the Hospice in accordance with its Memorandum and Articles of Association. The Trustees have control of the charity and its property and funds. The Trustees will set clear aims and objectives, establish priorities, safeguard the charity's assets, and use them effectively and exclusively for the beneficiaries of the Hospice.

The Board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.

- To agree the charity's vision and values ensuring that they are reflected in all of the charity's activities.
- To ensure that the ethos and culture of the organisation underpins delivery of the charity's activities.
- To assess compliance and quality in accordance with legislation and best practice.
- To monitor and control activities within the Hospice.
- To monitor the financial income and expenditure of the organisation maintaining its financial stability.
- To regularly review which matters are reserved to the board and which can be delegated to sub-committees where appropriate.
- To obtain assurance from the minutes and executive summaries from Board Sub-Committees and to scrutinize and act upon the recommendations.

Care Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families, and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To develop quality monitoring systems for:

- Clinical quality.
- Patient experience.
- Patient safety.
- Policies and procedures.
- Thematic incident reviews and learning arising from Clinical Governance Group.
- To review key performance indicators and objectives:
- To identify key performance indicators and review them at each committee meeting.
- To monitor performance.
- To define aspirations and financial impact relating to developments in clinical services.
- To review levels or income from statutory funding.
- To review and develop organisational plans and objectives.
- To ensure risk management is maintained:
- To review the committee risk register and escalate matters of concern to the Board.
- To ensure care services are delivered in accordance with legal requirements and recommended best practice.
- To approve and recommend decisions in relation to care matters:
- To advise on new emerging models of care.
- To advise on workforce development.
- To assist in the formulation of the strategic plan in relation to care and once accepted, recommend to the Board for approval.
- To recommend strategy and plans of care.
- To review and approve minutes of the Clinical Governance Group.

Clinical Governance Committee

Duties and responsibilities of Clinical Governance Committee

- Clinical governance committee is accountable for continuously improving the quality of our services and safeguarding high standards of care by creating an environment in which clinical excellence can flourish.
- Effective clinical governance contributes to the safety and quality of patient care.
- Good clinical governance must support the early identification of risks and concerns that lead to individual, team, and wider organisational learning.
- Reporting on its progress /assurance to the Care Committee and CEO.

Clinical governance improves the quality of care, by

- Monitoring, and where relevant, enforcing compliance with standards and regulations.
- Sharing information and intelligence in relation to patient safety.
- Promoting a culture of continuous improvement and learning.
- Acting decisively to protect the patients when risks to patient care or well-being emerge.
- Making sure there are clear lines of accountability throughout the Hospice and visible leadership from Boards.
- Encouraging and actively supporting the professional development of Clinical and Medical staff is also an important feature.

Finance & Fundraising Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families, and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To review in detail the annual revenue budget and once accepted, recommend it to the Board of Trustees for approval.
- To discuss and agree a revenue strategy and financial contingency plan for periods of reduced income streams.
- To examine the monthly financial performance of the Hospice of the Good Shepherd and the Promotions Company in conjunction with capital expenditure and cash flow implications, and advise the Board of Trustees, accordingly, recommending any remedial action where appropriate.
- To discuss and agree financial analysis and investigate tasks required to be undertaken.
- To assist in the formulation of a medium-term capital strategy (5 year), and once accepted, recommend it to the Board of Trustees.
- To review the annual capital budget which includes an emergency capital budget for unplanned capital items, and once accepted, recommend it to the Board of Trustees for approval.
- To review annually and agree a capitalisation policy and recommend any changes to the Board of Trustees for approval.
- To note capital expenditure by the Chief Executive for which provision exists within the Capital Budget and emergency capital budget agreed by the Board of Trustees.
- To commend unbudgeted capital expenditure requests over £15,000 for approval by the Board of Trustees.
- To review the investment policy annually and monitor the performance of the investment portfolio, meeting with fund managers on a 6 monthly basis to discuss portfolio performance.
- To review the reserves policy of the Hospice, discuss and agree the level of reserves that are appropriate, and once agreed, present the reserves policy acceptable to the Board of Trustees.
- To assist in the formulation of financial plans and strategies and, once accepted and recommend them to the Board of Trustees for approval.
- To review in detail the statutory accounts and, once accepted by the Committee, recommend them to the Board of Trustees for approval.
- To discuss and agree external accounting and audit services required.
- To provide assurance to the Board of Trustees that the organisation is adhering to the financial strategy approved by the Board or identify where this is not the case.
- To provide a forum for discussion, representation and consultation on matters relating to the financial affairs of the Hospice.
- To seek approval of policies and procedures from time to time where deemed appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.
- To approve overall banking arrangements.
- To assist in the formulation of the strategic plan in relation to Income Generation and once accepted, recommend to the Board for approval.
- To monitor the delivery of the Strategy and ensure these are detailed in the Hospice Business Plan.
- To monitor Income Generating activities against appropriate legal and regulatory requirements.
- To seek approval of policies and procedures from time to time where deemed appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Hospice Promotions Board

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the Hospice of the Good Shepherd Promotions Company is meeting needs of the charity and is operating legally.

To cover

- Lottery
- Retail Shops
- Bought In Goods for sale
- Hospice Cafe

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- Hold a formal AGM of the Promotions company.
- To maintain an overview of the financial performance of the Promotions Company.
- To review in detail the statutory accounts and, once accepted, sign off the Promotions Accounts.
- To provide assurance to the Board of Trustees that the organisation is adhering to an approved strategy and identify where this is not the case.
- To provide a forum for discussion, representation and consultation on matters relating to the Promotions Company of the Hospice.
- To ensure full compliance with such things as health and safety,
- To ensure that all legal company requirements such as statutory returns, filing of Company Accounts with Companies House, Gambling Commission Reporting is adhered to.

Health, Safety & Estates Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services, and provides a safe environment for patients, families, and visitors to the Hospice.

- Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:
- To assist in the formulation of the strategic plan in relation to Health and Safety and once accepted, recommend the Board for approval.
- All Health and Safety policies and procedures will be reviewed periodically.
- To consider the Health and Safety implications of the whole estate of the Hospice, including externally occupied buildings.
- To incorporate discussions and decisions relating to the maintenance and the development of the Hospice estates.
- To ensure adequate resources to meet the needs of the service and to ensure that we are compliant with relevant Health and Safety legislation.
- To ensure that incidents and near misses are logged and investigated appropriately and actions are progressed effectively.
- To ensure that we have sufficient and relevant insurance cover to limit our exposure to risk in the event of litigation.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.

Information Governance Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families, and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To ensure that information is dealt with legally, securely, efficiently, and effectively in the course of Hospice business.
- To improve the overall handling of personal information held by the Hospice.
- To contribute to and develop good working practices.
- To provide adequate training to ensure that Hospice employees are aware of their responsibilities.
- To review current data retention.
- To review the security of databases.
- To review the Information Asset register and ensure departments keep it updated.
- To ensure incidents are logged and investigated appropriately and actions are progressed effectively. The Information Commissioners Office to be informed of necessary incidents within the relevant timeframe.
- To review and approve policies and procedures.

- To review the committee risk register and escalate matters of concern to the Board.
- To assist in the formulation of the strategic plan in relation to Information Governance and once accepted, recommend to the Board for approval.

People & Development and Remuneration Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place, which ensures that the organisation delivers quality care and services and provides a safe environment for patients, families, and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To give assurances that training processes throughout the Hospice are contributing to the overall drive to deliver quality care and services to patients and their families to develop staff to their full potential and to enable them to carry out their roles effectively.
- To determine the salary and the terms and conditions of the Chief Executive.
- To approve the salary and other terms and conditions of service recommended by the Chief Executive for all Hospice employees.
- To consider the potential for an annual cost of living increase and propose to the F&I Committee if appropriate.
- To consider and agree new posts or changes to existing posts and structure required to meet the needs of the service.
- To consider any recommended severance packages.
- To assist in the formulation of the strategic plan in relation to people matter and once accepted, recommend to the Board for approval.
- To review and approve key policies and procedures.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Chief Executive

Authority to conduct the day-to-day activities of the Hospice of the Good Shepherd is delegated to the Chief Executive, who is responsible for ensuring that the Board's strategy and policies are carried out. The Senior Management Team reports to the Chief Executive and meets every two weeks.

Corporate Governance

The Trustees complete an annual review against the charity governance code to highlight any areas for potential improvement. This is used to develop the charity's future policies and internal procedures to ensure we continue to follow best practice.

Risk Management and Assurance

The Trustees with the support of the SMT consider the major strategic, business, and operational risks that face the charity each year when preparing the budgets and business plans.

The charity has detailed organisational and departmental risk registers which are reviewed regularly by the Senior Management Team and quarterly by each Committee and the Board. Significant new risks are brought to the attention of this Committee and the Board as necessary to ensure they are being actively managed and wherever possible suitable mitigation is put in place. A traffic light system is used to rank the key organisational risks with controls agreed and documented providing a revised score for each risk. Our assurance framework then monitors progress and application of the controls, with the Board also giving direction when further action needs to be taken to improve our controls.

During the assessment process we identified the following major organisational risks (classified as red based on their score) as at the date of signing:

Major Risks	Controls
The Hospice continues to anticipate year-on-year deficits before legacy income, especially with the move to Agenda for Change Salaries for our Clinical Staff, high inflation, and our grant from the Integrated Care Board, insufficient to cover the cost of our Nursing and Medical staffing; a current shortfall of £1million. As a result, our current free reserves are 4.7 months of forecast expenditure which is outside of the recommended Charity Commission for resilience. The Boards target is 4 months.	- Continued monitoring and scrutiny of all costs is in place as reserves remain lower than target. - Daily monitoring of cash and bank balances. - Monthly monitoring of income and expenses against budget and three-year projections. - Monthly monitoring of balance sheet and key solvency measures. - Regular monitoring of movements in freely available Reserves. - Annual budgeting and update of three-year projections. - Joint working with the Integrated Care Board with the view to securing sufficient long-term support, with the ambition being for the ICB to cover the medical and clinical costs of the Charity as per the 2022 Health and Social Care Act.
Failure to attract, recruit and retain the right staff and volunteers for key posts. across the organisation.	- NHS Agenda for Change terms and conditions and honouring continuous service for clinical staff - SAS contracts for medics. - Benchmarking of non-clinical staff roles with ambition to pay the median salary. - Succession planning. - Apprenticeships - Volunteer strategy and development

Regular monitoring and review of the risks identified is a priority for the Hospice to support control and mitigation of each risk. The Trustees believe the major risk facing the Hospice is growing our reserves to protect our financial position. In addition, with the known national shortage of nursing and medical staff, we will always have to run the operation at safe staffing levels and consequently we flex our operational capacity of our In-Patient Unit to ensure we are always operating safely.

In addition to the above, full risk assessments are undertaken as required under the Hospice's Health and Safety and Infection Control Policies.

Staff and volunteers as appropriate are required to complete annual mandatory training covering Information Governance, Fire Safety, Manual Handling, Food Hygiene, Infection Control, Safeguarding, Equality and Diversity and Dignity at Work together with Incident Awareness and Quality Control.

Financial Review

Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the Financial Statements. The Trustees have noted the results for the year and remain mindful of the continuing difficulties of operating in the current financial climate. The Group Statement of Financial Activities is set out beginning on page 51 of these accounts. The Trustees report a surplus for the year of £157,589 (2023: deficit of (£361,232)).

We received £1,090,802 (21%) of our income from the Integrated Care Board (ICB). Within this total is a one-year non recurrent payment of £200k to support our consultant cost and help the hospice to run 10 IPU beds for 23/24.

The SAS contracts and NHS Agenda for Change terms for pay along with the continued rise in inflation has continued to impact on the expenditure of the Hospice. The SAS and NHS Agenda for change were adopted due to the Hospice being unable to recruit or retain nursing and medical staff, both crucial to the running of the Hospice and its operation as an acute medical centre for those patients at end of life.

We need to continue to ensure that we can retain and attract staff in a competitive employment market.

Our non-clinical staff, which includes our finance, facilities and administration teams are equally as important as the clinical staff ensuring the smooth and safe running of the hospice's services. Our Income Generation team raise the funds needed to provide the £4.2m shortfall in funding that we need to run our hospice.

The surplus for the year of £157,589 is after receipt of legacy income of £457,971. The Hospice has returned a small surplus, we still hold a comparative low level of free reserves which in March 2024 stood at £1,940k. Free reserves have increased from £1,593k to £1,940k in March 2024. Free reserves represent 4.7 months of 23/24 expenditure our target level of reserves was review by the Trustees and revised to 4 months of forecast expenditure during the year.

Our financial investment portfolio increased in value by £57k, finishing the year at £590,356 (2022/23 £533,326).

Management of reserves

The Trustees annually review our reserves policy to take account of uncertainties in the health economy and potential fluctuation in fundraising income. This is with a view to match variable income streams with the fixed level of expenditure incurred in delivering our services. This will help protect the long-term viability of the Hospice.

Our contracted income is, supplemented from retail, lottery, and fundraising income, including legacies. The aim of the charity is to maintain sufficient reserves to support four months' running costs to accommodate any unexpected funding issues. The charity would like to hold sufficient cash reserves (50%) to meet its immediate short-term needs with the balance held in investments (50%).

This policy allows us to react to challenging economic circumstances and potential threats and liabilities. We are also committed to spending prudently to achieve our aim of delivering charitable activity in the short term.

The calculation of the required level of reserves is an integral part of our planning, budgeting, and forecasting cycle. The current financial climate, for 2023/24 means we remain cautious regarding any continuing impact on income generation whilst maintaining our ambition to retain our free reserves to four months of projected expenditure in line with the stated policy.

In March 2024, group reserves stood at £5.3m (2023: £5.1m). This was made up of restricted funds £37k (2022/23 £203k), and unrestricted reserves of £3.3m (2023: £3.3m). We recorded a surplus in the year on our unrestricted general fund of £ 323k (2022/23 £(273)k). This included the £57k surplus on our investment portfolio (2021/22 £(28)k deficit)

Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance

The Trustees (who are also Directors of Hospice of the Good Shepherd for the purposes of the Companies Act) are responsible for preparing the Trustees' Annual Report (incorporating the Directors' report) and the financial statements in accordance with 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

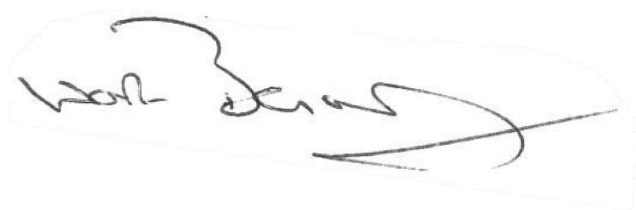
As far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- 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 the maintenance and integrity of the corporate and financial information Included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

Auditors

A resolution will be proposed to appoint auditors at the following Board Meeting

Signed by order of the Trustees

A handwritten signature in black ink, appearing to read 'Bill Benoy', is written over a faint, light blue rectangular stamp or watermark.

Bill Benoy – Trustee and Treasurer

Date: 10/12/2024

Independent Auditors' Report Financial Statements

HOSPICE OF THE GOOD SHEPHERD

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Opinion

We have audited the financial statements of Hospice of the Good Shepherd (the 'charitable parent company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the group statement of financial activities, the group balance sheet, the charitable company balance sheet, the group statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of 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 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 set, 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 this 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 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.

HOSPICE OF THE GOOD SHEPHERD

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the report of the trustees, which includes the directors' report for the purpose 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 report of the trustees 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 environment of the charitable company and the group obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the report of the trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 charitable company for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Enquiry of management and those charged with governance to identify any instances of non-compliance with laws and regulations.

HOSPICE OF THE GOOD SHEPHERD

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD

Auditor's responsibilities for the audit of the financial statements (continued)

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequence of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance the imposition of fines or litigation or the loss of the Company's license to operate. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

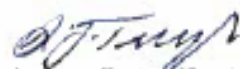
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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.



**Andrew Taylor (Senior Statutory Auditor)
For and on behalf of Xainadin Audit Limited**

**Chartered Accountants
Statutory Auditor**

10/12/24
116 Duke Street
Liverpool
Chester Merseyside
L1 5JW

Consolidated Statement of Financial Activities

(Incorporating a Consolidated Income and Expenditure Account)

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Statement of Financial Activities

(Incorporating a Consolidated Income and Expenditure Account)

Y/E: 31 March 2024

		2024		2023	
	Note	Unrestricted Funds	Restricted Funds	Total	Total
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	1,041,361	75,342	1,116,703	808,169
Charitable activities	3	55,000	1,430,431	1,485,431	1,354,534
Other trading activities	4	2,631,329	-	2,631,329	2,408,910
Investments	5	27,055	-	27,055	6,791
Total income and endowments		3,754,744	1,505,773	5,260,517	4,578,404
Expenditure on:					
Raising funds	6	(1,418,723)	(206,145)	(1,624,868)	(1,427,561)
Charitable activities	8	(2,070,608)	(1,464,659)	(3,535,267)	(3,484,071)
Total expenditure		(3,489,331)	(1,670,804)	(5,160,135)	(4,911,632)
Net gains / (losses) on investments					
		57,206	-	57,206	(28,004)
Net income / (expenditure)		322,620	(165,031)	157,589	(361,232)
Transfers between funds					
				-	-
Total funds brought forward	19	4,917,059	202,468	5,119,527	5,480,760
Total funds carried forward	20	5,239,679	37,437	5,277,116	5,119,527

All incoming resources and resources expended derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted and Restricted Funds.

Balance Sheet for the year ended 31st March 2024

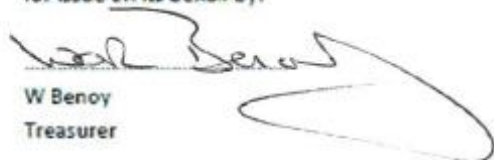
Hospice of the Good Shepherd (Registered number – 01843427)

Balance Sheet

Y/E: 31 March 2024

	Note	Company 2024	Company 2023	Group 2024	Group 2023
		£	£	£	£
Fixed Assets					
Tangible Assets	13	3,210,242	3,251,695	3,299,993	3,324,214
Investments	14	590,356	533,326	590,356	533,326
Investments in Subsidiaries	23	2	2	-	-
		<u>3,800,600</u>	<u>3,785,023</u>	<u>3,890,349</u>	<u>3,857,540</u>
Current Assets					
Stock	15	-	930	-	1,093
Debtors	16	1,119,157	1,176,264	492,504	468,542
Cash at Bank and in Hand		<u>1,355,708</u>	<u>1,193,082</u>	<u>2,030,663</u>	<u>1,990,910</u>
		<u>2,474,866</u>	<u>2,370,276</u>	<u>2,523,167</u>	<u>2,460,545</u>
Creditors: amounts falling due within one year	17	(352,209)	(260,385)	(490,148)	(423,064)
Net Current Assets		<u>2,122,657</u>	<u>2,109,891</u>	<u>2,033,019</u>	<u>2,037,481</u>
Total assets less current liabilities		<u>5,923,257</u>	<u>5,894,913</u>	<u>5,923,365</u>	<u>5,895,019</u>
Creditors: amounts falling due after more than one year	18	(646,243)	(775,491)	(646,243)	(775,491)
Net Assets		<u><u>5,277,014</u></u>	<u><u>5,119,422</u></u>	<u><u>5,277,122</u></u>	<u><u>5,119,527</u></u>
Charity funds					
Restricted Funds	19	37,437	202,468	37,437	202,468
Unrestricted Funds					
General Funds	19	<u>5,239,577</u>	<u>4,916,954</u>	<u>5,239,685</u>	<u>4,917,059</u>
Total Unrestricted Funds		<u>5,239,577</u>	<u>4,916,954</u>	<u>5,239,685</u>	<u>4,917,059</u>
Total Charity Funds		<u><u>5,277,014</u></u>	<u><u>5,119,422</u></u>	<u><u>5,277,122</u></u>	<u><u>5,119,527</u></u>

The financial statements were approved by the Council Members on 10/12/24 and signed and authorised for issue on its behalf by:


W Benoy
Treasurer

Consolidated Cash Flow Statement for the year ended 31st March 2024

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Cash Flow Statement

Y/E: 31 March 2024

	Note	2024	2023
		£	£
Cash flow from operating activities	22	133,224	(200,691)
Net cash flow from operating activities		<u>133,224</u>	<u>(210,979)</u>
Cash flow from investing activities			
Income from investments	5	88	-
Payments to acquire intangible fixed assets		-	-
Receipts from sales of intangible fixed assets		-	-
Interest received	5	26,967	6,791
Payments to acquire tangible fixed assets	13	(113,970)	(44,150)
Receipts from sales of tangible fixed assets		-	-
Payments to acquire investments	14	(67,288)	(56,454)
Purchase of fixed term deposits		-	-
Receipts from sales of investments	14	60,732	49,622
Current asset investments			
Interest received		-	-
Dividends received		-	-
Rents received from investment properties		-	-
Net cash flow from investing activities		<u>(93,471)</u>	<u>(44,191)</u>
Cash flow from financing activities			
Receipts from issue of new long term loans		-	-
Repayment of long term loans		-	-
Repayment of finance lease liabilities		-	-
Interest paid		-	-
Receipt of permanent / expendable endowment		-	-
Net cash flow from financing activities		<u>-</u>	<u>-</u>
Net (decrease)/ increase in cash and cash equivalents		39,753	(244,882)
Cash and cash equivalents at 31/3/2023		1,990,910	2,235,792
Cash and cash equivalents at 31/3/2024		<u>2,030,663</u>	<u>1,990,910</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,030,663	1,990,910
Cash and cash equivalents at 31/3/2024		<u>2,030,663</u>	<u>1,990,910</u>

Notes to the Financial Statements for the year ended 31st March 2024

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
Y/E: 31 March 2024

1. Summary of significant accounting policies

(a) General information and basis of preparation

The Hospice of the Good Shepherd is a charitable company registered in England and is governed by its Memorandum and Articles of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide the highest quality specialist palliative Care for the people of Western Cheshire, Chester and Deeside who have illnesses that no longer respond to curative treatment.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Hospice of the Good Shepherd Promotions Limited. The Hospice of the Good Shepherd has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary is included within the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary are included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS102 Section 9-Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any intra-group transactions are eliminated on consolidation.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The trustees have considered the level of funds held, the continued support the Group receives from the NHS Cheshire and Merseyside integrated Care Board (ICB), expected level of income and expenditure for 12 months from authorising these financial statements and are of the view that it is appropriate to prepare the financial statements on a going concern basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
Y/E: 31 March 2024

(b) Funds

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Income from the sale of gifts in kind donated for resale is recognised within Income from other trading activities.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

For legacies, entitlement is the earlier of the charity being notified of an impending distribution, receipt of which is probable, or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as income from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes cost of the lottery prizes, the salaries of the staff who promote fund-raising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed calculations and record keeping.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	nil
Buildings and long leasehold property	2% p.a straight line
Plant and machinery	20% p.a straight line/15% reducing balance
Fixtures and fittings	15% p.a straight line/15% reducing balance
Motor vehicles	25% reducing balance

(g) Pension contributions

The company makes contributions to defined contribution pension schemes, as disclosed in note 25, designed to provide retirement benefits based upon the level of contributions made. The costs of providing these benefits are charged to the statement of financial activities in the year in which they become payable.

The company also makes contributions to a National Health Service (NHS) pension scheme for all eligible employees.

The assets of the scheme are held separately by the NHS superannuation scheme. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to the Hospice of the Good Shepherd. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme. Contributions to the scheme are charged to the SOFA in the year in which they become payable.

(h) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Shares in Subsidiary Undertakings

Investments in subsidiary undertakings are measured at cost less impairment.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

(j) Stocks

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

(k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

(l) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(o) Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

2. Income from donations and legacies

a) Company and Group

	Total 2024	Total 2023
	£	£
Donations	658,732	471,818
Legacies	457,971	336,351
Total	<u>1,116,703</u>	<u>808,169</u>

Income from donations and legacies was £1,116,703 (2023 - £808,169) of which £75,342 (2023 - £84,560) was attributable to restricted and £1,041,361 (2023- £723,609) was attributable to unrestricted funds.

3. Income from Charitable Activities

Company and Group

	Total 2024	Total 2023
	£	£
Contractual payments	1,346,518	1,250,006
Sale of goods and services	8,278	4,327
Other	130,635	100,202
Total	<u>1,485,431</u>	<u>1,354,534</u>

Income from charitable activities was £1,485,431 (2023: £1,354,534) of which £1,430,431 (2023: £1,331,968) was attributable to restricted and £55,000 (2023: £22,566) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

4. Income from other trading activities

a) Company	Total 2024 £	Total 2023 £
Fundraising Events	883,617	748,776
Shop income	-	-
Sponsorship and Lotteries	-	-
Sale of Donated and Brought in Goods	-	-
Capital Appeal Income	-	-
Total	883,617	748,776

Income from other trading activities was £883,617 (2023 - £748,776) of which £nil (2023 - £nil) was attributable to restricted and £883,617 (2023- £748,776) was attributable to unrestricted funds.

b) Group	Total 2024 £	Total 2023 £
Fundraising Events	883,617	748,776
Shop income	-	-
Capital Appeal Income	-	-
Lottery	723,391	757,607
Shops	1,024,321	902,527
Total	2,631,329	2,408,910

Income from other trading activities was £2,631,329 (2023 - £2,408,910) of which £nil (2023- £nil) was attributable to restricted and £2,631,329 (2023- £2,408,910) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

5. Income from investments

a) Company

	Note	Unrestricted Funds £	Total 2024 £
Listed UK Investments			
Dividend Income		88	88
Short Term Deposit Interest		26,967	26,967
		<u>27,055</u>	<u>27,055</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	683,782	683,782
		<u>710,837</u>	<u>710,837</u>

b) Group

	Unrestricted Funds £	Total 2024 £
Listed UK Investments		
Dividend Income	88	88
Short Term Deposit Interest	26,967	26,967
	<u>27,055</u>	<u>27,055</u>

Investments are held to provide an overall return from both income and capital growth.

a) Company

	Note	Unrestricted Funds £	Total 2023 £
Listed UK Investments			
Dividend Income		-	-
Short Term Deposit Interest		6,791	6,791
		<u>6,791</u>	<u>6,791</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	789,973	789,973
		<u>796,764</u>	<u>796,764</u>

b) Group

	Unrestricted Funds £	Total 2023 £
Listed UK Investments		
Dividend Income	-	-
Short Term Deposit Interest	6,791	6,791
	<u>6,791</u>	<u>6,791</u>

Investments are held to provide an overall return from both income and capital growth.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

6. Expenditure on raising funds

a) Company

	Total 2024 £	Total 2023 £
Merchandising and Event Costs	560,938	557,400
Investment management costs	-	-
Total	560,938	557,400

Expenditure on raising funds was £560,938 (2023: £557,400) of which £206,145 (2023: £204,817) was attributable to restricted funds and £354,793 (2023: £352,583) was attributable to unrestricted funds.

b) Group

	Total 2024 £	Total 2023 £
Shops and lottery operating costs	1,063,930	870,161
Merchandising and Event Costs	560,938	557,400
Investment management costs	-	-
Total	1,624,868	1,427,561

Expenditure on raising funds was £1,624,868 (2023: £1,427,561) of which £206,145 (2023: £204,817) was attributable to restricted funds and £1,418,723 (2023: £1,222,744) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

7. Results from Trading Activities of Subsidiary

	Hospice of the Good Shepherd Promotions Limited £	Total 2024 £	Total 2023 £
Merchandising and Events	1,747,712	1,747,712	1,660,134
Other income	-	-	-
Total income	1,747,712	1,747,712	1,660,134
Total costs including taxation	(1,063,930)	(1,063,930)	(870,161)
Net Income for the year before Gift Aid	683,782	683,782	789,973
Gift Aid Payable to Hospice of the Good Shepherd	(683,782)	(683,782)	(789,973)
Net Income	0	0	-
Funds Brought Forward at 1 April 2023	112	112	112
Funds Carried Forward at 31 March 2024	112	112	112
Total Assets	823,274	823,274	952,764
Total Liabilities	(823,161)	(823,161)	(952,652)

Hospice of the Good Shepherd (Registered number – 01843427)**Notes to the Financial Statements****Y/E: 31 March 2024****8. Expenditure on Charitable Activities**

	<u>Company and Group</u>		Total
	Unrestricted	Restricted	2024
Salaries and Wages	1,268,154	1,403,451	2,671,605
Rent	- 608	-	608
Rates and water	8,567	-	8,567
Light and heat	48,745	-	48,745
Repairs and maintenance	121,370	24,698	146,068
Motor and travel expenses	6,315	-	6,315
Insurance	26,571	-	26,571
Telephone	24,354	-	24,354
Medical supplies	34,241	-	34,241
Courses and education	13,888	-	13,888
Miscellaneous	125,757	-	125,757
Laundry, cleaning and food	57,747	-	57,747
Depreciation	87,915	36,510	124,425
Postage, stationery and advertising	31,972	-	31,972
Audit fees	6,401	-	6,401
Legal and professional fees	194,218	-	194,218
End of Life Partnership	15,000	-	15,000
	<u>2,070,608</u>	<u>1,464,659</u>	<u>3,535,267</u>

	Unrestricted	Restricted	Total
			2023
Salaries and Wages	1,512,585	1,215,233	2,727,818
Rent	5,111	-	5,111
Rates and water	9,760	-	9,760
Light and heat	52,014	-	52,014
Repairs and maintenance	95,196	5,010	100,206
Motor and travel expenses	8,908	990	9,898
Insurance	25,157	-	25,157
Telephone	18,493	339	18,832
Medical supplies	53,019	-	53,019
Courses and education	6,061	4,041	10,102
Miscellaneous	176,198	33,562	209,760
Laundry, cleaning and food	51,730	-	51,730
Depreciation	103,802	12,829	116,631
Postage, stationery and advertising	31,082	-	31,082
Audit fees	9,999	-	9,999
Legal and professional fees	37,953	-	37,953
End of Life Partnership	15,000	-	15,000
	<u>2,212,067</u>	<u>1,272,004</u>	<u>3,484,071</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

9. Support Costs Breakdown by Activity

Company and Group

		2024			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	133,701	292,463	60,439	486,603
Rates and water	Space	384	1,076	77	1,537
Light and heat	Space	1,638	6,144	420	8,202
Repairs and maintenance	Actual	789	14,205	789	15,783
Motor and travel expenses	Actual	935	624	-	1,559
Insurance	Space	991	2,774	198	3,963
Telephone	Space	1,780	1,038	148	2,966
Miscellaneous	Actual	6,938	6,938	-	13,876
Depreciation	Actual	1,837	16,533	-	18,370
Postage and stationery	Actual	3,182	1,713	-	4,895
Audit fees	Actual	-	-	6,401	6,401
Legal and professional fees	Actual	-	-	194,218	194,218
Investment management charges					-
		152,175	343,508	262,690	758,373

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

9. Support Costs Breakdown by Activity
Company and Group (continued)

		2023			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	124,479	234,789	54,427	413,695
Rates and water	Space	366	1,025	73	1,464
Light and heat	Space	1,560	5,852	390	7,802
Repairs and maintenance	Actual	752	13,527	752	15,031
Motor and travel expenses	Actual	891	594	-	1,485
Insurance	Space	944	2,641	189	3,774
Telephone	Space	1,695	989	141	2,825
Miscellaneous	Actual	6,608	6,607	-	13,215
Depreciation	Actual	1,750	15,745	-	17,495
Postage and stationery	Actual	3,030	1,632	-	4,662
Audit fees	Actual	-	-	9,999	9,999
Legal and professional fees	Actual	-	-	37,953	37,953
Investment management charges					-
		142,075	283,401	103,924	529,400

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

10. Net income / (expenditure) for the year

Net income / (expenditure) is stated after charging / (crediting):

	Total 2024 £	Total 2023 £
Depreciation of tangible fixed assets	138,191	135,202
Auditor's remuneration :		
Audit of the annual accounts	6,401	9,999
Other services	700	4,528

11. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2023: £Nil).

The total amount of employee benefits received by key management personnel was £639,499 (2023: £522,464). The Hospice considers its key management personnel comprise the trustees, the Chief Executive, Director of Clinical Services, Medical Director, Director of HR, Director of Fundraising and Head of Finance.

The trustees did not have any expenses reimbursed during the year (2023 - £nil).

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

12. Staff costs and employee benefits

	Total 2024 £	Total 2023 £
Wages and Salaries	3,237,158	3,021,421
Social Security Costs	242,787	214,932
Pension Costs	279,285	173,420
	<u>3,759,230</u>	<u>3,409,773</u>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2024	2023
£60,001 - £70,000	2	1
£70,001 - £80,001	3	1
£80,001 - £90,000	1	2
£90,001 - £100,000		1
	<u>6</u>	<u>5</u>

During the year , the Hospice also re-imbursed the Countess of Chester Hospital for the services of a consultant totalling £170,854 (2023 £127,568)

The average number of employees analysed by function was:

	Total 2024 No.	Total 2023 No.
Senior Management Team	5	5
Medical and care services	50	50
Support staff	40	36
Fundraising	39	29
	<u>134</u>	<u>120</u>

Hospice of the Good Shepherd (Registered number – 01843427)**Notes to the Financial Statements****Y/E: 31 March 2024****13. Tangible fixed assets**

a) Company	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2023	3,808,630	1,214,486	-	28,322	5,051,438
Additions		86,671	-	-	86,671
Disposals/fully written off			-	-	-
At 31/3/2024	3,808,630	1,301,157	-	28,322	5,138,109
			-		
Depreciation					
At 1/4/2023	806,134	987,945	-	5,664	1,799,743
Charge for year	71,904	50,556	-	5,664	128,124
Eliminated on disposal			-	-	-
At 31/3/2024	878,038	1,038,501	-	11,328	1,927,867
Net Book Value at 31/3/2024	2,930,592	262,656	-	16,994	3,210,242
Net Book Value at 31/3/2023	3,002,496	226,541	-	22,658	3,251,695
b) Group	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2023	3,880,839	1,418,385	-	28,322	5,327,546
Additions	-	113,970	-	-	113,970
Disposals/fully written off			-	-	-
At 31/3/2024	3,880,839	1,532,355	-	28,322	5,441,516
Depreciation					
At 1/4/2023	845,399	1,152,270	-	5,664	2,003,333
Charge for year	71,904	60,623	-	5,664	138,191
Eliminated on disposal			-	-	-
At 31/3/2024	917,303	1,212,893	-	11,328	2,141,524
Net Book Value at 31/3/2024	2,963,536	319,462	-	16,994	3,299,992
Net Book Value at 31/3/2023	3,035,440	266,116	-	22,658	3,324,214

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

14. Fixed Asset Investments

	Unrestricted Funds £	Total 2024 £	Total 2023 £
Company and Group listed investments			
At 1/4/2023	533,326	533,326	560,532
Less disposals at opening market value	(60,732)	(60,732)	(49,622)
Add acquisitions at cost	67,288	67,288	56,454
Net (losses)/gain on revaluation	50,474	50,474	(34,038)
At 31/3/2024	590,356	590,356	533,326

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

15. Stock

	Company		Group	
	Total 2024 £	Total 2023 £	Total 2024 £	Total 2023 £
Goods for resale	-	930	-	1,093
Total	-	930	-	1,093

Stocks included in the group balance sheet comprise goods held for resale.

16. Debtors

	Company		Group	
	2024 £	2023 £	2024 £	2023 £
Amounts owed by group undertakings	685,222	789,973	-	-
Other Debtors	-	-	6,111	6,089
VAT	-	-	-	-
Prepayments and Accrued Income	383,230	320,571	427,860	384,987
Trade Debtors	50,705	65,720	58,532	77,466
	1,119,157	1,176,264	492,504	468,542

As at the year end, a total of £335,528 (2023 - £276,906) of group income has been accrued.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

17. Creditors: amounts falling due within one year

	Company		Group	
	2024	2023	2024	2023
	£	£	£	£
Trade Creditors	58,714	49,391	67,230	76,936
Other Creditors	31,542	25,493	33,050	29,001
Social security and other taxes	51,241	31,914	53,741	31,914
Accruals and deferred income	210,712	153,586	336,127	285,212
Amounts owed to group undertakings	-	-	-	-
	<u>352,209</u>	<u>260,385</u>	<u>490,148</u>	<u>423,064</u>

As at the year end, a total of £91,701 (2023 - £64,369) of group income has been deferred.

Deferred income represents lottery subscriptions received in advance and other income

when the criteria for recognising income have not been met at 31 March 2024.

18. Creditors: amounts falling due after more than one year

	Company		Group	
	2024	2023	2024	2023
	£	£	£	£
Other Creditors	646,243	775,491	646,243	775,491
	<u>646,243</u>	<u>775,491</u>	<u>646,243</u>	<u>775,491</u>

19. Fund reconciliation

a) Company

	Balance at 01/04/2023	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2024
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	4,916,954	2,690,814	(2,425,397)	-	57,206	5,239,577
	<u>4,916,954</u>	<u>2,690,814</u>	<u>(2,425,397)</u>	<u>-</u>	<u>57,206</u>	<u>5,239,577</u>
	Balance at 01/04/2023	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2024
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England						-
Covid funding		-	-		-	-
Capital Appeal	-					-
	-					-
Job Retention Scheme		-	-		-	-
Other Restricted Funds	202,468	1,505,773	(1,670,804)		-	37,437
	<u>202,468</u>	<u>1,505,773</u>	<u>(1,670,804)</u>	<u>-</u>	<u>-</u>	<u>37,437</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

19. Fund reconciliation (continued)

b) Group	Balance at 01/04/2023	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2024
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	4,917,059	3,754,744	(3,489,325)	-	57,206	5,239,685
	4,917,059	3,754,744	(3,489,325)	-	57,206	5,239,685
	Balance at 01/04/2023	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2024
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England						
Covid funding	-	-	-		-	-
Job Retention Scheme	-	-				-
Other Restricted Funds	202,468	1,505,773	(1,670,804)			37,437
	202,468	1,505,773	(1,670,804)	-	-	37,437

Hospice of the Good Shepherd (Registered number – 01843427)**Notes to the Financial Statements****Y/E: 31 March 2024****20. Analysis of net assets between funds****a) Company**

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Tangible Fixed Assets	3,210,242		3,210,242
Investments	590,356		590,356
Investments in subsidiaries	2		2
Current Assets	2,437,429	37,437	2,474,866
Current Liabilities	(352,209)		(352,209)
Creditors more than one year	(646,243)		(646,243)
Total	5,239,577	37,437	5,277,014

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Tangible Fixed Assets	3,251,695		3,251,695
Investments	533,326		533,326
Investments in subsidiaries	2		2
Current Assets	2,167,806	202,468	2,370,274
Current Liabilities	(260,385)		(260,385)
Creditors more than one year	(775,491)		(775,491)
Total	4,916,954	202,468	5,119,422

b) Group

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Tangible Fixed Assets	3,299,993	-	3,299,993
Investments	590,356	-	590,356
Current Assets	2,485,728	37,437	2,523,165
Current Liabilities	(490,148)	-	(490,148)
Creditors more than one year	(646,243)	-	(646,243)
Total	5,239,685	37,437	5,277,122

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Tangible Fixed Assets	3,324,214	-	3,324,214
Investments	533,326	-	533,326
Current Assets	2,258,072	202,468	2,460,541
Current Liabilities	(423,064)	-	(423,064)
Creditors more than one year	(775,491)	-	(775,491)
Total	4,917,059	202,468	5,119,527

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

21. Share Capital

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group 2024	Group 2023
	£	£
Net income / (expenditure) for year	157,589	(361,232)
Dividends received	(88)	-
Short Term Deposit Interest	(26,967)	(6,791)
Rents received from investment properties	-	-
Interest receivable	-	-
Interest payable	-	-
Depreciation and impairment of tangible fixed assets	138,191	135,202
Amortisation and impairment of intangible fixed assets	-	-
(Gains) / losses on investments	(50,474)	34,038
(Profit) / loss on disposal of tangible fixed assets	-	4,250
(Profit) / loss on disposal of fixed asset investments	-	-
Provisions less payments	-	-
(Increase) / decrease in stock	1,093	(899)
(Increase) / decrease in debtors	(23,961)	205,856
Increase / (decrease) in creditors	(62,159)	(211,115)
Net cash flow from operating activities	133,224	(200,691)

23. Shares in Subsidiary Undertakings

The shares in subsidiary undertakings are stated at cost of £2 (2023 - £2) and comprise the following companies:

	Class of Share	2024	2023
Hospice of the Good Shepherd Promotions Limited			
Company number: 03350371			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets	£	112	£112
Operation of Charity Shops and a lottery scheme.			

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

24. Operating Lease Commitments

Total future minimum lease payments are as follows:

	Land and buildings 2024 £	Other 2024 £	Total 2024 £	Total 2023 £
Within One Year	66,972		66,972	66,972
Within Two to Five Years	33,528		33,528	100,500
Over 5 years	-	-	-	-
	<u>100,500</u>	<u>-</u>	<u>100,500</u>	<u>167,472</u>

25. Pension Costs

During the year ended 31 March 2024 the Hospice made contributions totalling £95,078 (2023: £93,220) to an Automatic Enrollment Scheme managed by Royal London.

Contributions of £3,675 (2023: £3,500) were made into a Personal Pension Scheme for a senior employee.

The Hospice also made contributions to the NHS pension scheme for all eligible employees. Contributions to this scheme in the year totalled £184,207 (2023: £185,047).

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

26. Financial Instruments

	<u>Company</u> 2024	<u>Company</u> 2023	<u>Group</u> 2024	<u>Group</u> 2023
Financial assets at fair value through statement of financial activities				
Investments (Note 16)	590,356	533,326	590,356	533,326
Investments in subsidiaries (Note 25)	2	2	-	-
	<u>590,358</u>	<u>533,328</u>	<u>590,356</u>	<u>533,326</u>
Financial assets that are debt instruments measured at amortised cost				
Amounts owed by group undertakings (Note 18)	685,222	789,973	-	-
Other debtors (Note 18)	-	-	6,111	6,089
VAT (Note 18)	-	-	-	-
Trade debtors (Note 18)	50,705	65,720	58,532	77,466
Cash at bank and in hand	<u>1,355,708</u>	<u>1,193,082</u>	<u>2,030,663</u>	<u>1,990,910</u>
	<u>2,091,635</u>	<u>2,048,775</u>	<u>2,095,306</u>	<u>2,074,465</u>
Financial liabilities that are debt instruments measured at amortised cost				
Trade creditors (Note 19)	58,714	49,391	67,230	76,936
Social security and other taxes (Note 19)	51,241	31,914	53,741	31,914
Other creditors (Notes 19 & 20)	<u>677,785</u>	<u>800,984</u>	<u>679,293</u>	<u>804,492</u>
	<u>787,740</u>	<u>882,289</u>	<u>800,263</u>	<u>913,342</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

Y/E: 31 March 2024

27. Related Party Transactions

Hospice of Good Sheherd Promotions Ltd is a 100% owned subsidiary of Hospice of the Good Shepherd. All the profits of the subsidiary for the period have been distributed by Gift Aid to the charity. The profits for the year totalled £683,782 (2023: £789,973). At 31st March 2024 the charity was owed £1,440.04 (2023: £nil) by Hospice of Good Sheherd Promotions Ltd. This balance was made up of re-charges owed to the main hospice. The Hospice recharges various costs to Promotions for use of its facilities etc.

28. Taxation

No liability to UK Corporation Tax arose on net incoming resources for the year ended 31 March 2024 nor for the year ended 31 March 2024 for the company. A tax liability provision of £2,500 (2023 - £1,134.49) has been included within the subsidiary company included within the consolidated accounts.

29. Analysis of reserves

	Group	
	2024	2023
	£	£
Total Reserves	5,277,116	5,119,527
Less:		
Unrestricted Fixed Assets	(3,299,993)	(3,324,214)
Restricted funds	(37,437)	(202,468)
Freely available reserves	1,939,686	1,592,845

Our supporters

We would like to sincerely thank all those people who have supported the Hospice during this financial year, with their generous donations, time and gifts in kind. The support we receive makes such a difference to our patients and their families.

Hospice of the Good Shepherd,
Gordon Lane, Backford, Chester, CH2 4DG

Hospice: [01244 851091](tel:01244851091)

Fundraising: [01244 851 811](tel:01244851811)

Lottery: [0151 356 8899](tel:01513568899)

Email: info@hospicegs.com

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales - Charity number 515516

Accounts



HOSPICE
OF THE GOOD SHEPHERD

Hospice of the Good Shepherd Company Limited by Guarantee

**Group Financial Statements
For the year ended
31st March 2023**

**Company Registration Number : 1843427
Charity Number : 515516**

Contents

Our Year in Numbers.....	4
Chair's Report.....	5
Trustees' Report (Incorporating Directors' and Strategic Reports)	6
About Us.....	6
Public Benefit Statement	6
Our Vision, Mission & Values	7
We have a range of strategic aims to ensure we deliver the best quality care.....	7
Our Values Underpin Everything We Do.....	7
Looking Back at our 2022/2023 Charitable Activities Highlights	8
Our In-Patient Unit.....	8
Our Clinics	9
Medical Out-Patients	10
Complementary Therapy	10
Living Well	10
Bereavement Support.....	10
Adult and Children and Young People's Counselling Services at the Living Well	10
Being your voice.....	11
Delivering against our Quality Priorities	11
Our Quality Highlights 2022/2023 Consultant in Palliative Medicine	12
High Sheriff Award	12
Clinical Learning and Education	13
Homelessness work	13
Feedback about the homelessness work.....	14
LGBTQIA+	14
Helping People Live Well.....	15
Legacy Art Project	15
Patient Support Volunteering	16
How we funded our achievements 2022/2023	17
Donations & Legacies	17
Other Trading Activities	17
Charitable Activities	17
Investments.....	17
Donors and Events	18
Community Fundraising and Challenge Events.....	18
Gifts in Wills	20
Retail & Lottery	20
Retail	20
Lottery	20
Trusts and Foundations.....	21

Investments.....	22
How we spent your donations.....	23
Our passionate and dedicated people	24
Support.....	24
Safeguarding	24
Promoting Equality, Diversity & Inclusion	25
Freedom to Speak Up	25
Our Equality and Diversity Work.....	25
Technology	26
Looking Forward and delivering our Strategy.....	27
Structure, Governance and Management Statement of Trustees' Responsibilities.....	31
Our Senior Management Team.....	32
Subsidiary Undertakings	33
The Board and Subsidiary Committees.....	33
Terms of Reference for Our Committees.....	33
Our Board.....	33
Care Committee	34
Clinical Governance Committee.....	34
Finance & Fundraising Committee.....	35
Health, Safety & Estates Committee.....	36
Information Governance Committee.....	36
People & Development and Remuneration Committee.....	37
Chief Executive.....	37
Corporate Governance.....	37
Risk Management and Assurance	38
Financial Review.....	40
Management of reserves	40
Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance	41
Independent Auditors' Report Financial Statements	42
Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account)	46
Balance Sheet for the year ended 31st March 2023	47
Consolidated Cash Flow Statement for the year ended 31st March 2023	48
Notes to the Financial Statements for the year ended 31st March 2023	49
Notes to the Financial Statements for the year ended 31st March 2023 cont.	50
Our Supporters.....	74
Community and Corporate Supporters.....	74
Our Hospice Community Fundraising Groups.....	74
Patrons and celebrity supporters.....	74

Our Year in Numbers



We have **350 volunteers** who support our team across all areas of the hospice



We supported **170 people** on our inpatient unit



We received legacies to the value of **£336k**



We provided **498 support sessions** for carers



We provided **1665 Living Well Sessions** for our patients



We cared for **51 patients via the Virtual Ward** delivering 208 consultations



1951 bereavement counselling sessions provided for adults and children



Our retail shops and café generated an income of **£903k**



Our weekly hospice lottery generated an income of **£758k**

giftaid it

We claimed **£133k** back from HRMC in gift aid



Our combined annual raffles generated an income of **£76k**

Chair's Report

Welcome to the 2022/23 annual report for the Hospice of the Good Shepherd reflecting a year of continued progress as we support and make a difference to the lives of those impacted by a palliative care diagnosis in the West Cheshire and Deeside communities.

The year began with an easing of Covid restrictions and cases, but we remained on constant watch as the country learned to adapt and live with the virus. I remain proud of the way in which all our staff worked to protect our patients. However, the shadow of Covid continued to affect our fund raising with either cancelled or reduced numbers at many of our events.

A major challenge during the year was caused by the continued national shortage of nursing staff which resulted in difficulty to both recruit and retain nurses. The Board made the difficult decision to match Agenda for Change, NHS England Terms and Conditions, for our clinical staff which although significantly increased our costs, has meant that we are fully staffed and able to deliver a full care service to our patients. We have also continued our work with Liverpool University to educate medical students to help bring through the next generation of palliative clinical staff which is incredibly important to the Hospice. Additional pressure on costs followed the Russian/Ukraine war with increases in energy prices and subsequent inflation. These, along with the cost-of-living crisis, continue to negatively impact both our income and cost base where we now only receive 22% of our costs from statutory income. The rest, over £4 million, must be achieved through fundraising and we remain heartened by the continued and greatly valued support of the public who enter our lottery, buy raffle tickets, spend in our shops, run marathons, and donate in so many other ways. The whole team here thank them enormously and without their support, we would have to offer a very much reduced service. However, operating losses continue to rise, and we remain dependant on vital legacy income which unfortunately, we cannot be certain of.

This is why the Board and senior management team have been working on a new five-year strategy, setting out the services that the Hospice should offer and the best way in which to deliver them. New Strategic Aims and Objectives have been set and we are already measuring our performance against them. A vital part of this approach must include how we can work proactively with the newly established Cheshire and Merseyside Integrated Care Board and the newly formed West Cheshire Place to demonstrate the importance of the services provided by the Hospice and aim to increase the statutory income paid to the Hospice.

This is my final report as Chair of the Board, and it has been my privilege to be involved with such a special organisation over the last five years. I would like to thank my fellow Trustees for their time, commitment, advice, and support. I'm delighted that an existing Trustee, Yvonne Emmett Cannell agreed to succeed me as Chair from 1st April 2023. Yvonne is an accountant by profession and brings a wealth of senior leadership experience at Board level in the NHS, Local Government, and the charity sector. I wish Yvonne every success in her new role and although I'm stepping down as Chair, I will remain a Trustee and hope to support the Hospice in any way that I can.

Finally, I would like to express my sincere thanks to our CEO, Rhian, her Senior Management Team and all the wonderful staff at the Hospice for their outstanding commitment to providing the highest quality of care for patients living with life limiting illness, through to end of life care and bereavement support to their families.



Robert Mee - Chair of Trustees, Hospice of the Good Shepherd

Trustees' Report (Incorporating Directors' and Strategic Reports)

The Trustees, who are also directors for the purposes of company law, are pleased to present their Annual Directors report together with the Financial Statements of the charity for the year ending 31st March 2023 which are also prepared to meet the requirements for a Directors Report and Accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FR102) (effective 1st January 2019).

About Us

The Hospice of the Good Shepherd wants all people living in West Cheshire and Deeside with a life shortening illness, and those important to them, to have access to care and support wherever and whenever they need it. We want to help people live well until they die and to support those affected by the death of a relative or friend. Our care is designed to meet the needs of each individual and we try to do this through a combination of expert clinical care, community support, education and partnership working with other organisations with the same aspiration. Last year we provided care and support to 122 inpatients, 254 patients attending either our Living Well Services or outpatient clinics and 100 carers across West Cheshire.

Our specialist multi-disciplinary team includes doctors, nurses, physiotherapists, occupational therapists, social worker, chaplain, counsellor, music and art therapists and complementary therapy practitioners. Together they provide care and support to patients and those close to them.

Our care comprises support with social emotional spiritual and psychological issues as well as physical care to help with symptoms such as pain. Our patients have life limiting illnesses including advanced cancer, heart failure, respiratory failure, renal disease, and progressive neurological diseases such as Motor Neurone Disease.

We want people to live as well as possible, making sure they get the best possible care at the end of their lives whilst maintaining their dignity and respecting their wishes.

There is no charge for the care and support we provide, meaning that the services provided by our multidisciplinary team will be free at the point of delivery to everyone irrespective of their background.

Public Benefit Statement

The Hospice aims to serve the public by ensuring that everyone in Cheshire West, Chester, Ellesmere Port and Deeside has access to excellent high-quality specialist palliative care and support when they have illnesses which no longer respond to curative treatment. Our main activity continues to be the delivery of specialist medical and nursing care to patients and their families. The Trustees have regard to the Charity Commission guidance on public benefit. To achieve this, we have established a set of strategic priorities, and our business plan is based on these priorities.

Our Vision, Mission & Values

Our Vision

Striving For Excellence Is At The Heart Of Everything We Do

Our mission for the Hospice of the Good Shepherd is to provide the highest quality specialist palliative care for the people of West Cheshire, Deeside and surrounding areas who have progressive, advanced life-limiting illnesses. Our main activity continues to be the delivery of a specialist medical and nursing service to patients and their families by a skilled and dedicated multi-professional team.

We have a range of strategic aims to ensure we deliver the best quality care.



Our Values Underpin Everything We Do



Looking Back at our 2022/2023 Charitable Activities Highlights

Our In-Patient Unit

Our Inpatient Unit consists of 10 beds, run by a dedicated and professional team of clinical and palliative care consultants, medical and nursing staff, physiotherapists, occupational therapist, administrators, social workers, complementary therapists, and our spiritual care team.

Each patient admitted to our Inpatient Unit (IPU) is treated with dignity and care and has access to 24-hour specialist palliative care. Our catering staff provide a delicious menu of home cooked food, and our housekeeping staff ensure the Hospice is clean and tidy every day. The Hospice also provides support for their families, friends, and carers.

There are several reasons people are referred to us for Inpatient care. Our main aim is to enhance quality of life, and we do all we can to ensure that everybody is comfortable during their stay. Whilst we care for people at the end of their life, around 40% of our patients go home after a stay with us.

Our team of staff have specialist training in many different areas. Together, they not only provide excellent nursing and medical care, but they also look after emotional, spiritual, social and psychological needs.

We have a mixture of single rooms combined with a 4 bedded ward and these are allocated depending on the individual needs of our patients. Patients may be admitted to our inpatient wards for:

- Control of symptoms, for example pain or nausea/sickness.
- Rehabilitation following treatment.
- Care in the last days of life.

Each bed has a TV, with headsets for those in bays. Free Wi-Fi access is available, and we have a selection of talking books. A member of our catering team visits our patients each day to go through our menu of freshly prepared home cooked meals. In 2022/23, we have cared and treated for 170 people and supported their family, friends, and carers on the lead up to, during and after their loved ones stay with us. This equated to an average bed occupancy of 82% and an average length of stay of 13.6 days.

The Hospice received 22% funding contribution toward the cost of the Inpatient Unit and charitable activities from the Cheshire and Merseyside Integrated Care Board for 2022/23, a reduction of 1% on the previous year. Although we support patients from North Wales, the Hospice receives no fixed funding from Betsi Cadwalader Health Board.

Historically the Hospice has not matched NHS pay banding, however, in January 2023 we took the decision to match Agenda for Change, for our clinical staff. This has significantly increased our costs, however it has allowed us to recruit and retain nursing staff, without whom we would be unable to deliver services to our patients.

We have also continued our work with Liverpool University to educate medical students to help bring through the next generation of palliative clinical staff which is incredibly important to the Hospice.

Our Medical Director and teams of Speciality Doctors have worked to develop the treatments that can be delivered in our acute care setting. Increased access to intravenous therapies on the in-patient unit helps

us keep patients here at the Hospice and avoiding unnecessary patient transfers between us and the Countess of Chester.



Whilst we have been recruiting additional nursing staff, and to maximise the use of our Speciality Doctors we also piloted a virtual ward. During this pilot we saw 51 patients on our Virtual Ward delivering over 208 sessions.

The Hospice continues to provide a 24-Hour Telephone Advice line for health and social care professionals within the West Cheshire Area. This line is provided by nursing and medical staff who give clinical advice and support out of hours or signpost to other professionals where appropriate.

In line with our plan, we also rolled our integrated Single Point of Referral initiative which is a collaborative alliance between the Hospice, Countess of Chester Hospital, and the Community Specialist Palliative Care Teams. These teams come together triaging patients during a daily meeting where the referral is passed to the most appropriate service, to include our own services. We continue to support the Fountains Medical Centre, the designated GP practice for the care homes in the Chester catchment area and the wider GP community in West Cheshire and Deeside where we take our referrals from, all of which will help reduce hospital admissions and help patients achieve their preferred place of care and death.

Our Clinics

As well as the palliative care offered by the Hospice in our in-patients beds, we also provide a range of care in our out-patient clinics. Of those who attend these clinics, many have been discharged from a stay at the Hospice and others have been referred by their healthcare professional.

As with all our services, these out-patient attendances are provided free of charge by experienced, qualified professionals. We do not receive funding from the Integrated Care Board for these clinics; these must be funded from charitable donations.

Medical Out-Patients

Our specially trained Hospice doctor or Hospice consultant will meet with all patients referred to our out-patients department (either for initial or follow-up appointments). Clinics are held on various weekdays by our medical team. Patients can attend with their family or carer if required. Each patient's symptoms and conditions are assessed and monitored. Following consultation with our patients, and with the support of Redrow Homes, we now have a dedicated waiting room to provide a more private waiting area. To ensure seamless delivery of care the out-patients team works closely with all other medical professionals involved in a patient's care, such as the GP, hospital consultant, Macmillan nurse or district nurse. In 2022/23 we held 248 Outpatients appointments.

Complementary Therapy

The Hospice offers a range of complementary therapies to both patients and carers. These therapies are delivered by trained staff and can be helpful in reducing stress and anxiety, thus easing physical pain, and assisting symptom control. During the year, there were 667 sessions provided to patients and their carers.

Living Well

Our dedicated team of skilled staff and volunteers continued to support patients and carers to 'live well' and improve the quality of their life. By working with them to provide guidance so that informed choices can be made our team help improve symptom management, manage, and address individual concerns and enhance coping strategies.



The Living Well Centre provides a range of support therapies, including medical, nursing, rehabilitation, and well-being support. During the year, the team delivered 1,665 sessions.

We are fortunate that we receive some funding from Trusts and Foundations who recognise the importance of Living Well Services, but we receive no funding from the Integrated Care Board. In the main these services are funded from charitable donations.

Bereavement Support

Adult and Children and Young People's Counselling Services at the Living Well

Our dedicated, professional, and empathic team of counsellors and volunteers provided support to 536 adults and 101 children with pre and post bereavement support through 1951 sessions.

We are fortunate that we receive some funding from Trusts and Foundations who recognise the important of Bereavement, but we receive no funding from the Integrated Care Board. In the main these services funded are from charitable donations.

Being your voice

The Hospice is committed to ensuring that the voice of our service users and the local community are integral to service development and improvement. The Hospice of the Good Shepherd is a founding member of the Cheshire and Mersey Hospices Collaborative, which our CEO, Rhian Edwards Chairs. Rhian also sits on the Board of Hospice UK.

We continue to partner with the End-of-Life Partnership, Strategic Collaborative Cheshire, our Hospice External Stakeholders Group and are now an active member of the new Northwest Hospice Forum. We have also continued with our Service User Group and in growing its membership we will be reviewing the Terms of Reference for this group to ensure that we achieve maximum patient participation and involvement.

All these partnership approaches seek to address the ever-increasing demands of service provision, education, training, and workforce development. These collaborations demonstrate a region wide commitment to working in partnership to improve palliative and end of life care for all patients, regardless of demography or diagnosis.

Delivering against our Quality Priorities

Our clinical services operational plan for 2022/23 had nine objectives that linked to our strategic aims, with each of these objectives seeking to achieve improvements in these key areas:

- **Patient Safety** - *This means delivering care in a way that minimises harm by using effective approaches that reduce unnecessary risks.*
- **Clinical Effectiveness** - *This means delivering care that is based on evidence and people's individual needs.*
- **Patient Experience** - *This means delivering care which people can easily access and feedback is welcomed. People feel they are listened to, and their preferences are taken into account.*

Table 1 highlights the 8 of 9 quality priorities that were achieved in 2022/2023.

Quality Area	Quality Priorities we wanted to achieve	Quality Priority Achieved
Patient Safety	Implementation of a Quality Safety System to report and analyse incidents, complaints, audit and policies and procedures.	
	Introduce a new Clinical System for patient records (EMIS), a system that is linked to the local community services and GP Records.	
	To continue to have an annual audit cycle, to review care, report on any improvements that are required.	

	To undertake a Quality Improvement Project for handover and incorporating Safety Huddles	
	To reduce errors associated with the supply, storage, prescribing, administration, and disposal of medicines (controlled drugs & non-controlled drugs).	
Clinical Effectiveness	Increased access to intravenous therapies on the in-patient unit	
Patient Experience	Increased provision and referrals into LWS with improved patient experience	
	Increase Service User Group membership by 10%	
	Implement and evaluate “I Want Great Care” New, real time Patient Satisfaction Survey, publish the results on the Hospice website.	

Table 1. Quality Priorities 2022/2023

Our Quality Highlights 2022/2023 Consultant in Palliative Medicine

In March 2022, we welcomed Dr Alison Coackley, our new Medical Director and Consultant in Palliative Medicine to provide medical leadership at the Hospice and collaborative working across local healthcare providers. During 2022/2023 the role has brought in-depth specialist knowledge to undertake assessment and management of physical, psychological, and spiritual symptoms to reduce suffering and distress which in turn has increased the skill, knowledge and confidence within the health and social care workforce through education and training. We have increased our outpatient capacity and complex clinical decision-making where medical and personal interests are finely balanced by applying relevant ethical and legal reasoning alongside clinical assessment. Further provision of specialist advice and support has been provided to the wider care team who are providing direct core level palliative care to the person.



High Sheriff Award

In February 2023, we had a special visit from the High Sheriff. She spent a lot of time chatting to patients, staff and volunteers across the organisation and she was very impressed with our services. She also gave the Hospice team a very special High Sheriff's Community Award.



Clinical Learning and Education

In 2023, we launched our new 'You Matter' People and Development Strategy. Alongside our mandatory e-learning and face to face training programmes delivered by our training provider Blue Stream, there have been further learning opportunities to continuously develop and for staff to attain professional qualifications.

- A Health Care Assistant completed their Nursing Associate apprenticeship and is now employed as our first Nurse Associate on the Inpatient Unit.
- A Staff Nurse has commenced a post graduate certificate for 'Transforming Integrated Palliative Care'.
- A Senior Staff Nurse completed a Leadership and Management qualification with the End-of-Life Partnership.
- Through partnership working with universities, we have facilitated professional placements for Medical, Nursing and Social Work students. In addition, our Living Well Centre Senior Staff Nurse delivered a bespoke seminar to student nurses regarding creative healthcare.

Homelessness work

Following the benefits gained from a Hospice UK Masonic Foundation grant 2019 – 2021, we have joined with our colleagues in Central and East Cheshire in providing a Homelessness Palliative Care Service across the whole of Cheshire. All three hospices were awarded a grant from Cheshire CCG (now Cheshire and Merseyside Integrated Care Board) in October 2021 to continue the work which was extended for West Cheshire until December 2023.

The average age of **death** of a homeless person is **46 for men** and **43 for women**.

Hospice UK and CQC have both published reports that demonstrate the inadequate care the homeless population receive at end of life. Our current work has highlighted that homeless people have complex multiple co-morbidities and significant mental health issues which result in complex health and social care needs in the last year of their life. For those who are homeless both physical and mental health is very poor. There are typically between 1000 and 1500 contacts with different services each quarter across the whole of Cheshire.

All agencies are working together to ensure that each patient has access to the right care and support at the right time. This collaboration enables improvements to the existing health inequalities for those people who are homeless by:

- Providing education around palliative and end of life care for health and social care professionals who work with the homeless population with malignant and non-malignant life limiting conditions.
- Providing direct support to members of the homeless community with advanced disease.
- Supporting with hospital appointments.
- Advocating with regards to their housing needs due to their diagnosis.
- Providing advice and support to specialist and generalist health care professionals with regards to the management of their additional complex needs.
- Working with the Hospice directly to support the patient during an inpatient stay.

Alongside the Hospice UK Masonic Foundation Grant there had been a small amount of additional funding to deliver a counselling service to support the work. This was delivered by our Hospice counsellors via the dedicated GP practice for people experiencing homelessness. As a result of its success the Hospice was invited to become a partner of the Cheshire West and Chester Borough Council Multi Agency Rough Sleepers

Service (MARS) to provide free and confidential one to one trauma informed counselling to referred individuals with a history of rough sleeping.



We supported **9 patients** at the Hospice of the Good Shepherd



43 MARS appointments were attended (*Aug 22 - Mar 23)



We delivered **7 Education Sessions**, mostly for hostel staff

**Since introducing EMIS we have been able to quantify the number of people we have reached through this service*

Feedback about the homelessness work



The mother of a patient who had intermittent admissions to the Hospice prior to their death thanked us for the wrap around care provided to their family and their son. Mum described the special touches which included the fresh flowers given, the doctor who introduced art back into her son's life. Mum is now a member of our service user feedback group to help shape our future services.

"There were no words to describe the special aura of the Hospice including the feeling of being part of a wider family, the Hospice enabled me to be mum and not the carer and the massage and counselling services have been excellent".

LGBTQIA+

In 2021 we appointed our first LGBTQ+ Development Facilitator following a successful grant application from St Lukes Hospice on behalf of the three Hospices within the Cheshire footprint.

We extended the position to October 2023 to support the hospices to:

1. To provide better access to appropriate care and support for members of the LGBTQIA+ community who have a life limiting illness/lifestyle.
2. To provide education & awareness within our combined workforce and build capacity in small groups of staff who will act as champions into the future.
3. To work to create appropriate care if that is not readily available.
4. Liaison with Chester Pride to create dialogue with the region's LGBTQIA+ community for research, consultations, and focus groups, to ensure the community voice can shape the service provision.
5. Achieve the LGBTQ+ kite mark for each hospice, through the Navajo Merseyside scheme.

The LGBTQ+ facilitator has worked across all the hospices and has developed and delivered training which continues to be rolled out to all staff and volunteers. Several clinical staff also completed 'The NHS Rainbow Training', to demonstrate that staff are aware of the issues that LGBTQIA+ people can face when accessing healthcare. We recruited LGBTQ+ champions to act as a point of



contact within the organisation for advice or support. Work is ongoing regarding raising awareness.



We were awarded the Merseyside and Cheshire Navajo Charter Mark in Autumn 2022 along with St Lukes and East Cheshire Hospice's. The Navajo Merseyside and Cheshire Charter Mark is an equality mark sponsored by In-Trust Merseyside. It is supported by the LGBTIQ+ Community networks across Merseyside – a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing LGBTIQ+ people in Merseyside.

Helping People Live Well

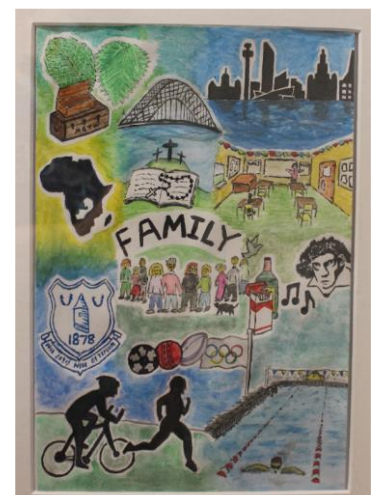


Our Living Well patient Mark is an example of how the breadth of services and support we offer can really make a difference. When Mark was referred to the Hospice he was shocked as his only experience of the Hospice was that it was somewhere people go to die and he therefore thought he must be much more unwell than people were telling him, and he did not want to come. However, his wife Eleanor suggested that he tried the Living Well Centre for one week. Since then, Mark has really made the most of the opportunities that the Living Well Centre offers. Mark is also an active member of our Service User Participation Group to support the development of future services.

Mark said "I attended a 6-week taster course that included Reiki, Indian Head Massage, aromatherapy and sessions on mindfulness and relaxation. All of these sessions were great in helping me to relax and deal with the stress of my illness as well as helping me to deal with the physical impact. I also attend the weekly Coffee and Chat sessions which is a great way to meet with other people who are using the services and support each other. Everyone is so welcoming and friendly and if you are facing a particular challenge, they know how you are feeling. In fact, I find Coffee and Chat so beneficial that I always block out Tuesday morning in my diary. Having had the opportunity to attend some of the art therapy sessions, I have rekindled my love of art, painting and drawing and am putting this to good use by selling both paintings and greetings cards that I have created to raise much needed funds for the Hospice. I am still at the stage in life where I want to try new experiences and the support I have from the Living Well Centre helps with this. I have now built up the confidence to be able to travel again and recently my wife and I went on an amazing holiday to Sorrento in Italy. The Living Well Centre really is helping me to "live well"!

Legacy Art Project

The Legacy Artwork Project was a new initiative introduced earlier in the year for our patients attending the Living Well Centre. The ethos of the project was to enable the patients to create a piece of artwork that would leave a legacy of their life and reflect their experience. Whilst working on their pieces of art the patients spent time talking to each other about their lives and experiences. It also generated some amazing conversations with family and loved ones about shared memories and experiences and encouraged conversations that might not otherwise have happened. Bev, Judith & Mark have shared their art below.





Bev's Legacy Painting

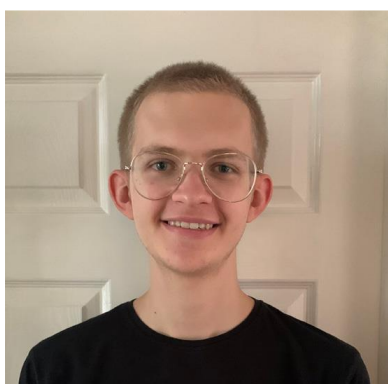


Judith's Legacy Painting

Mark's Legacy Painting

Patient Support Volunteering

The Patient Support Volunteering role was initially developed at the start of the Covid-19 lockdown to offer support to our nursing team to allow them more time for direct face to face patient care. However, it has proved to be such a valuable role that we have continued it and plan to add to our numbers.



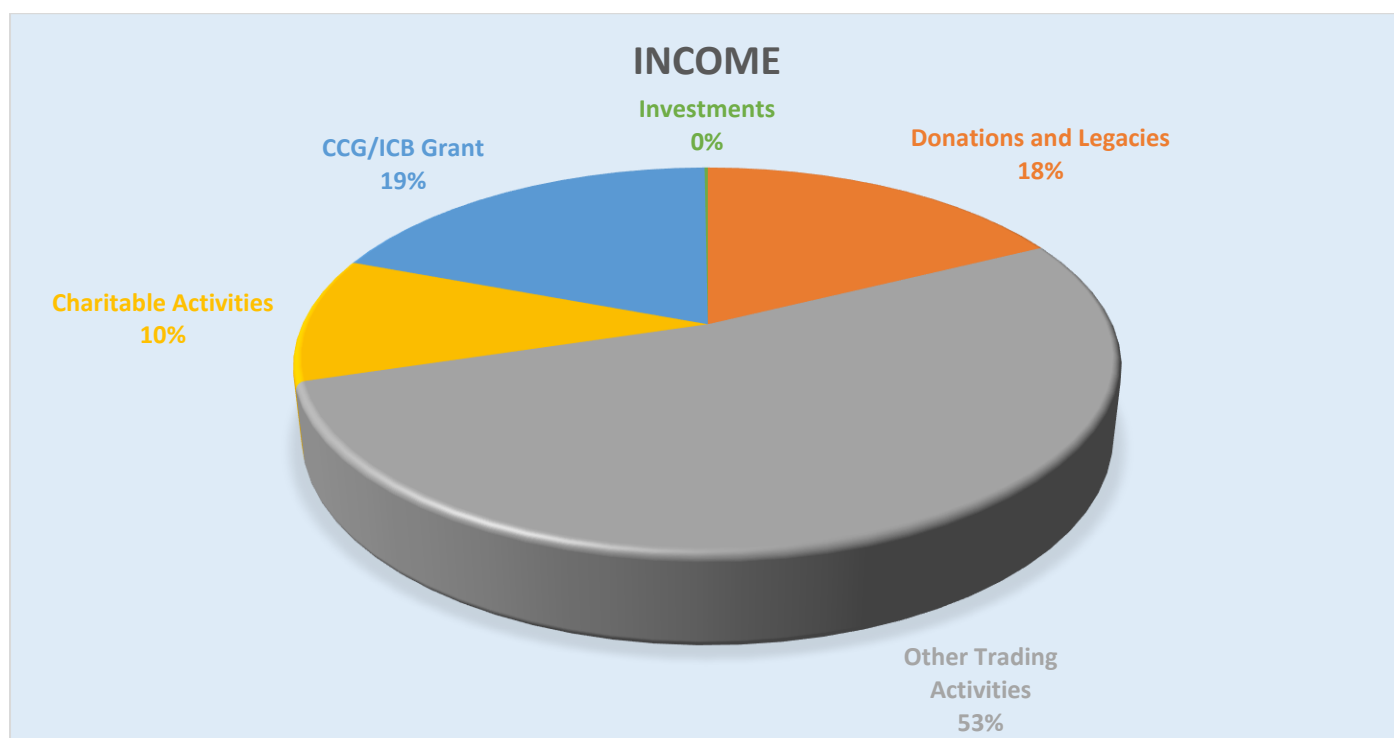
Ed Jordan is one of our Patient Support Volunteers. This role is one of care and compassion and is a vital supporting role on our Inpatient Unit. The role is varied and includes chatting to and supporting our in-patients, reading to them, or taking them for a walk. We all know how important a lovely cup of tea is and this role also helps provide refreshments to both patients and their visitors as well as helping patients with their meals. This role also assists our nurses with any tasks they need help with, such as folding and preparing aprons and PPE and generally just being an extra pair of hands to answer the door or telephone. It really is a vital, hands-on, and rewarding role.

Our 350 volunteers support all departments at the Hospice, and we are forever grateful for their support as we know that without them our Hospice just would not be able to operate. Volunteering at the Hospice benefits our patients, Hospice staff and of course the volunteer themselves. We understand that volunteering can make a real difference. In June 2022, we held an Afternoon Tea in a marquee in the Hospice grounds as part of our "Community Engagement Week" to present some of our fantastic volunteers with certificates and pin badges in recognition of their long service. It was inspiring to see so many of our volunteers' receiving awards, especially those that received their 20-, 25- and 30-years' long service awards.



How we funded our achievements 2022/2023

Our income in 2022/23 was £4.6m (2021/22: £4.6m). Although we raised the same amount of money this year, it is evident that the cost-of-living crisis had a huge impact on fundraising this year, as people have less to give. Despite the extremely challenging circumstances, this income is down to the incredible commitment of our fundraisers, volunteers, and staff. Our income can be broken down into monies given through grants, earned from investments and through trading, and fundraising and funding from the CCG/ICB.



Donations & Legacies

This is money that is donated by our supporters, either directly or through their fundraising activities or money that comes to us when someone kindly leaves a gift in their Will; this is a vital income stream for us.

Other Trading Activities

This is money raised through our weekly lottery, high street charity shops, our eBay channel, on-line shop, café and seasonal trading activities.

Charitable Activities

The hospice receives direct grant support from Government funding grants from charitable trusts and foundations.

Investments

This is income from our investment portfolio and bank interest.

During 2022/23, we have continued to invest in generating more sustainable regular income, in particular from our other Trading Activities. This helps generate money we can rely on, and means we are able to plan for the future. We are committed to being responsible and respectful with our fundraising, and continue to be registered with the Fundraising Regulator, abiding by their code of practice and regulations and the Gambling Commission for our lottery.

Donors and Events



Our generous donors are helping us to keep the Hospice doors open and services running. We are thankful to every partner who engaged their customers and employees in fundraising activities, our campaign partnerships, and those who provided gifts in kind. An amazing example of support with gift in kind was the support we received from Redrow Homes who very kindly donated the time and skills of their interior design team to create a new relaxing outpatient waiting room complete with decorating and soft furnishings. They also decorated the main wall of our café creating a photo-wall gallery using our

historic photo library.

We were selected as Charity of the Year for a number of organisations during the year, which helped to raise both funds and awareness. These organisations recognise the vital role the Hospice plays in their community supporting their staff and colleagues.

We launched some new fundraising initiatives with our corporate partners which included Lock up Your Boss, Corporate Challenge and Christmas Bauble Campaigns and these raised over £20k.

During the year we received corporate sponsorship for several events including our Sparkle Walk and annual Gala Ball. Held in March 2023 we sold 340 tickets for the and the event generated an income of £40k. In total £749K (2021/22 £609K) was raised from fundraising events and corporate support.

Patient joins stars for sell-out hospice ball at racecourse



● Jeremy Moss, Robert Moss, Chair of Trustees, High Sheriff of Cheshire, Jeanne Frances Hayhurst, James Frances Hayhurst, Mark and Eleanor Wilson at the Hospice of The Good Shepherd's sell-out ball held at Chester Racecourse

● Lucy Mansour receiving her award from the High Sheriff of Cheshire Jeanne Frances Hayhurst



● Former BBC Breakfast presenter Louise Minchin with husband Dave

● Hospice fundraising team members (left to right) Emma Mason, Nicola Duggill, Eleanor Rowlands and Samantha Eastwood

Community Fundraising and Challenge

Events

Following some difficult years with Covid we were able to hold fundraising events again. This included two new successful events, our 7 Locks in 7 miles Canal Walk and our Hospice Hounds Dog walk. Our challenge events including our sky dive and fire walk also proved very popular. We launched our first Christmas mail appeal campaign which resulted in an income of £10k.

We reviewed our community fundraising strategy and strengthened the team with an additional community fundraiser in April 2022 which led to a significant increase in community income. We are incredibly fortunate to receive continue support from our local community who hold fundraising events on our behalf and continue to champion our cause which this year also included the Farndon Soap Box Rally and the Cosmic Cape music festival. Thanks to this fantastic support our community fundraising generated an income of £275K (21/22 £222K). We continue to receive the support of our local dedicated Hospice Support Groups, many of whom started fundraising over 35 years ago.



In May 2022, we had over 200 riders travelling around the roads of Cheshire in support of the Hospice supporting our Motorbike Ride Out.



In June 2022, we raised £20k during our Chester Sparkle Walk with almost 300 people walking around Chester.



With the support of the local community, we held the first ever Farndon Soap Box Rally raising over £30k for the Hospice.



In August 2022, we planted over 1000 metal gerberas in the grounds of Chester Cathedral raising £36k+



200 walkers raising £11k in September 2022.



1530 Santa's dashing through the streets of Chester raising £20k



We collected and recycled 2826 Christmas trees raising over £37k

Gifts in Wills

We continue to be incredibly grateful to the generosity of people who leave a gift in their Will, which this year equated to £336k. Gifts in Wills are a vital source of income to the Hospice (21/22 £579k).

Knowing that people may wish to support us, but that they may not have the disposable income at the time, we continue to invest in legacy marketing, including our popular regular monthly Wills Clinics, kindly provided free of charge by Oliver and Co Solicitors.

Retail & Lottery

Retail



Our 6 charity shops continued to generate substantial income for the charity and our retail team are supported by an army of volunteers who play such an important part in supporting our staff.

We took delivery of our new electric powered van to improve our logistics and help reduce our carbon footprint.

We installed a new Electronic Point of Sale System (EPOS) which increased efficiency and increased gift aid by £50K. Our supporters continued to donate high quality stock and furniture allowing us to increase our retail income.

However, following Covid we have found it difficult to recruit new volunteers to our charity shops. Recruitment and retention of volunteers will remain a focus for us as we continue to open more shops in line with our Retail Strategy.

A combination of a full year's trading following the previous year's closures due to Covid 19 plus improvements made to operation processes resulted in an income of £903k (2021/22 £651K) which

was an excellent performance from the staff and volunteers who work in this part of the operation.

Lottery

Our Hospice lottery continues to operate successfully generating a sustainable income of £758k (2021/22 £783k).

In total our retail and lottery operations generated an income of £1,660K (2021/22 £1,434K)

Trusts and Foundations

Grants are an important part of our income that help to sustain and to grow our charitable activities. Typically, we apply for funds for specific services and equipment.

Reflect, our child bereavement service provides vital support to young people within our catchment area. We were fortunate to continue to receive grant support from BBC Children in Need to support this project. The demand for this service increases year on year and we would not be able to continue this service without their support. We also receive funding from The Volant Trust and Assura to support this service.

We were fortunate to receive generous funds from the Carers Trust to continue our Carers Groups that run every week in our Living Well Centre and provide complementary therapies for carers.

A significant grant from Cheshire West Council has helped us improve our environmental footprint as well as reduce our energy costs through funding additional solar panels.

We would like to give special thanks to all Trusts and Foundations whose money is helping us continue our vital work or to buy equipment that helps us support patients, families, and their carers.

Assura

BBC Children in Need

Cheshire Community Foundation

Cheshire West and Chester Council

Hospice Aid UK

Hospital Saturday Fund

Mason Bibby 1981 Charitable Trust

Masonic Charitable Foundation

Maud Beattie Charitable Trust

Medicash UK

Pennycress Trust

Sir Donald & Lady Edna Wilson Charitable Foundation

The Albert Hunt Trust

The Marjory Boddy charitable trust

The Screwfix foundation

The Sir Jules Thorn Charitable Trust

The Volant Charitable Trust

The Westminster Foundation

Trefula Trust

Investments

Our fixed asset investment portfolio continues to be used to underpin our ongoing activities and maintain capital to support future development. The growth of the portfolio is designed to supplement our reserves and our other income-generating activities for the medium to long term. We have engaged external investment managers, Investec, monitored by the Financial Conduct Authority, who manage a balanced portfolio on our behalf.

Due to the current economic climate and associated market volatility, the investment portfolio for made a loss of £28k (2021/22 gain £12K).

The Board operates a diversified investment policy, balancing risk with income and capital growth. The Trustees nominate and appoint advisers, brokers and/or fund managers and will agree the terms of appointment. No investments are made without the prior approval of the Trustees. The advisers provide professional investment advice and will assist in the review of performance and future strategy. Our policy is not to invest in any stocks or shares in businesses involved in activities inconsistent with our values.

The Trustees are mindful to maintain a balanced portfolio and regularly monitor the performance of the investments via the Finance and Income Committee.

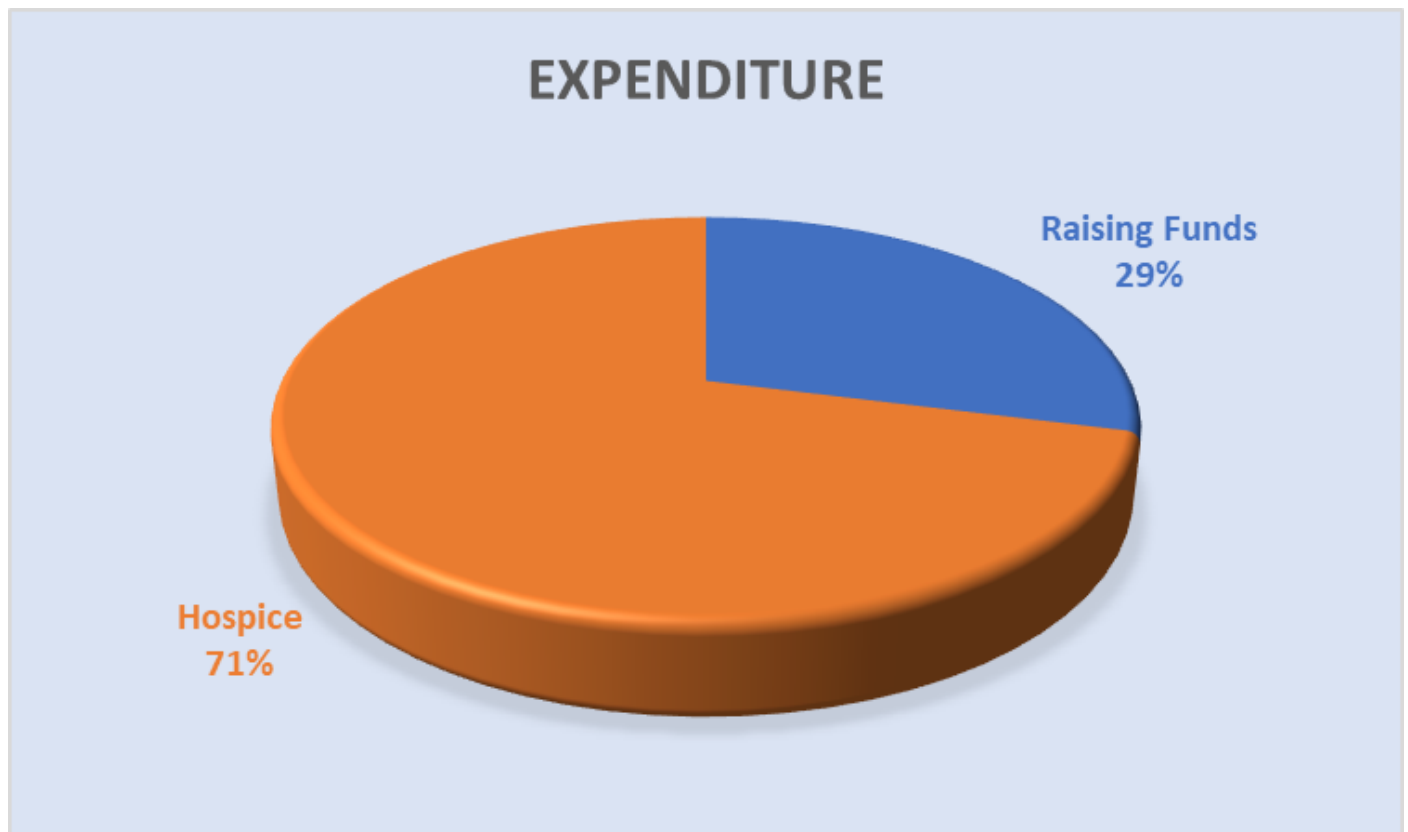
How we spent your donations

Our charitable expenditure amounted to £4.9m (2021/22: £4m). Like all business and our community, we faced the additional pressure on our costs with increases in energy prices and the subsequent rise in inflation.

We undertook an annual review of our salaries for non-clinical staff many of whom were paid under the median benchmark resulting in issues to both recruit and retain staff. We made a one-off cost of living payment to them in Autumn 2022.

In 2021 we had commenced consulting with our medics about SAS (Staff, Associate specialist, and Specialty doctor) resulting in a change in contracts in the Summer 22. We also commenced a consultation in the Autumn of 2022 with our clinical staff about moving to Agenda for Change (NHS England Terms and Conditions). From 1st January 2023 for all clinical staff, we are paying salaries at the AFC level. All these changes have significantly increased our costs towards the end of the financial year.

We have continued to make sure every penny counts, whilst delivering our agreed strategies which has seen us invest in technology so as to better support patients or achieve improvements for how we work as an organisation.



Our passionate and dedicated people

We simply couldn't achieve what we do without our incredible staff and volunteers. In the year to March 2023, we employed 133 staff with a wide range of skills, knowledge, professional qualifications, and experience and had the support of 350 volunteers.

Support

Our aim is for our staff to be well-rewarded and to be paid a salary that is competitive and benchmarked externally against other charities of a similar size and location. We do not have any bonus schemes or performance-related pay but are looking to introduce this in the future. We have introduced Agenda for Change (NHS) terms and conditions for all of our IPU staff and Clinical Director and also have SAS terms and conditions for our doctors. Staff not on these terms and conditions are on a different pension scheme and different sickness scheme.

In 2021 we invested in a Benchmarking tool with our aim to pay our staff the median salary. Currently 89% are paid the median and we review pay regularly with our People and Development Committee and Board of Trustees.

In addition to the NHS pension scheme for pre-existing members of clinical staff we also run an auto-enrolment pension scheme for the benefit of our staff who are not members of the NHS scheme. The auto-enrolment scheme involves employee and employer contributions. The auto enrolment scheme is managed on our behalf by Royal London and the finances are completely independent of the charity's finances. The charity's contributions are recognised within our statement of financial activities, in the month in which the salaries are paid.

We continue to operate a hybrid working policy and enjoy the benefits this brings to the Hospice and staff as well as easing some car parking pressures and helping with recruitment and retention. Our staff's physical and mental wellbeing remain a priority and has driven the improvements to our Employee Assistance Programme and Flexible Benefits in the summer of 2021, which continues to be in use.

Safeguarding

To protect our staff and volunteers, we take safeguarding extremely seriously and have a policy in place which was reviewed and updated as things have changed throughout the pandemic. All staff undertake mandatory Safeguarding training as appropriate and applicable to their role.

We have also made significant improvements to our volunteer experience and will be launching a Volunteer Handbook in 2023. We have developed our volunteer database and carried out a volunteer wide audit. We continue to attract high quality, high calibre volunteers to the Hospice and benefit from their skills and knowledge in many areas of the Hospice including patient and family services, retail, fundraising, lottery, and support services. They bring a wealth of experience, passion and commitment from diverse backgrounds and careers.

We recognise the invaluable contribution our support group volunteers make in both raising funds and raising our profile in the local community. We would like to take this opportunity to acknowledge their contribution and thank them for their continued commitment, dedication, and support.

Promoting Equality, Diversity & Inclusion

Freedom to Speak Up

The Hospice of the Good Shepherd actively encourages staff engagement. We are registered with the National Guardian Office and have four Freedom to Speak up officers across all disciplines. We facilitate staff and volunteer engagement groups represented by each team every two months.



Following our staff and volunteer survey facilitated by Birdsong Charity, we have continued to monitor our '6 to fix, 6 to stick' action plan to improve staff and volunteer satisfaction and engagement. So far, we have implemented the Agenda for Change terms and conditions for our nursing staff which has enhanced our recruitment and retention programme.

Our Equality and Diversity Work

The Hospice has prioritised equality, diversity, and inclusion (EDI) in our business plan, and we now have a dedicated Equality and Diversity role shared between St Lukes, East Cheshire Hospice, and ourselves. Through this role we have now achieved the Navajo Charter recognition and continue to progress in this area.

Our Equality and Diversity Steering group, chaired by the Director of People and Development, meets quarterly to review and plan for increased access to services by all members of the community as well as addressing workforce issues. Due to a significant homeless population in our catchment area, we have focussed on this client group over several years. During 2022/2023 we have increased awareness to enable the accessibility of services for people with protected characteristics.

A report is shared with the Board each quarter to highlight the priorities and progress in EDI for the Hospice.



We work with the Wirral Multicultural Centre to access face to face translation services for patients and carers where English is not their first language, in addition we can access a telephone service, Language Line, for urgent translation and have also worked with a deaf translator to support a patient. Protected characteristics are monitored to highlight any specific needs and we work to the Accessible Information Standard 2017 (DCB1605 Accessible Information).

Technology

We made a significant and timely investment in technology in 2022/23. This included the deployment of a new patient management system (EMIS) that gives us shared access to patients' GP records and community services. We were very grateful to have received a grant of £100k to contribute to the associated deployment and project management costs of the migration to EMIS from the Integrated Care Board. This was a one-off payment and will mean the Hospice now has increased running costs £20k per annum. However, with the improvements in being able to access patient information from the GPs in our locality and the wider community, migrating to EMIS was the right thing for us to do for patient care. As part of this deployment, we also upgraded our computer servers which has now given us a more stable and efficient platform to work from and will minimise any down time to our patient management systems.

With the end of the Cheshire Clinical Commissioning Group, who had up until last year managed our payroll, we successfully moved our payroll to Cascade our HR system provider. This cloud-based solution is providing more agility and a greater level of integration with other systems for better data management.

We have also continued to develop and expand the use of our HR system Cascade and as part of this, developed and implemented a fully integrated online e-recruitment solution. This has streamlined our recruitment processes and enabled us to broaden our reach with job adverts to attract a high number of good quality and more diverse applicants. We will continue to develop this into 2023/24 with the onboarding phase.

Our colleagues in Retail saw the deployment of a new till system, and a vehicle tracking system. As well as significantly improving how we can now manage gift aid, we now have real-time sales performance data and can better manage the delivery and collections of donated goods.

With the significant changes during the year, we were unable to implement our Patient Satisfaction survey, "I Want Great Care," but, this will be implemented March 2024.

Looking Forward and delivering our Strategy

As outlined in our outgoing Chair's report, the Trustees and Senior Management Team have been working on a new five-year strategy setting out the services the Hospice should offer and the best way in which to deliver them.

Our vision is that everyone impacted by a progressive life-limiting illness is able to receive excellent support and care, whenever and wherever they need it. To achieve this, our role is to provide high-quality, safe, compassionate, person-centred care, support and treatment for people, families and carers impacted by a progressive life-limiting illness and living in the West Cheshire & Deeside community.

To operationalise our strategy, we have the following activities planned for 2023/24 that link back to our **Strategic Aims (SA)**, our defined **Strategic Objectives (SO)** and **Quality Priorities (QP)**(Table 2):

SA 1 - Promote equitable access to optimum quality care and support.

SA 2 - Evidence a safe, effective, caring, responsive and well led organisation.

SA 3 - Foster a culture that prioritises our values and maximises opportunities for skills and development.

SA 4 - Deliver sustainability through continuous quality improvement and innovation.

The golden thread that underpins the delivery of our revised Strategic Aims will be our values and how we as a team go about our work to achieve them. We will consult with our staff about what our culture and behaviours need to be. How we behave with each other will help us to drive our strategy forward.

Alongside this work, we will also review our brand. We know the heart and DNA of the Hospice are the services we provide and the staff we employ to deliver them. Though we also recognise that for an organisation the brand is often referred to as the face that an organisation puts forward to the world. Reviewing our brand will help us make sure that our public face is exactly what it needs to be to ensure we identify and stay relevant to our community and ensure we are reaching all areas of the community including those hard to reach areas that may not have identified that we are also there for them.

Strategic Objective 2022/2023	SA 1	SA 2	SA 3	SA 4	QP
SO1 - Maximising our reach. Ensure our resources and services are used to maximum capacity. Ensuring the website has accessible, relevant information for service users & the broader public requiring information on hospice services & palliative care. Move to weekend admissions.	X				X
SO2- Maximising our impact through creativity and innovation. We will identify opportunities for delivering services differently. We will Identify patient groups who are underrepresented and develop a plan for targeting them	X				X
SO3- Developing our collaborative relationships. Chairing and joint working with the Cheshire and Merseyside Hospice Collaborative.	X				X

Membership of and working with Hospice UK to lobby for better funding and support for the Hospice Sector.					
SO4- Influencing the improvement of palliative care across the locality. Active Membership of the Cheshire West Palliative and End of Life Care Steering Group	X				
SO5- Adapting our services to meet the demands on changing needs. Maximise the use of our electronic clinical systems to improve responsiveness to individualised patient care and advance care planning. Agree a plan for ongoing and sustained development and management of patient website/information. Ensure we have a broad representation at the Hospice external stakeholder group which will inform development of Hospice services, ensure the local community are referred appropriately to Hospice services and Hospice staff are familiar with external services which can enhance the patient and carer experience.	X				
SO6- Operating an open and transparent culture. Develop and implement a bespoke Patient Safety Incident Response Plan and Policy. Develop and implement a Safeguarding Forum to enhance Hospice best practices to ensure that adults and children are safeguarded. Improve the effectiveness of the Hospice policy and procedure quality management system.		X			X
SO7- Embracing opportunities to learn and improve. Through our annual audit cycle and incident management, review the quality of our care and identify areas for improvement. Implement the guidance regarding the Managing Medical Device standards.		X			X
SO8- Optimising the use of data throughout the organisation. Maximise the use of our electronic clinical systems to improve responsiveness to individualised patient care and advance care planning. Design and develop a data reporting system to measure clinical outcomes to demonstrate positive clinical outcomes due to Hospice care. Enhance patient and service user feedback activity to include utilising all methods through the innovation of digital platforms.		X			X
SO9- Support the health and wellbeing of all our people. Introduce an Employee Net Promoter Score in October 2023 and use this feedback with 2024 Engagement Survey results to ensure the Hospice of the Good Shepherd			X		

continues to be viewed as a great place to work.					
To continue to develop the Hospice Staff and Volunteer Focus Groups to ensure the views and feedback from staff and volunteers across the Hospice are received and supporting the health and wellbeing of staff and volunteers.					
SO10- Providing a great employee experience which attracts and retains talent.					
To support Hospice Managers in the development of Staff and Volunteer Engagement Action Plans to ensure feedback from staff and volunteers is acted on and improvements are made.					
To further develop Hospice Reward & Recognition as part of the Hospice People Strategy in 2024/25 to ensure that staff and volunteers receive fair and competitive reward and recognition.			X		
To launch a volunteer recognition scheme in line with the new Hospice values in 2024/25 to support volunteer engagement and recognition.					
SO11 - Inclusion and belonging for all.					
Work in partnership with our Service User Participation Group to enhance the quality and accessibility of Hospice information.					
To develop an EDI Strategy for the Hospice in 2024 to capture and set out the Hospice commitment to ongoing improvement in all aspects of EDI.			X		X
To improve the capture and use of IPU EDI Data.					
To monitor improvements in inclusivity and access to Hospice services.					
LGBTQ Training for all staff and volunteers and integrate as part of induction for new starters.					
SO12 - Supporting learning.					
To ensure high completion rates (above 90%) for mandatory training for all non-clinical and clinical staff to ensure our staff are trained and equipped to do their roles effectively.					
To support the development of staff through identified and prioritised development via PDP's and 1-2-1 discussions throughout 2024/25 and contribute to the achievement of the Hospice Business Priorities.			X		
To roll out Autism Training and Awareness in line with new mandatory requirements which will ensure all our staff are skilled in identifying and supporting people with autism.					
SO13 - Harnessing talents and maximising opportunities for development.					
To identify and support the development of aspiring leaders in the Hospice through leadership development opportunities gifted to the Hospice and other leadership development initiatives.			X		

To use the Hospice Succession Planning Framework for timely and effective succession into key roles as appropriate. To complete a volunteers audit to ensure up to date and accurate records are in place for all our volunteers and an accurate assessment of their skills and knowledge as far as possible.					
SO14 - Strong financial management and governance assurance Recruitment of a new Head of Finance. Roll our Multi Factor Authentication				X	
SO15- Developing relationships with the wider community or working in partnership with the wider community. Continue to build quality relationships with our key stakeholders and identify opportunities to collaborate to further improve palliative care and funding in our locality or nationally.				X	X
SO16- Leading improvement, change and innovation. In line with our procurement framework, we will tender for our back-office IT services. Work with our partners to seek further improvements in ways to share patient medical data.				X	X
SO17 Embedding digitally enabled solution. Continue to develop and improved usage of EMIS our Patient Data system. Enhance patient and service user feedback activity by deploying I Want Great Care.		X		X	X
SO18- Enabling new ways of planning for the future. Review how we are using our resources and estate to ensure we are there to meet the changing needs of our population to include the growing need for specialist palliative care and support.				X	X
SO19 - Commitment to improving our environmental and social impact. Relaunch our Environment Staff Focus Group				X	

Structure, Governance and Management Statement of Trustees' Responsibilities

The Hospice of the Good Shepherd is an independent charity (registration no. 515516) operating as a private company limited by guarantee (01843427).

The Hospice is governed by a Board of Trustees and run by the Chief Executive and the Senior Management Team made up of a Medical Director, Director of Clinical Services, Director of Income Generation, Director of People and Development and Finance Manager. The Hospice is registered with, and inspected by, our regulators the Care Quality Commission (CQC).

Our Trustees and their Committee responsibilities are listed below.

C – Chair * – Member		Committee and Sub-Committees					
Trustee	Board	Care	Clinical Governance (subcommittee)	Finance & Income	Health, Safety & Estates	Information Governance	People, Development & Remuneration
Robert Mee	C			*			
Gary Barr Appointed 13.09.2022	*					*	
Bill Benoy	*			C			*
Suzanne Crutchley Appointed 09.11.2022	*					*	
Isabelle Hughes	*	C	C				
Lesley Mills Appointed 15.11.2022	*	*	*				
Justine Watkinson	*						*
Neil Fergusson	*	*	*				
Mike Davies	*	*		*			
Martin Howlett (SIRO)	*					C	
Yvonne Emmet Cannell (formerly Bottomley)	*			*			
Jamie Christon	*				*		C

Our Senior Management Team

Chief Executive Office	Rhian Wyn Edwards
Director of Clinical Services	Liz Taylor
Director of Income Generation	Caroline Siddall
Director of People and Development	Julie Davies
Director of Finance & Operations	Angeline Chikuruwo (Resigned January 2023)
Medical Director/ Consultant in Palliative Medicine (Caldicott Guardian)	Dr Alison Coackley
Director of Quality and Improvement	Lisa Parker (Appointed January 2023)
Principle Registered Address	Hospice of the Good Shepherd, Gordon Lane, Backford, Chester, CH2 4DG
Auditors	Xeinadin Audit Ltd. 116 Duke St Liverpool L1 5JW
Bankers	NatWest PLC Chester Commercial Office, 2 nd Floor, 33 Eastgate Street. Chester CH1 1LG
Investment Advisors	Investec Wealth & Investment Ltd 100 Old Hall Street Liverpool L3 9AB

Subsidiary Undertakings

The Hospice of the Good Shepherd has one wholly owned subsidiary, Hospice of Good Shepherd Promotions Limited (Company Number 3350371). This company shares its registered office with Hospice of Good Shepherd.

Hospice of Good Shepherd Promotions Limited conducts trading activities selling donated goods and greetings cards and other purchased goods for sale in Hospice of Good Shepherd retail shops and at events, as well as the café located at Gordon Lane, with all profits being covenanted to Hospice of the Good Shepherd. The results and year end position of the subsidiary are shown in Note 8 to the financial statements. Our Lottery is regulated by the Gambling Commission, Operating Licence No. 000 005134 N 100425 013 and Remote Operating Licence 000 005134 R 322300 004.

The Board and Subsidiary Committees

The Board of Trustees is responsible for governance of Hospice of the Good Shepherd. The Trustees as members are also Directors of Hospice of the Good Shepherd. As set out in the Memorandum and Articles of Association, the Chair of the Trustees is nominated by the Board of Trustees and elected by them.

New Trustees are appointed following a selection process using a range of methods to attract potential new members. When considering new Trustees, the Board considers specialist skills required through a skills audit. New Trustees are appointed by a majority of the Board of Trustees, initially for a period of three years, but can be invited to serve for a further three-year term. New Trustees are provided with an induction, giving them an overview of the responsibilities and activities carried out by the charity. Training on external and organisational issues is provided as required.

The Board of Trustees and Executive Directors meet at least four times a year, and as members at an Annual General Meeting, and is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Board receives regular reports on all aspects of the charity's work.

There are six established Committees and one Sub-Committee. The members of these Committees include Trustees meeting with Executive Directors and are also attended by external advisors when required. The Terms of Reference for these Committees are summarised below.

Terms of Reference for Our Committees

Our Board

The Board has ultimate responsibility for directing the affairs of the Hospice in accordance with its Memorandum and Articles of Association. The Trustees have control of the charity and its property and funds. The Trustees will set clear aims and objectives, establish priorities, safeguard the charity's assets, and use them effectively and exclusively for the beneficiaries of the Hospice.

The Board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.

- To agree the charity's vision and values ensuring that they are reflected in all of the charity's activities.
- To ensure that the ethos and culture of the organisation underpins delivery of the charity's activities.
- To assess compliance and quality in accordance with legislation and best practice.

- To monitor and control activities within the Hospice.
- To monitor the financial income and expenditure of the organisation maintaining its financial stability.
- To regularly review which matters are reserved to the board and which can be delegated to sub-committees where appropriate.
- To obtain assurance from the minutes and executive summaries from Board Sub-Committees and to scrutinize and act upon the recommendations.

Care Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To develop quality monitoring systems for:
 - Clinical quality.
 - Patient experience.
 - Patient safety.
 - Policies and procedures.
- Thematic incident reviews and learning arising from Clinical Governance Group.
- To review key performance indicators and objectives:
 - To identify key performance indicators and review at each committee meeting.
 - To monitor performance.
 - To define aspirations and financial impact relating to developments in clinical services.
 - To review levels of income from statutory funding.
 - To review and develop organisational plans and objectives.
- To ensure risk management is maintained:
 - To review the committee risk register and escalate matters of concern to the Board.
- To ensure care services are delivered in accordance with legal requirements and recommended best practice.
- To approve and recommend decisions in relation to care matters:
 - To advise on new emerging models of care.
 - To advise on workforce development.
- To assist in the formulation of the strategic plan in relation to care and once accepted, recommend to the Board for approval.
- To recommend strategy and plans of care.
- To review and approve minutes of the Clinical Governance Group.

Clinical Governance Committee

Duties and responsibilities of Clinical Governance Committee

- Clinical governance committee is accountable for continuously improving the quality of our services and safeguarding high standards of care by creating an environment in which clinical excellence can flourish.
- Effective clinical governance contributes to the safety and quality of patient care.
- Good clinical governance must support the early identification of risks and concerns that lead to individual, team and wider organisational learning.
- Reporting on its progress /assurance to the Care Committee and CEO.

Clinical governance improves the quality of care, by

- Monitoring, and where relevant, enforcing compliance with standards and regulations.
- Sharing information and intelligence in relation to patient safety.
- Promoting a culture of continuous improvement and learning.
- Acting decisively to protect the patients when risks to patient care or well-being emerge.
- Making sure there are clear lines of accountability throughout the Hospice and visible leadership from Boards.
- Encouraging and actively supporting the professional development of Clinical and Medical staff is also an important feature.

Finance & Fundraising Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To review in detail, the annual revenue budget and once accepted, recommend it to the Board of Trustees for approval.
- To discuss and agree a revenue strategy and financial contingency plan for periods of reduced income streams.
- To examine the monthly financial performance of the Hospice of the Good Shepherd and the Promotions Company in conjunction with capital expenditure and cash flow implications, and advise the Board of Trustees, accordingly, recommending any remedial action where appropriate.
- To discuss and agree financial analysis and investigates tasks required to be undertaken.
- To assist in the formulation of a medium-term capital strategy (5 year), and once accepted, recommend it to the Board of Trustees.
- To review the annual capital budget which includes an emergency capital budget for unplanned capital items, and once accepted, recommend it to the Board of Trustees for approval.
- To review annually and agree a capitalisation policy and recommend any changes to the Board of Trustees for approval.
- To note capital expenditure by the Chief Executive for which provision exists within the Capital Budget and emergency capital budget agreed by the Board of Trustees.
- To commend unbudgeted capital expenditure requests over £15,000 for approval by the Board of Trustees.
- To review the investment policy annually and monitor the performance of the investment portfolio, meeting with fund managers on a 6 monthly basis to discuss portfolio performance.
- To review the reserves policy of the Hospice, discuss and agree the level of reserves that are appropriate, and once agreed, present the reserves policy acceptable to the Board of Trustees.
- To assist in the formulation of financial plans and strategies and, once accepted and recommend them to the Board of Trustees for approval.
- To review in detail the statutory accounts and, once accepted by the Committee, recommend them to the Board of Trustees for approval.
- To discuss and agree external accounting and audit services required.
- To provide assurance to the Board of Trustees that the organisation is adhering to the financial strategy approved by the Board or identify where this is not the case.
- To provide a forum for discussion, representation and consultation on matters relating to the financial affairs of the Hospice.
- To seek approval of policies and procedures from time to time where deemed appropriate.

- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.
- To approve overall banking arrangements.
- To assist in the formulation of the strategic plan in relation to Income Generation and once accepted, recommend to the Board for approval.
- To monitor the delivery of the Strategy and ensure these are detailed in the Hospice Business Plan.
- To monitor Income Generating activities against appropriate legal and regulatory requirements.
- To seek approval of policies and procedures from time to time where deemed appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Health, Safety & Estates Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

- Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:
- To assist in the formulation of the strategic plan in relation to Health and Safety and once accepted, recommend to the Board for approval.
- All Health and Safety policies and procedures will be reviewed periodically.
- To consider the Health and Safety implications of the whole estate of the Hospice, including externally occupied buildings.
- To incorporate discussions and decisions relating to the maintenance and the development of the Hospice estates.
- To ensure adequate resources to meet the needs of the service and to ensure that we are compliant with relevant Health and Safety legislation.
- To ensure that incidents and near misses are logged and investigated appropriately and actions are progressed effectively.
- To ensure that we have sufficient and relevant insurance cover to limit our exposure to risk in the event of litigation.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.

Information Governance Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To ensure that information is dealt with legally, securely, efficiently, and effectively in the course of Hospice business.
- To improve the overall handling of personal information held by the Hospice.
- To contribute to and develop good working practices.
- To provide adequate training to ensure that Hospice employees are aware of their responsibilities.
- To review current data retention.
- To review the security of databases.
- To review the Information Asset register and ensure departments keep it updated.

- To ensure incidents are logged and investigated appropriately and actions are progressed effectively. The Information Commissioners Office to be informed of necessary incidents within the relevant timeframe.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.
- To assist in the formulation of the strategic plan in relation to Information Governance and once accepted, recommend to the Board for approval.

People & Development and Remuneration Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To give assurances that training processes throughout the Hospice are contributing to the overall drive to deliver quality care and services to patients and their families to develop staff to their full potential and to enable them to carry out their roles effectively.
- To determine the salary and the terms and conditions of the Chief Executive.
- To approve the salary and other terms and conditions of service recommended by the Chief Executive for all Hospice employees.
- To consider the potential for an annual cost of living increase and propose to the F&I Committee if appropriate.
- To consider and agree new posts or changes to existing posts and structure required to meet the needs of the service.
- To consider any recommended severance packages.
- To assist in the formulation of the strategic plan in relation to people matters and once accepted, recommend to the Board for approval.
- To review and approve key policies and procedures.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Chief Executive

Authority to conduct the day-to-day activities of the Hospice of the Good Shepherd is delegated to the Chief Executive, who is responsible for ensuring that the Board's strategy and policies are carried out. The Senior Management Team reports to the Chief Executive and meets every two weeks.

Corporate Governance

The Trustees complete an annual review against the charity governance code to highlight any areas for potential Improvement. This is used to develop the charity's future policies and internal procedures to ensure we continue to follow best practice.

Risk Management and Assurance

The Trustees with the support of the SMT consider the major strategic, business and operational risks that face the charity each year when preparing the budgets and business plans.

The charity has detailed organisational and departmental risk registers which are reviewed regularly by the Senior Management Team and quarterly by each Committee and the Board. Significant new risks are brought to the attention of this Committee and the Board as necessary to ensure they are being actively managed and wherever possible suitable mitigation is put in place. A traffic light system is used to rank the key organisational risks with controls agreed and documented providing a revised score for each risk. Our assurance framework then monitors progress and application of the controls, with the Board also giving direction when further action needs to be taken to improve our controls.

During the assessment process we identified the following major organisational risks (classified as red based on their score) as at the date of signing:

Major Risks	Controls
The Hospice continues to anticipate year-on-year deficits before legacy income, especially with the move to Agenda for Change Salaries for our Clinical Staff, high inflation, and our grant from the Integrated Care Board, insufficient to cover the cost of our Nursing and Medical staffing; a current shortfall of £1million. As a result, our current free reserves are 4 months of forecast expenditure which is outside of the recommended Charity Commission for resilience. The Boards target is 6 months.	Continued monitoring and scrutiny of all costs is in place as reserves remain lower than target. Daily monitoring of cash and bank balances. Monthly monitoring of income and expenses against budget and three-year projections. Monthly monitoring of balance sheet and key solvency measures. Regular monitoring of movements in freely available Reserves. Annual budgeting and update of three-year projections. Joint working with the Integrated Care Board with the view to securing sufficient long-term support, with the ambition being for the ICB to cover the medical and clinical costs of the Charity as per the 2022 Health and Social Care Act.
Failure to attract, recruit and retain the right staff and volunteers for key posts across the organisation.	NHS Agenda for Change terms and conditions and honouring continuous service for clinical staff SAS contracts for medics. Benchmarking of non-clinical staff roles with ambition to pay the median salary. Succession planning. Apprenticeships Volunteer strategy and development

Regular monitoring and review of the risks identified is a priority for the Hospice to support control and mitigation of each risk. The Trustees believe the major risk facing the Hospice is growing our reserves to

protect our financial position. In addition, with the known national shortage of nursing and medical staff, we will always have to run the operation at safe staffing levels and consequently we flex our operational capacity of our In-Patient Unit to ensure we are always operating safely.

In addition to the above, full risk assessments are undertaken as required under the Hospice's Health and Safety and Infection Control Policies.

Staff and volunteers as appropriate are required to complete annual mandatory training covering Information Governance, Fire Safety, Manual Handling, Food Hygiene, Infection Control, Safeguarding, Equality and Diversity and Dignity at Work together with Incident Awareness and Quality Control.

Financial Review

Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the Financial Statements. The Trustees have noted the results for the year and remain mindful of the continuing difficulties of operating in the current financial climate. The Group Statement of Financial Activities is set out beginning on page 41 of these accounts. The Trustees report a deficit for the year of (£361,232) (2022: surplus of £579,239).

The introduction of the SAS contracts and NHS Agenda for Change terms for pay has impacted on expenditure of the Hospice. The SAS and NHS Agenda for change were adopted due to the Hospice being unable to recruit or retain nursing and medical staff, both crucial to the running of the Hospice and its operation as an acute medical centre for those patients at end of life.

Our non-clinical staff, which includes our finance, facilities and administration teams are equally as important as the clinical staff ensuring the smooth and safe running of the hospice's services. Our Income Generation team raise the funds needed to provide the £4m shortfall in funding that we need to run our hospice.

We need to ensure that we can continue to retain and attract staff in a competitive employment market.

The deficit for the year of £(361,232) is after receipt of legacy income of £336,351. The Hospice has experienced a deficit which has exposed us to significant pressure given the comparative low level of free reserves which in March 2023 stood at £1,593k (approximately four months of forecast expenditure) Free reserves have decreased from £1,855k to £1,593k in March 2023 which represents around four months of forecast expenditure compared with our target level of reserves of six months of forecast expenditure.

Our financial investment portfolio reduced in value by -£28k, finishing the year at £533,326 (2021/22 £560,532) this due to the current financial climate.

Management of reserves

The Trustees annually review our reserves policy to take account of uncertainties in the health economy and potential fluctuation in fundraising income. This is with a view to match variable income streams with the fixed level of expenditure incurred in delivering our services. This will help protect the long-term viability of the Hospice.

Our contracted income is predominantly supplemented from retail, lottery, and fundraising income, including legacies. The aim of the charity is to maintain sufficient reserves to support six months' running costs to accommodate any unexpected funding issues. The charity would like to hold sufficient cash reserves (50%) to meet its immediate short-term needs with the balance held in investments (50%).

This policy allows us to react to challenging economic circumstances and potential threats and liabilities. We are also committed to spending prudently to achieve our aim of delivering charitable activity in the short term.

The calculation of the required level of reserves is an integral part of our planning, budgeting, and forecasting cycle. The current financial climate, for 2022/23 means we remain cautious regarding any continuing impact on income generation whilst maintaining our ambition to increase our free reserves to six months of projected expenditure in line with the stated policy.

At March 2023, group reserves stood at £5.1m (2022: £5.5m). This was made up of restricted funds £202k (2021/22 £263k), and unrestricted reserves of £4.9m (2022: £5.2m). We recorded a deficit in the year on our unrestricted general fund of £ (273k) (2020/21 £441k). This included the (-£28k) loss on our investment portfolio (2021/22 £11k surplus)

Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance

The Trustees (who are also Directors of Hospice of the Good Shepherd for the purposes of the Companies Act) are responsible for preparing the Trustees' Annual Report (incorporating the Directors' report) and the financial statements in accordance with 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

As far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- 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 the maintenance and integrity of the corporate and financial information Included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

A resolution will be proposed to appoint auditors at the forthcoming Board Meeting.

Signed by order of the Trustees.


Bill Benoy - Trustee and Treasurer

Date 19th November 2023

Independent Auditors' Report Financial Statements

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HOSPICE OF THE GOOD SHEPHERD (COMPANY LIMITED BY GUARANTEE)

Opinion

We have audited the financial statements of Hospice of the Good Shepherd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with those acts.

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 are set out below.

Capability of the audit in detecting irregularities

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and those charged with governance, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud often involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

Use of our report

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



Mr Andrew James Taylor (Senior Statutory Auditor)

Date 20/12/23

for and on behalf of Xeinadin Audit Limited

Statutory Auditors

116 Duke St

Liverpool

L1 5JW

Consolidated Statement of Financial Activities

(Incorporating a Consolidated Income and Expenditure Account)

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Statement of Financial Activities

(Incorporating a Consolidated Income and Expenditure Account)

For the year ended 31 March 2023

		2023		2022	
	Note	Unrestricted Funds £	Restricted Funds £	Total £	Total £
Income and endowments from:					
Donations and legacies	2	723,609	84,560	808,169	1,126,925
Charitable activities	3	22,566	1,331,968	1,354,534	1,383,587
Other trading activities	4	2,408,910	-	2,408,910	2,042,640
Investments	5	6,791	-	6,791	11,146
Other	6	-	-	-	39,906
Total income and endowments		3,161,876	1,416,528	4,578,404	4,604,204
Expenditure on:					
Raising funds	7	(1,222,744)	(204,817)	(1,427,561)	(1,159,990)
Charitable activities	9	(2,212,067)	(1,272,004)	(3,484,071)	(2,876,472)
Other	10	-	-	-	-
Total expenditure		(3,434,811)	(1,476,821)	(4,911,632)	(4,036,462)
Net gains / (losses) on investments		(28,004)	-	(28,004)	11,497
Net income / (expenditure)		(300,939)	(60,293)	(361,232)	579,239
Transfers between funds				-	-
Total funds brought forward	21	5,217,999	262,761	5,480,760	4,901,520
Total funds carried forward	21	4,917,059	202,468	5,119,527	5,480,759

All incoming resources and resources expended derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted and Restricted Funds.

Balance Sheet for the year ended 31st March 2023

Hospice of the Good Shepherd (Registered number – 01843427)

Balance Sheet

As at 31 March 2023

	Note	Company 2023	Company 2022	Group 2023	Group 2022
		£	£	£	£
Fixed Assets					
Tangible Assets	15	3,251,695	3,336,123	3,324,214	3,419,516
Investments	16	533,326	560,532	533,326	560,532
Investments in Subsidiaries	25	2	2	-	-
		<u>3,785,023</u>	<u>3,896,657</u>	<u>3,857,540</u>	<u>3,980,048</u>
Current Assets					
Stock	17	930	-	1,093	194
Debtors	18	1,176,264	1,028,918	468,542	674,398
Cash at Bank and in Hand		<u>1,193,082</u>	<u>1,817,866</u>	<u>1,990,910</u>	<u>2,235,792</u>
		<u>2,370,276</u>	<u>2,846,785</u>	<u>2,460,545</u>	<u>2,910,385</u>
Creditors: amounts falling due within one year	19	<u>(260,385)</u>	<u>(528,360)</u>	<u>(423,064)</u>	<u>(675,241)</u>
Net Current Assets		<u>2,109,891</u>	<u>2,318,424</u>	<u>2,037,481</u>	<u>2,235,143</u>
Total assets less current liabilities		<u>5,894,913</u>	<u>6,215,082</u>	<u>5,895,019</u>	<u>6,215,192</u>
Creditors: amounts falling due after more than one year	20	<u>(775,491)</u>	<u>(734,432)</u>	<u>(775,491)</u>	<u>(734,432)</u>
Net Assets		<u><u>5,119,422</u></u>	<u><u>5,480,650</u></u>	<u><u>5,119,527</u></u>	<u><u>5,480,760</u></u>
Charity funds					
Restricted Funds	21	202,468	262,761	202,468	262,761
Unrestricted Funds					
General Funds	21	<u>4,916,954</u>	<u>5,217,889</u>	<u>4,917,059</u>	<u>5,217,999</u>
Total Unrestricted Funds		<u>4,916,954</u>	<u>5,217,889</u>	<u>4,917,059</u>	<u>5,217,999</u>
Total Charity Funds		<u><u>5,119,422</u></u>	<u><u>5,480,650</u></u>	<u><u>5,119,527</u></u>	<u><u>5,480,760</u></u>

The financial statements were approved by the Council Members on 18/11/2023 and signed and authorised for issue on its behalf by:


W Benoy
Treasurer

Consolidated Cash Flow Statement for the year ended 31st March 2023

Hospice of the Good Shepherd (Registered number – 01843427)
Consolidated Cash Flow Statement
For the year ended 31 March 2023

	Note	2023	2022
		£	£
Cash flow from operating activities	24	(210,979)	96,760
Net cash flow from operating activities		<u>(210,979)</u>	<u>96,760</u>
Cash flow from investing activities			
Income from investments	5	-	9,533
Payments to acquire intangible fixed assets		-	-
Receipts from sales of intangible fixed assets		-	-
Interest received	5	6,791	1,612
Payments to acquire tangible fixed assets	15	(44,150)	(140,068)
Receipts from sales of tangible fixed assets		-	-
Payments to acquire investments	16	(56,454)	(83,416)
Purchase of fixed term deposits		-	-
Receipts from sales of investments		59,912	52,034
Current asset investments		-	-
Interest received		-	-
Dividends received		-	-
Rents received from investment properties		-	-
Net cash flow from investing activities		<u>(33,903)</u>	<u>(160,304)</u>
Cash flow from financing activities			
Receipts from issue of new long term loans		-	-
Repayment of long term loans		-	-
Repayment of finance lease liabilities		-	-
Interest paid		-	-
Receipt of permanent / expendable endowment		-	-
Net cash flow from financing activities		<u>-</u>	<u>-</u>
Net (decrease)/ increase in cash and cash equivalents		(244,882)	(63,544)
Cash and cash equivalents at 31/3/2022		2,235,792	2,299,337
Cash and cash equivalents at 31/3/2023		<u>1,990,910</u>	<u>2,235,792</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,990,910	2,235,792
Cash and cash equivalents at 31/3/2023		<u>1,990,910</u>	<u>2,235,792</u>

Notes to the Financial Statements for the year ended 31st March 2023

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

1. Summary of significant accounting policies

(a) General information and basis of preparation

The Hospice of the Good Shepherd is a charitable company registered in England and is governed by its Memorandum and Articles of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide the highest quality specialist palliative Care for the people of Western Cheshire, Chester and Deeside who have illnesses that no longer respond to curative treatment.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Hospice of the Good Shepherd Promotions Limited. The Hospice of the Good Shepherd has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary is included within the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary are included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS102 Section 9-Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any intra-group transactions are eliminated on consolidation.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The trustees have considered the level of funds held, the continued support the Group receives from the West Cheshire Clinical Commissioning Group and its expected level of income and expenditure for 12 months from authorising these financial statements and are of the view that it is appropriate to prepare the financial statements on a going concern basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

(b) Funds

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Income from the sale of gifts in kind donated for resale is recognised within Income from other trading activities.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

For legacies, entitlement is the earlier of the charity being notified of an impending distribution, receipt of which is probable, or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as income from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes cost of the lottery prizes, the salaries of the staff who promote fund-raising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed calculations and record keeping.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	nil
Buildings and long leasehold property	2% p.a straight line
Plant and machinery	20% p.a straight line/15% reducing balance
Fixtures and fittings	15% p.a straight line/15% reducing balance
Motor vehicles	25% reducing balance

(g) Pension contributions

The company makes contributions to defined contribution pension schemes, as disclosed in note 25, designed to provide retirement benefits based upon the level of contributions made. The costs of providing these benefits are charged to the statement of financial activities in the year in which they become payable.

The company also makes contributions to a National Health Service (NHS) pension scheme for all eligible employees. The assets of the scheme are held separately by the NHS superannuation scheme. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to the Hospice of the Good Shepherd. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme. Contributions to the scheme are charged to the SOFA in the year in which they become payable.

(h) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Shares in Subsidiary Undertakings

Investments in subsidiary undertakings are measured at cost less impairment.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

(j) Stocks

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

(k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

(l) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(o) Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

2. Income from donations and legacies

a) Company and Group

	Total 2023	Total 2022
	£	£
Donations	471,818	548,245
Legacies	336,351	578,680
Total	<u>808,169</u>	<u>1,126,925</u>

Income from donations and legacies was £1,208,169 (2022 - £1,126,925) of which £84,560 (2022 - £114,129) was attributable to restricted and £1,123,609 (2022- £1,012,796) was attributable to unrestricted funds.

3. Income from Charitable Activities

Company and Group

	Total 2023	Total 2022
	£	£
Contractual payments	1,250,006	1,308,853
Sale of goods and services	4,327	625
Other	100,202	74,110
Total	<u>1,354,534</u>	<u>1,383,587</u>

Income from charitable activities was £1,354,534 (2022: £1,383,587) of which £1,331,968 (2022: was attributable to restricted and £22,566 (2022: £86,975) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

4. Income from other trading activities

a) Company	Total 2023 £	Total 2022 £
Fundraising Events	748,776	609,245
Shop income	-	-
Sponsorship and Lotteries	-	-
Sale of Donated and Brought in Goods	-	-
Capital Appeal Income	-	-
Total	748,776	609,245

Income from other trading activities was £748,776 (2022 - £609,245) of which £nil (2022 - £nil) was attributable to restricted and £748,776 (2022- £609,245) was attributable to unrestricted funds.

b) Group	Total 2023 £	Total 2022 £
Fundraising Events	748,776	609,245
Shop income	-	-
Capital Appeal Income	-	-
Lottery	757,607	782,595
Shops	902,527	650,800
Total	2,408,910	2,042,640

Income from other trading activities was £2408,910 (2022 - £2,042,640) of which £nil (2022- £nil) was attributable to restricted and £2,408,910 (2022- £2,042,640) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

5. Income from investments

a) Company			Unrestricted Funds £	Total 2023 £
		Note		
Listed UK Investments				
Dividend Income			-	-
Short Term Deposit Interest			6,791	6,791
			6,791	6,791
Gift Aid				
Hospice of the Good Shepherd Promotions Limited	8		789,973	789,973
			796,764	796,764
b) Group			Unrestricted Funds £	Total 2023 £
Listed UK Investments				
Dividend Income			-	-
Short Term Deposit Interest			6,791	6,791
			6,791	6,791

Investments are held to provide an overall return from both income and capital growth.

a) Company			Unrestricted Funds £	Total 2022 £
		Note		
Listed UK Investments				
Dividend Income			9,533	9,533
Short Term Deposit Interest			1,612	1,612
			11,145	11,145
Gift Aid				
Hospice of the Good Shepherd Promotions Limited	8		645,019	645,019
			656,164	656,164
b) Group			Unrestricted Funds £	Total 2022 £
Listed UK Investments				
Dividend Income			9,533	9,533
Short Term Deposit Interest			1,612	1,612
			11,146	11,146

Investments are held to provide an overall return from both income and capital growth.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

6. Other income

a) Company

	Total 2023 £	Total 2022 £
Job Retention Scheme	0	-

Other income was £nil (2021: £66,385) of which £nil was attributable to restricted and £nil (2021: £nil) was attributable to unrestricted funds.

b) Group

	Total 2023 £	Total 2022 £
Job Retention Scheme	-	21,238
Covid Business Rates Support	-	18,668
	-	39,906

Other income was £nil (2022: £39,906) of which £nil was attributable to restricted and £nil (2022: £nil) was attributable to unrestricted funds.

7. Expenditure on raising funds

a) Company

	Total 2023 £	Total 2022 £
Merchandising and Event Costs	557,400	327,626
Investment management costs	-	4,082
Total	557,400	331,708

Expenditure on raising funds was £557,400 (2022: £331,708) of which £204,817 (2022: £nil) was attributable to restricted funds and 352,583 (2022: £331,708) was attributable to unrestricted funds.

b) Group

	Total 2023 £	Total 2022 £
Shops and lottery operating costs	870,161	828,282
Merchandising and Event Costs	557,400	327,626
Investment management costs	-	4,082
Total	1,427,561	1,159,990

Expenditure on raising funds was £1,427,561 (2022: £1,159,990) of which £204,817 (2022: £nil) was attributable to restricted funds and £1,222,744 (2022: £1,159,990) was attributable to unrestricted funds.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

8. Results from Trading Activities of Subsidiary

	Hospice of the Good Shepherd Promotions Limited £	Total 2023 £	Total 2022 £
Merchandising and Events	1,660,134	1,660,134	1,433,395
Other income	-	-	39,906
Total income	1,660,134	1,660,134	1,473,301
Total costs including taxation	(870,161)	(870,161)	(828,282)
Net Income for the year before Gift Aid	789,973	789,973	645,019
Gift Aid Payable to Hospice of the Good Shepherd	(789,973)	(789,973)	(645,019)
Net Income	-	-	-
Funds Brought Forward at 1 April 2022	112	112	112
Funds Carried Forward at 31 March 2023	112	112	112
Total Assets	952,764	952,764	952,764
Total Liabilities	(952,652)	(952,652)	(952,652)

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

9. Expenditure on Charitable Activities

	<u>Company and Group</u>		Total
	Unrestricted	Restricted	2023
Salaries and Wages	1,512,585	1,215,233	2,727,818
Rent	5,111	-	5,111
Rates and water	9,760	-	9,760
Light and heat	52,014	-	52,014
Repairs and maintenance	95,196	5,010	100,206
Motor and travel expenses	8,908	990	9,898
Insurance	25,157	-	25,157
Telephone	18,493	339	18,832
Medical supplies	53,019	-	53,019
Courses and education	6,061	4,041	10,102
Miscellaneous	176,198	33,562	209,760
Laundry, cleaning and food	51,730	-	51,730
Depreciation	103,802	12,829	116,631
Postage, stationery and advertising	31,082	-	31,082
Audit fees	9,999	-	9,999
Legal and professional fees	37,953	-	37,953
End of Life Partnership	15,000	-	15,000
	<u>2,212,067</u>	<u>1,272,004</u>	<u>3,484,071</u>

	Unrestricted	Restricted	Total
			2022
Salaries and Wages	991,294	1,229,915	2,221,209
Rent	4,263	-	4,263
Rates and water	3,212	-	3,212
Light and heat	57,171	-	57,171
Repairs and maintenance	117,028	5,919	122,947
Motor and travel expenses	4,754	519	5,273
Insurance	17,410	-	17,410
Telephone	13,222	240	13,462
Medical supplies	29,172	-	29,172
Courses and education	11,876	8,073	19,949
Miscellaneous	114,732	22,254	136,986
Laundry, cleaning and food	37,717	-	37,717
Depreciation	101,037	13,110	114,147
Postage, stationery and advertising	23,993	3,787	27,780
Audit fees	13,200	-	13,200
Legal and professional fees	40,574	-	40,574
End of Life Partnership	12,000	-	12,000
	<u>1,592,655</u>	<u>1,283,817</u>	<u>2,876,472</u>

Notes to the Financial Statements for the year ended 31st March 2023 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

10. Other expenditure

a) Company

	Total 2023 £	Total 2022 £
Staff costs	-	-

£nil of the above costs were attributable to restricted funds and £nil (2022: £nil) were attributable to unrestricted funds.

b) Group

	Total 2023 £	Total 2022 £
Staff costs	-	-

£nil of the above costs were attributable to restricted funds and £nil (2022: £nil) were attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2023 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

11. Support Costs Breakdown by Activity

Company and Group

		2023			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	124,479	234,789	54,427	413,695
Rates and water	Space	366	1,025	73	1,464
Light and heat	Space	1,560	5,852	390	7,802
Repairs and maintenance	Actual	752	13,527	752	15,031
Motor and travel expenses	Actual	891	594	-	1,485
Insurance	Space	944	2,641	189	3,774
Telephone	Space	1,695	989	141	2,825
Miscellaneous	Actual	6,608	6,607	-	13,215
Depreciation	Actual	1,750	15,745	-	17,495
Postage and stationery	Actual	3,030	1,632	-	4,662
Audit fees	Actual	-	-	9,999	9,999
Legal and professional fees	Actual	-	-	37,953	37,953
Investment management charges					-
		<u>142,075</u>	<u>283,401</u>	<u>103,924</u>	<u>529,400</u>

11. Support Costs Breakdown by Activity
Company and Group (continued)

		2022			
Basis		Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	114,887	214,419	50,757	380,063
Rates and water	Space	120	335	24	479
Light and heat	Space	1,704	6,389	426	8,519
Repairs and maintenance	Actual	916	16,487	916	18,319
Motor and travel expenses	Actual	471	314	-	785
Insurance	Space	649	1,816	130	2,595
Event costs		-	-	-	-
Laundry, cleaning and food	Actual	-	-	-	-
Depreciation	Actual	1,701	15,307	-	17,008
activities*	Actual	-	-	-	-
Audit fees	Actual	-	-	13,200	13,200
Legal and professional fees	Actual	-	-	40,574	40,574
Investment management charges					-
		<u>128,651</u>	<u>261,527</u>	<u>106,127</u>	<u>496,305</u>

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

12. Net income / (expenditure) for the year

Net income / (expenditure) is stated after charging / (crediting):

	Total 2023 £	Total 2022 £
Depreciation of tangible fixed assets	135,202	130,102
Auditor's remuneration :		
Audit of the annual accounts	9,999	11,750
Other services	4,528	3,113

13. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2022: £Nil).

The total amount of employee benefits received by key management personnel was £522,464 (2022: £530,222). The Hospice considers its key management personnel comprise the trustees, the Chief Executive, Director of Clinical Services, Medical Director, Director of HR, Director of Fundraising and Head of Finance.

The trustees did not have any expenses reimbursed during the year (2022 - £nil).

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

14. Staff costs and employee benefits

	Total 2023 £	Total 2022 £
Wages and Salaries	3,021,421	2,505,405
Social Security Costs	214,932	194,190
Pension Costs	173,420	146,087
	<u>3,409,773</u>	<u>2,845,682</u>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2023	2022
£60,001 - £70,000	1	1
£70,001 - £80,001	1	1
£80,001 - £90,000	2	2
£90,001 - £100,000	1	1
	<u>5</u>	<u>5</u>

During the year, the Hospice also re-imbursed the Countess of Chester Hospital for the services of a consultant totalling £127,568 (2022 £nil)

The average number of employees analysed by function was:

	Total 2023 No.	Total 2022 No.
Senior Management Team	5	5
Medical and care services	50	49
Support staff	36	34
Fundraising	29	27
	<u>120</u>	<u>115</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

15. Tangible fixed assets

a) Company	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2022	3,808,630	1,177,092	-	28,322	5,014,044
Additions	-	41,644	-	-	41,644
Disposals/fully written off		(4,250)	-	-	(4,250)
At 31/3/2023	3,808,630	1,214,486	-	28,322	5,051,438
Depreciation					
At 1/4/2022	734,523	943,398	-	-	1,677,921
Charge for year	71,611	44,547	-	5,664	121,822
Eliminated on disposal			-	-	-
At 31/3/2023	806,134	987,945	-	5,664	1,799,743
Net Book Value at 31/3/2023	3,002,496	226,541	-	22,658	3,251,695
Net Book Value at 31/3/2022	3,074,107	233,694	-	28,322	3,336,123
b) Group	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2022	3,880,839	1,378,485	-	28,322	5,287,646
Additions	-	44,150	-	-	44,150
Disposals/fully written off			-	-	-
At 31/3/2023	3,880,839	1,422,635	-	28,322	5,331,796
Depreciation					
At 1/4/2022	773,788	1,094,342	-	-	1,868,130
Charge for year	71,611	57,927	-	5,664	135,202
Eliminated on disposal			-	-	-
At 31/3/2023	845,399	1,152,269	-	5,664	2,003,332
Net Book Value at 31/3/2023	3,035,440	270,366	-	22,658	3,328,464
Net Book Value at 31/3/2022	3,107,051	284,143	-	28,322	3,419,516

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2023

16. Fixed Asset Investments

	Unrestricted Funds £	Total 2023 £	Total 2022 £
Company and Group listed investments			
At 1/4/2022	560,532	560,532	517,652
Less disposals at opening market value	(49,622)	(49,622)	(50,064)
Add acquisitions at cost	56,454	56,454	83,416
Net (losses)/gain on revaluation	(34,038)	(34,038)	9,528
At 31/3/2023	533,326	533,326	560,532

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

17. Stock

	Group	
	Total 2023 £	Total 2022 £
Goods for resale	1,093	194
Total	1,093	194

Stocks included in the group balance sheet comprise goods held for resale.

18. Debtors

	Company		Group	
	2023	2022	2023	2022
	£	£	£	£
Amounts owed by group undertakings	789,973	395,016	-	-
Other Debtors	-	3,379	6,089	3,376
VAT	-	23,736	-	23,736
Prepayments and Accrued Income	320,571	603,187	384,987	643,744
Trade Debtors	65,720	3,600	77,466	3,542
	1,176,264	1,028,918	468,542	674,398

As at the year end, a total of £677,906 (2022 - £435,591) of group income has been accrued.

Notes to the Financial Statements for the year ended 31st March 2023 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

19. Creditors: amounts falling due within one year

	Company		Group	
	2023	2022	2023	2022
	£	£	£	£
Trade Creditors	49,391	77,513	76,936	83,963
Other Creditors	25,493	111,297	29,001	119,400
Social security and other taxes	31,914	67,736	31,914	74,356
Accruals and deferred income	153,586	271,815	285,212	397,523
Amounts owed to group undertakings	-	-	-	-
	<u>260,385</u>	<u>528,360</u>	<u>423,064</u>	<u>675,241</u>

As at the year end, a total of £64,369 (2022 - £274,324) of group income has been deferred.

Deferred income represents lottery subscriptions received in advance and other income

when the criteria for recognising income have not been met at 31 March 2023.

20. Creditors: amounts falling due after more than one year

	Company		Group	
	2023	2022	2023	2022
	£	£	£	£
Other Creditors	775,491	734,432	775,491	734,432
	<u>775,491</u>	<u>734,432</u>	<u>775,491</u>	<u>734,432</u>

21. Fund reconciliation

a) Company

	Balance at 01/04/2022	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2023
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	5,217,889	2,291,715	(2,564,646)	-	(28,004)	4,916,954
	<u>5,217,889</u>	<u>2,291,715</u>	<u>(2,564,646)</u>	<u>-</u>	<u>(28,004)</u>	<u>4,916,954</u>
	Balance at 01/04/2022	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2023
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England	6,649	73369	-80018			-
Covid funding		-	-		-	-
Capital Appeal	-					-
	-					-
Job Retention Scheme		-	-		-	-
Other Restricted Funds	256,112	1,343,159	(1,396,803)		-	202,468
	<u>262,761</u>	<u>1,416,528</u>	<u>(1,476,821)</u>	<u>-</u>	<u>-</u>	<u>202,468</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

21. Fund reconciliation (continued)

b) Group	Balance at 01/04/2022	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2023
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	5,217,999	3,161,876	(3,434,811)	-	(28,004)	4,917,059
	5,217,999	3,161,876	(3,434,811)	-	(28,004)	4,917,059
	Balance at 01/04/2022	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2023
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England						
Covid funding	-	-	-		-	-
Job Retention Scheme	-	-				-
Other Restricted Funds	262,761	1,416,528	(1,476,821)			202,468
	262,761	1,416,528	(1,476,821)	-	-	202,468

Notes to the Financial Statements for the year ended 31st March 2023 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

22. Analysis of net assets between funds

a) Company

	Unrestricted Funds	Restricted Funds	Total 2023
	£	£	£
Tangible Fixed Assets	3,251,695		3,251,695
Investments	533,326		533,326
Investments in subsidiaries	2		2
Current Assets	2,212,926	157,350	2,370,276
Current Liabilities	(260,385)		(260,385)
Creditors more than one year	(775,491)		(775,491)
Total	4,962,074	157,350	5,119,424

	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Tangible Fixed Assets	3,279,652	56,471	3,336,123
Investments	560,532		560,532
Investments in subsidiaries	2		2
Current Assets	2,691,865	154,920	2,846,785
Current Liabilities	(528,360)	-	(528,360)
Creditors more than one year	(734,432)	-	(734,432)
Total	5,269,259	211,391	5,480,650

b) Group

	Unrestricted Funds	Restricted Funds	Total 2023
	£	£	£
Tangible Fixed Assets	3,324,214	-	3,324,214
Investments	533,326	-	533,326
Current Assets	2,303,195	157,350	2,460,545
Current Liabilities	(423,064)	-	(423,064)
Creditors more than one year	(775,491)	-	(775,491)
Total	4,962,180	157,350	5,119,530

	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Tangible Fixed Assets	3,363,045	56,471	3,419,516
Investments	560,532		560,532
Current Assets	2,755,465	154,920	2,910,385
Current Liabilities	(675,241)	-	(675,241)
Creditors more than one year	(734,432)	-	(734,432)
Total	5,269,370	211,391	5,480,761

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

23. Share Capital

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

24. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group 2023	Group 2022
	£	£
Net income / (expenditure) for year	(361,232)	579,239
Dividends received	-	(9,533)
Short Term Deposit Interest	(6,791)	(1,612)
Depreciation and impairment of tangible fixed assets	135,202	130,102
(Gains) / losses on investments	28,004	(11,497)
(Profit) / loss on disposal of tangible fixed assets	-	-
(Increase) / decrease in stock	(899)	(194)
(Increase) / decrease in debtors	205,856	(334,747)
Increase / (decrease) in creditors	(211,119)	(254,997)
Net cash flow from operating activities	(210,979)	96,760

25. Shares in Subsidiary Undertakings

The shares in subsidiary undertakings are stated at cost of £2 (2022 - £2) and comprise the following companies:

	Class of Share	2023	2022
Hospice of the Good Shepherd Promotions Limited			
Company number: 03350371			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets	£	112	£112
Operation of Charity Shops and a lottery scheme.			

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

26. Operating Lease Commitments

Total future minimum lease payments are as follows:

	Land and buildings	Other	Total	Total
	2023	2023	2023	2022
	£	£	£	£
Within One Year	66,972		66,972	67,451
Within Two to Five Years	100,500		100,500	167,472
Over 5 years	-	-	-	-
	<u>167,472</u>	<u>-</u>	<u>167,472</u>	<u>234,923</u>

27. Pension Costs

During the year ended 31 March 2023 the Hospice made contributions totalling £93,220 (2022: £76,825) to an Automatic Enrollment Scheme managed by Royal London.

Contributions of £3,500 (2022: £3,023) were made into a Personal Pension Scheme for a senior employee.

The Hospice also made contributions to the NHS pension scheme for all eligible employees. Contributions to this scheme in the year totalled £185,047 (2022: £184,839).

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

28. Financial Instruments

	<u>Company</u> <u>2023</u>	<u>Company</u> <u>2022</u>	<u>Group</u> <u>2023</u>	<u>Group</u> <u>2022</u>
Financial assets at fair value through statement of financial activities				
Investments (Note 16)	533,326	560,532	533,326	560,532
Investments in subsidiaries (Note 25)	2	2	-	-
	<u>533,328</u>	<u>560,534</u>	<u>533,326</u>	<u>560,532</u>
Financial assets that are debt instruments measured at amortised cost				
Amounts owed by group undertakings (Note 18)	789,973	395,016	-	-
Other debtors (Note 18)	-	3,379	6,089	3,376
VAT (Note 18)	-	23,736	-	23,736
Trade debtors (Note 18)	65,720	3,600	77,466	3,542
Cash at bank and in hand	<u>1,193,082</u>	<u>1,817,866</u>	<u>1,990,910</u>	<u>2,235,792</u>
	<u>2,048,775</u>	<u>2,243,598</u>	<u>2,074,465</u>	<u>2,266,447</u>
Financial liabilities that are debt instruments measured at amortised cost				
Trade creditors (Note 19)	49,391	77,513	76,936	83,963
Social security and other taxes (Note 19)	31,914	67,736	31,914	74,356
Other creditors (Notes 19 & 20)	<u>800,984</u>	<u>845,729</u>	<u>804,492</u>	<u>853,832</u>
	<u>882,289</u>	<u>990,978</u>	<u>913,342</u>	<u>1,012,151</u>

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2023

29. Related Party Transactions

There have been no related party transactions during the years ended 31 March 2023 and 31 March 2022.

30. Taxation

No liability to UK Corporation Tax arose on net incoming resources for the year ended 31 March 2023 nor for the year ended 31 March 2022 for the company. A tax liability of £nil (2022 - £nil) arose on the subsidiary company included within the consolidated accounts.

31. Analysis of reserves

	Group	
	2023	2022
	£	£
Total Reserves	5,119,527	5,480,759
Less:		
Unrestricted Fixed Assets	(3,324,214)	(3,363,045)
Restricted funds	(202,468)	(262,761)
Freely available reserves	1,592,845	1,854,953

Our Supporters

We would like to thank the following for their continued support:

Community and Corporate Supporters

Bristol Myers Squibb
Cheshire Masonic Lodges
Chester Lions Club
Farndon Soap Box Committee
Gordale Garden and Home Centre
Jolliffes Solicitors
KJ Bell Limited
Knauf Insulation
Oliver & Co Solicitors
Redrow Homes
Taylor Brown Solicitors
Urenco
White Oak UK

Our Hospice Community Fundraising Groups

Our support groups in Blacon, Hoole, Malpas, Upton and Waverton

Patrons and celebrity supporters

A sincere thank you to our Patron Ian Puleston Davies and celebrity supporters Billy Hui, Lucy Meacock for their support in 2022/23.

Hospice of the Good Shepherd,
Gordon Lane, Backford, Chester, CH2 4DG
Hospice: [01244 851091](tel:01244851091)
Fundraising: [01244 851 811](tel:01244851811)
Lottery: [0151 356 8899](tel:01513568899)
Email: info@hospicegs.com

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales - Charity number 515516

Accounts

HOSPICE

OF THE GOOD SHEPHERD

HOSPICE OF THE GOOD SHEPHERD
COMPANY LIMITED BY GUARANTEE

Group Financial Statements

For the year ended
31st March 2022

Company Registration Number: 1843427

Charity Number: 515516



Our Year in Numbers

145 INPATIENTS CARED FOR



THE HOSPICE SUPPORTED
49 PEOPLE WHO ARE HOMELESS



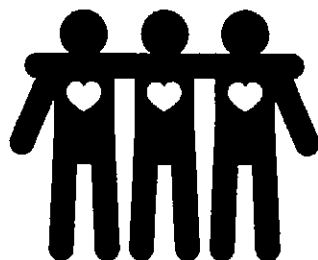
400 REFERRALS FOR ADULT BEREAVEMENT
82 REFERRALS FOR CHILD BEREAVEMENT



51 OUTPATIENT
MEDICAL PROCEDURES DELIVERED



26 REFERRALS FOR CARER SUPPORT
COMPLEMENTARY THERAPY



96 REFERRALS FOR
COMPLEMENTARY THERAPY



Contents

Chair's Report	4
Trustees' Report (Incorporating Directors' and Strategic Reports)	6
About Us	6
Public Benefit Statement	6
How we raised our funding in 2021/22	8
How we used our resources in 2021/22	9
The people we help	10
Looking Back	12
What we achieved	12
Service User Satisfaction Surveys	16
Countess of Chester Hospital Pharmacist Feedback	20
Performance Data	22
Main achievements	23
What we have not achieved	23
Looking forward	23
Good News Stories – some of our work	29
Horse Story	29
Increasing Accessibility to Cheshire Hospices	30
Working with LGBTQ+ community	30
Working with People Experiencing Homelessness	31
Supporting Carers	32
Other patient stories	33
How we funded our achievements	34
Fundraising and Trading	34
Investments	35
Performance	36
Surplus	36
Our passionate and dedicated people	36
Patrons & Vice Presidents	38
The Hospice has a number of patrons and vice presidents who work on behalf of the organisation within the local community	38
Senior Management Team	38

Subsidiary Undertakings	39
The Board and Subsidiary Committee	39
Terms of Reference for our Committees	40
Chief Executive.....	45
Corporate Governance.....	45
Risk Management and Assurance	45
Financial Review.....	48
Management of reserves.....	48
Our people	50
Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance ..	51
Independent Auditors' Report Financial Statements.....	52
Balance Sheet for the year ended 31st March 2022.....	58
Consolidated Cash Flow Statement for the year ended 31st March 2022	59
Notes to the Financial Statements for the year ended 31st March 2022.....	60
We wanted to thank	84
Community and Corporate Supporters.....	84
Charitable Trusts and Funders	84
Our Hospice Community Fundraising Groups.....	84
Patrons and celebrity supporters.....	84

Chair's Report

As we started the 21/22 year we remained hopeful that the Covid Pandemic was finally in retreat. However, as we now know, it continued to be a recurring problem throughout the year although I am pleased to say that our staff responded magnificently, restricting the infection passing to our patients.

Like almost all organisations we did suffer staff absenteeism either with Covid or the need to isolate to prevent spread but thanks to the flexibility of our staff and many of them working extra hours, our staff continued to provide the very best palliative care to our patients and support to their families.

The pandemic continued to affect fundraising with many events cancelled or operating with a significant reduction in participants. Once again, our team rose to the challenge with evermore innovative ways to keep the Hospice in people's minds and achieving income levels for the running of our essential operations.

We will always be grateful for the support of so many in our community who continue to value the work of our Hospice not only financially but with their greatly appreciated volunteering work. Whether in reception, the café, in-patient unit or collecting clothes and furniture for our retail shops, our volunteers are outstanding and save the Hospice hundreds of thousands of pounds each year. Thank you all.

I'm pleased to report that with the support mentioned above and continued Government support through Hospice UK, we achieved our financial targets once again and remain on a stable footing but only too aware of the cost pressures building through 2022 and into the following year.

We were also made aware of the disbanding of the Clinical Commissioning Groups (CCGs) from 1 July 2022 which have been replaced by Integrated Care Systems and from this, NHS England have established 42 statutory Integrated Care Boards (ICBs) in line with its duty in the Health and Care Act 2022.

The ICBs are partnerships of NHS bodies and local authorities, working with other relevant local organisations such as the Hospice, that come together to plan and deliver joined-up health and care services to improve the lives of people in their area. They are responsible for developing a plan in collaboration with NHS Trusts/Foundation Trusts and other system partners for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in the defined area.

It is very positive that for the first time, the 2022 Health and Care Act statutes the need for End-of-Life Care to be commissioned and that there needs to be equality of access to services. However, it is disappointing to learn that even though End-of-Life Care now features, no new money has been allocated to the ICBs.

I reported last year on the appointment of our new CEO, Rhian Edwards, and our hope that she would be able to develop new relationships across the area. I'm pleased to say that Rhian will be chairing the Cheshire and Merseyside Hospice meetings and has been liaising with the Chair of the new ICB. The ICB funding will be allocated to 9 place settings within the Cheshire and Merseyside area with the main drive focusing on collaborative working of which the Hospice strives to work towards.

In June 2022 Rhian was elected on to the Board of Hospice UK which as well as raising the profile of our Hospice gives us the opportunity to give oversight and help shape the strategic direction of our members body.

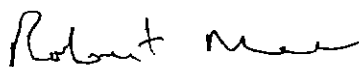
After several years we were also delighted to welcome our new Consultant Dr Alison Coackley. Alison graduated from the University of Aberdeen in 1987 and completed her specialist palliative care training in Merseyside.

Alison has worked at different hospices and hospitals across the region including The Clatterbridge Cancer Centre and prior to joining the Hospice was a Consultant in Palliative Medicine and Director of Medical Education at Warrington and Halton Teaching Hospitals NHS Foundation Trust.

Alison's vision is to ensure patients and those important to them experience care that allows them to express their preferences and meets their needs, which aligns seamlessly with the Hospice's vision.

In closing, I would like to thank all the Team here at the Hospice for their outstanding work and commitment which remains as strong as ever in helping patients with life-limiting illness through to end-of-life care and their own family's bereavement support.

Finally, thank you to my fellow trustees for the time, support and advice that they have given throughout the year.



Robert Mee

Chair of Trustees, Hospice of the Good Shepherd.

Trustees' Report (Incorporating Directors' and Strategic Reports)

About Us

The Hospice of the Good Shepherd is here to help the people of Cheshire West, Chester, Ellesmere Port and Deeside who are living with life-limiting conditions and who need specialist palliative care.

Working closely with other health care professionals, our specialist team of medical and nursing staff delivers quality palliative and end-of-life care to our patients as well as offering support to those important to them. Our services are varied across a range of disciplines and reflect the diverse nature of need experienced by those accessing our care.

Sadly, death is unavoidable and for some people it happens quickly and with no notice. There are then those people that receive a diagnosis of an illness and ultimately an illness that cannot be cured.

We provide specialist palliative care for people with cancer and other life-limiting illnesses at all stages of their illness. Our team is here to work alongside other professionals to support all these people to ensure their quality of life is the best it can be. This can be by managing pain and other distressing symptoms and it can also involve psychological, social and spiritual support for them, their family or their carers.

We believe that everyone deserves the best quality of life and the best quality end-of-life care, and that the earlier we are involved the better. We are here to ensure that people maintain their dignity to the end.

Our care and support are provided totally free of charge at the point of delivery and whilst we receive some essential funding from the local Clinical Commission Group, we also rely on the generosity of our local communities to continue our crucial work.

Public Benefit Statement

The Hospice aims to serve the public by ensuring that everyone in Cheshire West, Chester, Ellesmere Port and Deeside has access to excellent high-quality specialist palliative care and support when they have illnesses which no longer respond to curative treatment. Our main activity continues to be the delivery of specialist medical and nursing care to patients and their families. The Trustees have regard to the Charity Commission guidance on public benefit.

To achieve this, we have established a set of strategic priorities and our business plan is based on these priorities.

Our Strategic Priorities



Care

Our services will provide high-quality, safe, compassionate, person-centred care across all the services we provide.

Culture

To have an open, engaging culture with our colleagues and service users and develop collaborative relationships with our commissioners and communities.

People

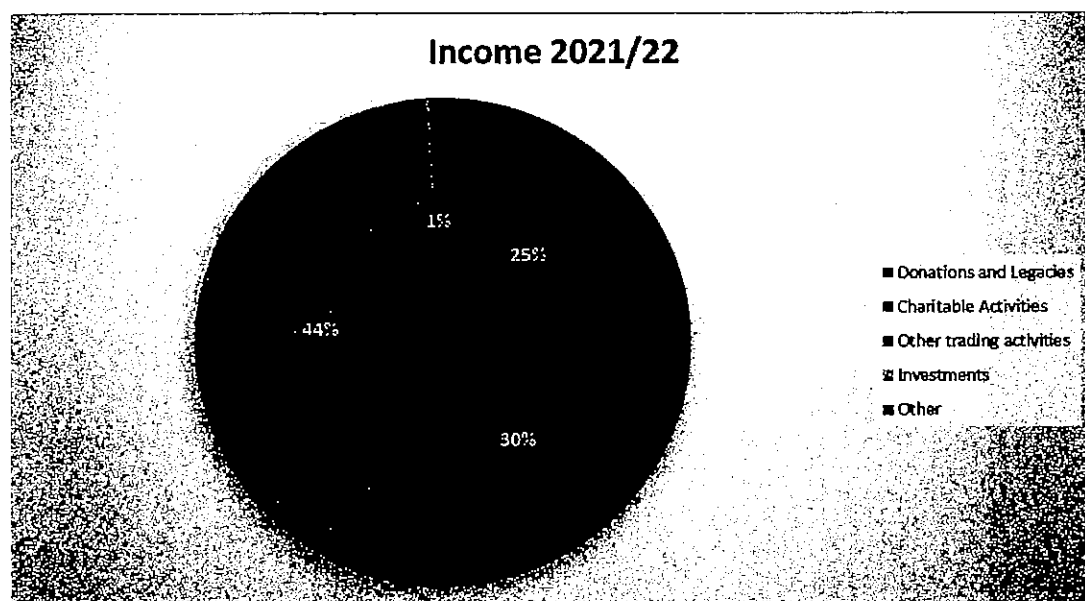
We aim to be an organisation where our people have the skills, behaviours and values necessary to deliver excellent services.

Resources

We will strive for financial sustainability, foster innovation and achieve efficiency through continuous quality improvement.

How we raised our funding in 2021/22

Our income in 2021/22 was £4.6m (2020/21: £4.1m). The Hospice would not be able to operate without the support of our incredible supporters, fundraisers, volunteers and staff.



Donations and Legacies

This is money that is donated by our supporters either directly or through their fundraising activities, or money that comes to us when someone kindly leaves a gift in their will: this is a vital income stream for us.

Trading Activities

This is money raised through our weekly lottery, high street charity shops, our eBay channel, on-line shop and other commercial activities.

Grants and Investments

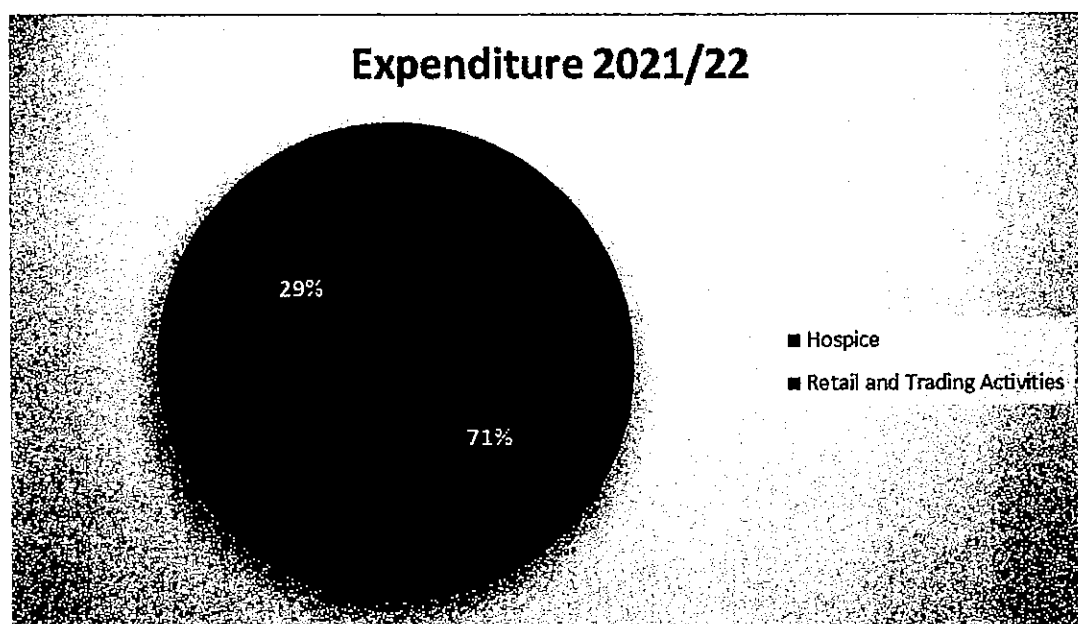
Direct grant support including Government Hospice Covid 19 financial support, grants from charitable trusts and foundations as well as income from our investment portfolio.

Other

Other specific UK Government support in relation to the Covid-19 pandemic which included the job retention scheme and business rate relief.

How we used our resources in 2021/22

Our expenditure in 2021/22 was £4m (2020/21: £3.6m). We know how hard our fundraisers, volunteers and supporters work to raise money so we're committed to making sure every single penny is wisely spent. Covid continued to disrupt our activities though we remained focussed on reducing our costs, streamlining our resources and working in partnership to avoid duplication.



The people we help

Our operational plan for 2021/22 had 16 clear objectives that linked back to one or more of the strategic priorities, with each of these objectives seeking to achieve improvements in these key areas:

- Customer/Stakeholder Experience
- Financial
- Process/Quality
- Organisational Capability

Service Delivery

The Hospice's clinical services are Consultant-led and supported by a multidisciplinary team of professionals who provide patients with individualised care, whilst promoting and maintaining the best quality of life possible.

Our professionals include:

- Medical Director/Consultant in Palliative Medicine
- Director of Clinical Services/Registered Manager
- Speciality Doctors
- Registered Nurses
- Assistant Nurse Practitioners
- Healthcare Assistants
- Senior Social Worker
- Complementary Therapists
- Occupational Therapist
- Physiotherapist
- Counsellors
- Spiritual Care Coordinator
- Clinical Administration Team
- Music Therapist
- Volunteers
- A range of professional student placements including medical, nursing and social work

The hospice is committed to ensuring that the voice of our service users and the local community are integral to service development and improvement.

In 2021/22 the impact of the COVID-19 pandemic has reduced the opportunities for this. However, we have continued to seek feedback through our ongoing service user satisfaction surveys, meetings with our service user group (reinstated face-to-face January 2022) and external stakeholders' group, plus learning from complaints. During the same period we worked with all three Cheshire

Hospices to appoint an LGBTQ+ facilitator who is working with us to raise awareness between the local LGBTQ+ communities and hospice services.

From March 2020 our registered beds with the Care Quality Commission decreased to 9 single rooms due to Covid-19 Pandemic, though increased back to 10 (two beds one room) in March 2022.

The Hospice receives a 23% funding contribution toward the cost of the Inpatient Unit (IPU) from the Cheshire Clinical Commissioning Group (CCCG) and from October 2021, a similar funding rate was agreed with Betsi Cadwaladr Health Board (BCHB) for those patients staying in the IPU from the Deeside area.

Throughout the week the Hospice provides community services through its Living Well Centre including individual nurse assessments, a day therapy service (Living Well Day), Psychoeducational groups, Music Therapy, Carer Support groups, Complementary Therapy and Medical Outpatients Clinics.

In 2021/22 we have also benefitted from ad hoc art therapy sessions and a student art therapist. These services provide specialist clinical and holistic support in an outpatient environment to help manage symptoms and provide effective treatment, alongside the provision of psychological and emotional support to improve wellbeing. Living Well Services help to reduce isolation through a peer support approach in a relaxed, friendly and professional environment.

A Speciality Doctor provided a virtual Medical Outpatient Clinic in Deeside (due to Covid-19 Pandemic) until September 2021 when Betsi Cadwalladr Health Board changed the funding agreement.

The Hospice continues to provide a 24-Hour Telephone Advice line for health and social care professionals within the West Cheshire Area. This line is provided by nursing and medical staff who give clinical advice and support out of hours or signpost to other professionals where appropriate.

Throughout 2021/22 we have continued to develop our integrated Single Point of Referral Project (SPOR). The project is a collaborative alliance between the Hospice and the Hospital and Community Specialist Palliative Care Teams. This work will be implemented in 2022/23 and will enable referrers to make one referral to the SPOR which will be triaged during a daily meeting where the referral will be passed to the most appropriate service.

In April 2021 the Hospice also commenced a partnership with the Fountains Medical Centre, the designated GP practice for the Care Homes in the Chester catchment area. A hospice Speciality Doctor and a Senior Staff Nurse attend the virtual weekly multi-disciplinary team meeting to provide advice and support regarding care home residents who are identified as approaching end of life. The aim of the project is to ensure residents receive the best care possible, reduce hospital admissions and help patients achieve their Preferred Place of Care and Death (PPC/D).

The Hospice provides Counselling & Support Services for both adults and children who use our services. In addition, we host and manage the West Cheshire Bereavement Service which is available to all people registered with a GP in West Cheshire regardless of place or cause of death. The funding received from the CCG for this service in 2021/22 amounts to 30% with remaining amount

provided by the hospice. The Reflect Children's Bereavement Service in 2021/22 was funded by charitable grants, (primarily BBC Children in Need) and other charitable donations.

The Hospice has positive and effective working relationships and representation through different working groups as a partner within the Cheshire Clinical Commissioning Group. We will continue to work with partners to identify pressures and gaps in the health and social care system and to contribute to innovative solutions to patient service problems.

The Hospice of the Good Shepherd is an integral partner in the Cheshire and Mersey Hospices Together, the End-of-Life Partnership and the Strategic Collaborative Cheshire, and ahead of the launch of the Integrated Care Board, an active member of the new Northwest Hospice Forum.

All these partnership approaches seek to address the ever-increasing demands of service provision, education, training, and workforce development. These collaborations demonstrate a region-wide commitment to working in partnership to improve palliative and end of life care for all patients, regardless of demography or diagnosis.

With the appointment of our new Medical Director in March 2022, the Senior Management Team will now be working to shape the Hospice's Strategy for 2022 to 2027 to ensure that it underpins our future priorities and reflects the changing needs of communities in relation to health and wellbeing and the known increased demand for end-of-life Care and Living Well services.

Looking Back

What we achieved

An ambitious plan was set out for 2021/22 as we anticipated COVID-19 would have far less impact. The impact was felt more severely as through this year we tried to operate services alongside managing COVID restrictions. Furthermore, the Hospice has had vacancies within the quality team which further impacted on this.

The table below outlines the progress made on the objectives for 2021/22. They are set out under the headings: Patient Safety, Clinical Effectiveness and Patient Experience.

Definitions

- Patient safety is about maximising the things that go right and minimising the things that go wrong.
- Clinical effectiveness is about doing the right thing at the right time for the right patient.
- 'Patient experience' is what the process of receiving care feels like for the patient, their family and carers.

Objective	Target	Actual
Patient Safety	An effective and efficient nursing structure on IPU	The structure of the nursing team was reviewed in August 2020 following consultation with IPU staff resulting in additional hours which would

		enable improved line management function, additional senior support during the evenings and weekends. The hours were fully staffed by January 2022 and following an induction period the new structure was implemented in February 2022. Initial feedback was very positive, however moving into 2022/23 this system faced further setbacks due to sustained staff sickness and further vacancies. It has however made the system more sustainable with the additional hours reducing the impact of long- and short-term sickness and vacancies.
Patient Safety and Clinical Effectiveness	Understanding of referral patterns, wait times and reasons for same.	Work has commenced to establish how long people are waiting for a bed at the hospice. It is recorded how long the wait is and why there is a wait. This work will be informing further objectives for 22/23.
Clinical Effectiveness	To increase the number of service users with non-malignant disease from 15 % to 20 % over the year.	At the end of 2022 the hospice had supported 82% of people with a malignant condition and 18% with a non-malignant condition.
Clinical Effectiveness	Increased recording and reporting of Advance Care Planning Discussions.	Staff regularly have conversations regarding Advance Care Planning, however the recording and reporting mechanism on our patient database was not as effective as it could be. Following our outage and planned move to EMIS, initially anticipated as being introduced in April 22, this objective became less prominent. In Q4 2021/22 58% of patients who died had their Preferred Place of Care recorded and 56% achieved their Preferred Place of Death (the hospice).
Clinical Effectiveness	Utilisation of Outcomes Assessment and Complexity Collaborative (OACC) data inform best practice and demonstrate effectiveness of services to meet service user needs.	IPU and LWC staff use several aspects of the OACC suite of patient outcomes - the Australian Modified Karnofski Performance Scale (AKPS), Phase of Illness (POI) and Integrated Palliative Outcome scale (IPOS). We have not yet been able to develop an effective reporting system, however the AKPS and POI is used as a guide for patient dependency on IPU and to assess the appropriateness of referral of to the LWC. The IPOS tool is used by LWC Nursing staff as a guide to the most appropriate service such as Medical Outpatients, Living Well Day, Complementary Therapy and on IPU the information gained through IPOS informs nursing and medical care

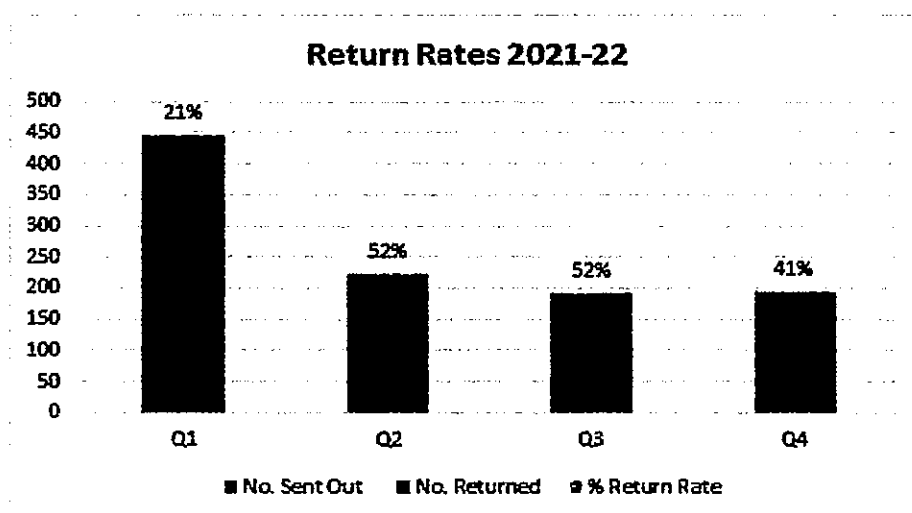
		planning and brings the patient voice to the multi-disciplinary team meetings.
Clinical Effectiveness	Develop a mechanism for early identification of complex discharges from IPU and a process for optimising safe discharge. Reporting and reviews of all prolonged stays and development of evaluation survey for discharged patients.	Work delayed due to staffing issues. Move to 22/23 plan.
Clinical Effectiveness and Patient Experience	Deliver a Single point of referral for all palliative care referrals within West Cheshire.	The aim of this work has been to have an easier referral route into palliative care services. Rather than the referrer identifying which service is needed, be that Hospice, Community or Hospital Outpatients, the referrer will make one single referral. There will be a daily M-F meeting to triage all referrals from the previous 24hrs. The team will identify which service is most appropriate to make the initial assessment or whether the person should be admitted to the hospice. There have been delays to the project work due to COVID-19 but in 21/22 the project team were awarded funding from Cheshire and Wirral Partnership Trust for an admin. role which will coordinate the referrals, follow up with referrers etc. This post will be appointed to in spring 22 with anticipated implementation in Q2.
Patient Experience	To further develop our palliative and bereavement support to those experiencing homelessness within our catchment and to begin to raise awareness of hospice services to our LGBTQ+ community.	As Hospice UK funding came to an end in August 2021, we were successful in receiving a further grant from the CCG to continue supporting our homeless work which commenced in October 2021. In total the Palliative Homelessness Service Lead supported 13 homeless individuals directly during 2021/22 and provided low level indirect support through advising professionals for a further 17 people. In addition, 19 people experiencing homelessness accessed counselling services provided by hospice staff. Following a successful grant application to Hospice UK an LGBTQ+ facilitator was appointed to work across the 3 Cheshire Hospices.

		commencing October 2021. In the first 6 months of her role she has worked with hospice staff on policies and procedures and prepared and delivered training session, as well as establishing champions in each hospice. In 2022/23 she will work with HGS to apply for the Navajo Quality Mark and help us to raise awareness of hospice services to the LGBTQ+ community.
Patient Experience	To demonstrate the extent to which our services are accessed by representatives from all of our community, through quarterly reporting of protected characteristics.	In Q 4 - of those who responded to the question of religion (140) the data shows that the majority of service users (60%) report they follow a Christian religion, 28% report they have no religion, 5% report themselves as agnostic or atheist, 3.5% report their religion as other and 1% reported their religion as Hindu or Jewish. Two people preferred not to say. With regards to ethnicity of those who answered (146) 96% described themselves English, Welsh, Scottish, Northern Irish, Irish, or British, 2 respondents were of another white background, with one each with an Asian or Asian British, another Asian background, Black/ African/Caribbean, and another Black background. With regards to sexuality of those who answered (142), 97% described themselves as heterosexual or straight, 2 people described themselves as gay or lesbian and 2 people described themselves as bi or bisexual.
Patient Experience	New focus of service delivery in LWS following merger of Family Support and Living Well Centre.	By Q2 some of the Living Well services were reinstated face to face and all services recommenced in Q3 with the option of virtual services still available for those who preferred. For patients and carers, it has enabled a more seamless transition between different services in particular counselling services and the psychological support provided by nursing and complementary therapy services.
Patient Experience	Effective focussed service user feedback.	Information being collected, but because of vacancies within the quality team, focus is given to feedback where improvements may be required. These are reported to the Service User Group and the Care Committee. This will be an ongoing objective for 22/23.

Service User Satisfaction Surveys

Surveys were conducted for the following service users:

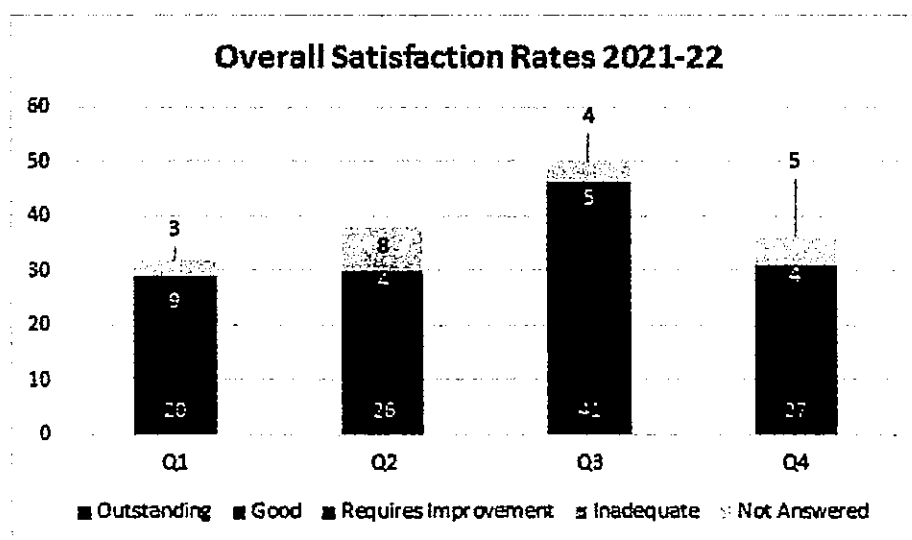
- Inpatients
- Outpatients
- Living Well Services, including Day Therapy patients, Complementary Therapy for patients, Complementary Therapy for carers, Online and Telephone Support, and...
- Counselling clients



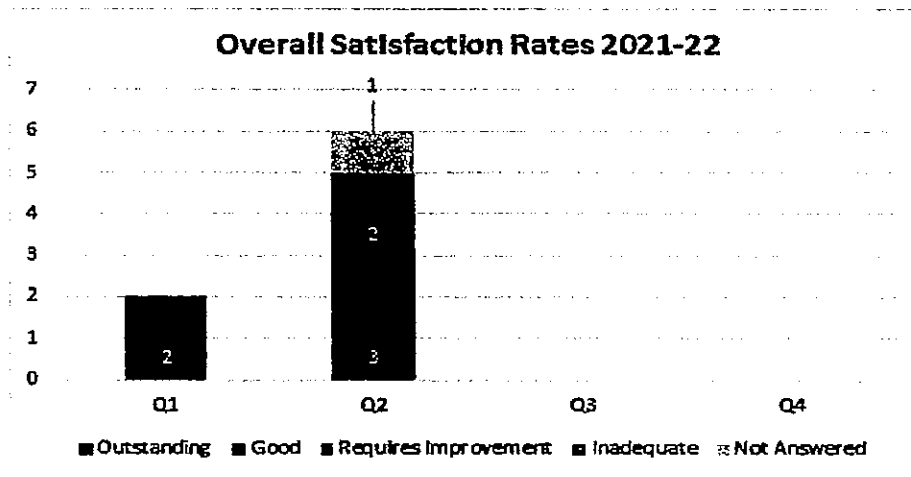
The return rates of surveys varied across the year as shown in the graph above; the average for the year was 35%.

All service users were given the opportunity to comment throughout and suggest improvements. The overall satisfaction rate of service users rating the service as Outstanding or Good was 100%

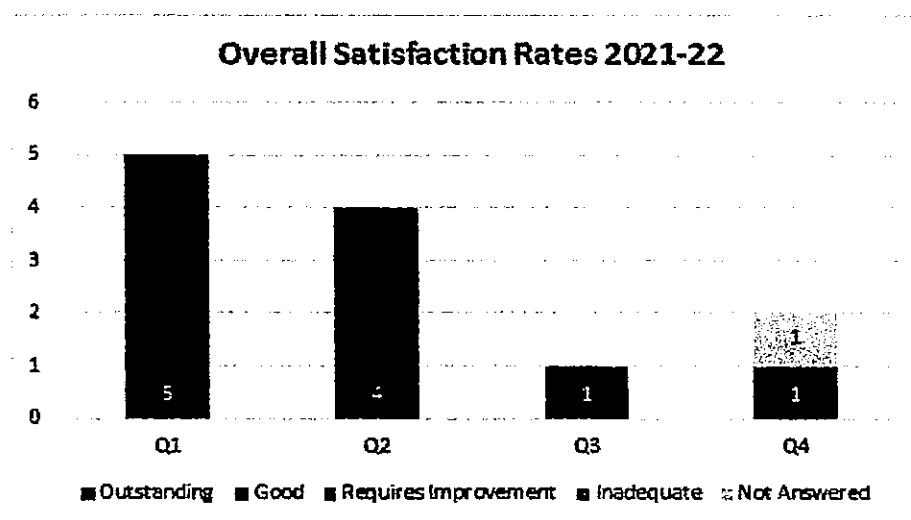
Inpatients



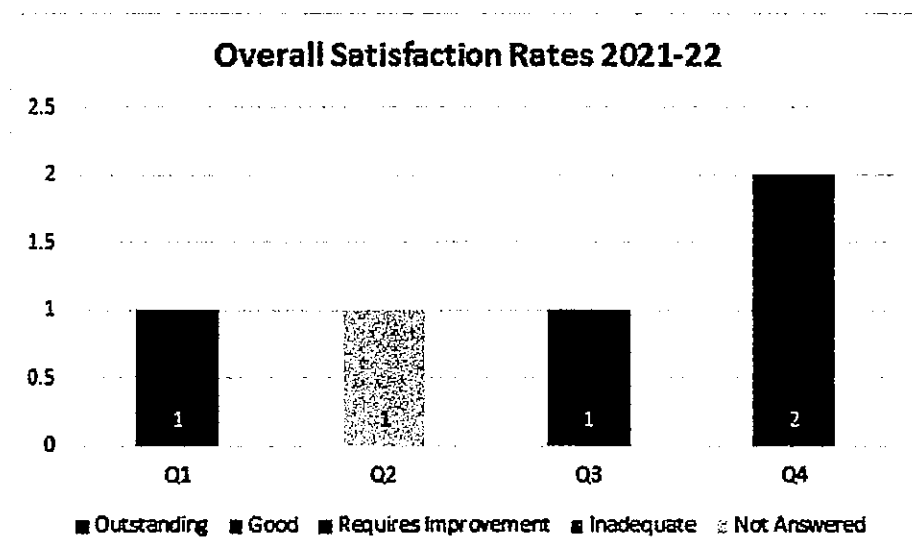
Outpatients



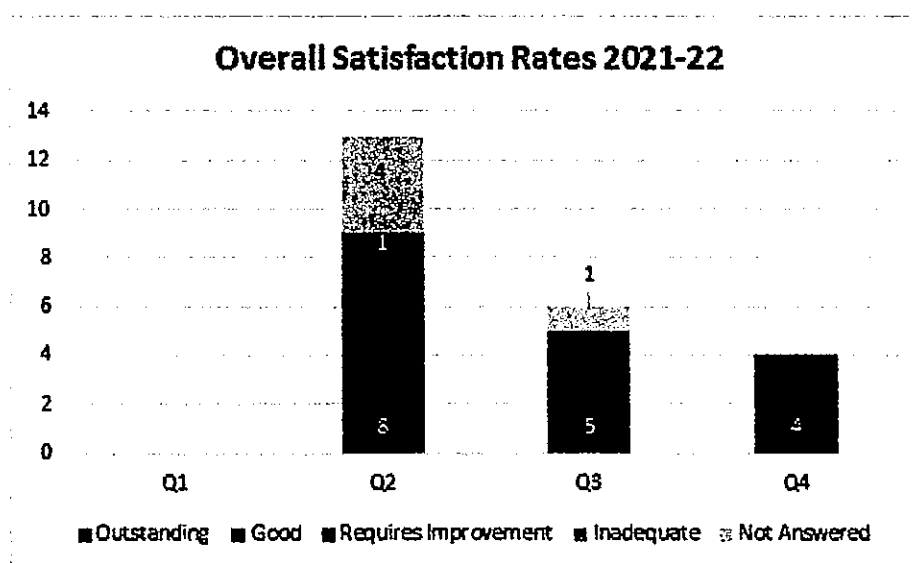
Complementary Therapy



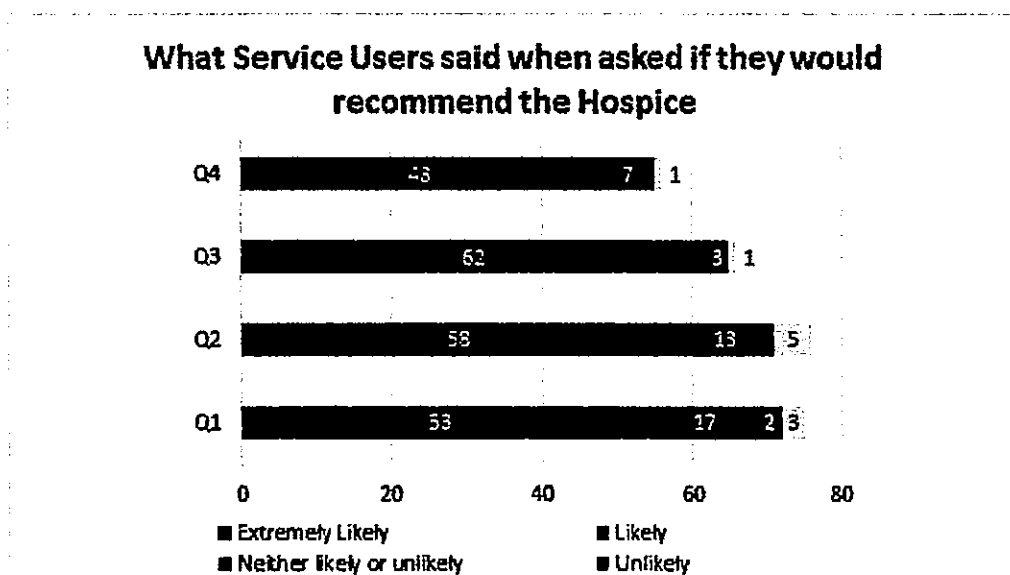
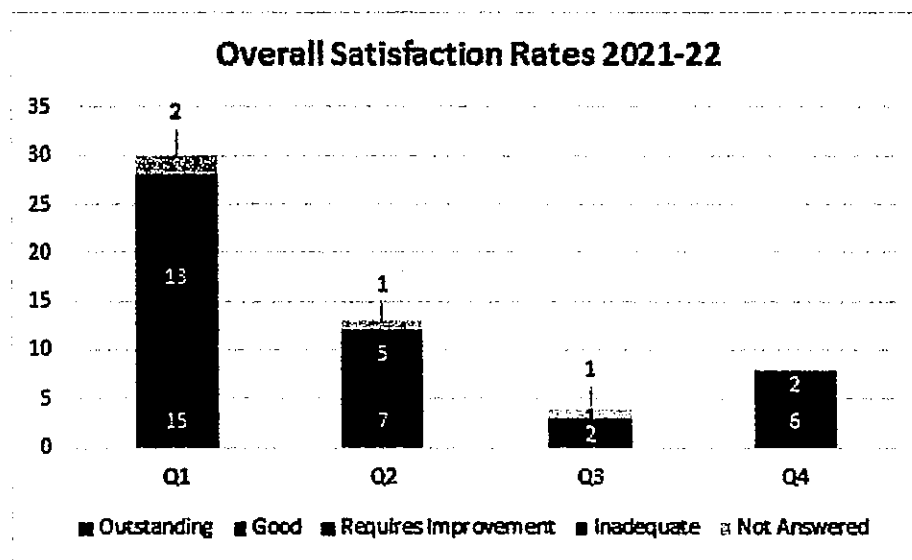
Carers' Complementary Therapy



Living Well Day



Counselling



Feedback

The following feedback was received during the year 2021-2022:

"Would recommend this hospice to anybody. Care and service is of a high quality." (Family of inpatient)

"Excellent & personalised care. I have a close relationship with my therapist. She listens and always knows the right thing to say. One of my favourite parts of the week. Also loved my chats with the nurse; a warm and likeable person. Very easy to open up to." (Complementary Therapy)

"Thank You. Your care has been more than I could imagine and I will be forever grateful. This is a wonderful place for people who are in their dark days can embrace all your professional skills to make time easier for the patient." (Inpatient)

"Really have had a great support from you during lockdown and the support after; don't know what I would have done without you. A SPECIAL thank you for the nurse who rang me!!! (Carer receiving Complementary Therapy)

"I'm very grateful for the support and think it is fantastic people can access it for free (I made a donation as a thank you - cost wasn't a factor for me, I just didn't know where else to turn.)." (Counselling client)

"I am very impressed with the high standards and physical and emotional support all round!" (Inpatient)

"It was amazing that you enabled not only our dogs to come in but also our horse. This was terrific for Jan and meant a huge amount." (Family of inpatient)

"The people at the Hospice are the most caring group of people I have met; they have been our life-line and I make sure everyone knows your talented skills dealing with both of us." (Living Well Services patient)

"Without the Hospice as a supporter, helper, minder, and much more we would have no back-up at all. We would be struggling along each day with no real help (except hospital doctors). We thank you from the bottom of our hearts." (Living Well Services patient)

"I will always be supportive of, and thankful to the Service and counsellors' work, without which I am not really sure how I would have coped with the loss and despair I felt pre and post bereavement." (Counselling client)

"Fantastic care and support - as always." (Outpatient)

Countess of Chester Hospital Pharmacist feedback

The Hospice team continues to focus on medication areas highlighted as high risk by the NPSA, particularly injectables and controlled drugs. All injectables have been audited for NPSA injectable risk score and steps have been taken to improve Controlled Drug (CD) prescribing, including the

implementation of a new CD discharge prescription. With the introduction of a bedside medication locker pilot project, there has also been a positive step towards reducing errors on medications rounds.

In the past year the following safety projects have also been implemented:

- Significant updates to the Hospice insulin chart and naloxone/flumazenil guidelines
- Introduction of an emollients fire risk policy

There continues to be a positive culture of reporting incidents, and engagement with the medicines management team at the Countess when implementing procedures to improve safety.” (Andrew Reid, Medicines Information Pharmacist/Clinical Trials Lead Pharmacist)

Performance Data

	2021/22	2020/21	2019/20
Inpatients			
Total Inpatients with Cancer	128	145	155
Total Inpatients other diagnosis	17	27	29
Total Inpatients	145	169	179
Inpatient Deaths	75	110	125
Inpatient Discharges	107	94	88
Average Bed Occupancy	60%	72%	69%
Average Length of Stay	8.98	13.4	12.3
Medical Procedures			
Blood Transfusions	21	27	8
Paracentesis	6	1	9
Infusion Therapies	13	17	13
Ultrasound Scans	11	24	48
Outpatients and Living Well Patients			
No. of Medical Outpatients Seen	26	57	59
No. of Acupuncture Patients Seen	N/A	53	40
No. of Complementary Therapy Patients Seen	96	190	215
No. of Carers Complementary Therapy Seen	26	69	65
Living Well Services including Living Well Day, Short Courses & Groups	53	190	223
Bereavement Service/Counselling			
No. of Referrals to Adult Counselling Service	400	431	553
No. of Referrals to Reflect Children's Counselling	82	98	108
No. of Adult Clients Seen	360	365	381
No. of Reflect Clients Seen	79	87	95

Main achievements

Inward

- Review of our nursing structure
- The merger of Living Well and Family Support
- Continued to move forward and imbed the Outcome Assessment and Complexity Collaborative (OACC Patient Outcome Measures)
- Recruitment of a Medical Director/Palliative Consultant plus a Director of Finance and Operations
- Transitioned to a new payroll provider and deployed a new payroll system
- Integrated working with the Hospital and Community Specialist Palliative Care Teams to create a single point of referral
- Reviewed the structure of the Quality Team
- Delivered a new risk management framework to ensure good governance and provide board assurance
- Implemented the Data Security Protection Toolkit
- Continued to provide high-quality specialist palliative care, keeping the patient and family at the heart of all we do

Outward

- Supporting the Specialist Palliative Care needs of our local homeless population
- Appointment of LGBTQ+ facilitator in partnership with St Luke's Hospice and East Cheshire Hospice
- Development of Carer Support Worker service

What we have not achieved

Despite a successful year, and the continued uncertainty that Covid has had on our finances, we simply were not able to achieve everything we had planned. This has included:

- Because of our finances, not being able to match NHS pay scales and enhancements
- Cyber Essentials plus
- Develop a mechanism for early identification of complex discharges from IPU and a process for optimising safe discharge. Reporting and reviews of all prolonged stays and development of evaluation survey for discharged patients

Looking forward

We will continue to strive for excellence and to deliver our strategic priorities. In addition to achieving objectives we have carried forward from 2021/22 and delivering our services, below are some of the Hospice Key Objectives for 2022/23. These have been set out under the headings of Patient Safety, Clinical Effectiveness and Patient Experience.

The table below identifies each priority, how they were identified, key information of how we will achieve it and in the final column, how each priority will be monitored.

Definitions

- Patient safety is about maximising the things that go right and minimising the things that go wrong
- Clinical effectiveness is about doing the right thing at the right time for the right patient.
- 'Patient experience' is what the process of receiving care feels like for the patient, their family, and carers

Quality Area	Priority	How we identified it?	How will we achieve it?	How will we monitor?
Safe	Implementation of a Quality Safety System to report and analyse incidents, complaints, audit and policies and procedures.	To date, the Hospice had a paper system, which was then managed through a self-developed Quality Management System.	RADAR will be fully implemented and live by 1st October 2022. 100% of staff will have had the relevant training for the areas they require. By 30th November 2022, each department will be able to generate relevant reports for their own areas. Each department will be able to report on areas of compliance, and areas of non-compliance will be visible and transparent for Senior Managers and the Trustee Board to understand.	The development and implementation of RADAR will be monitored through Clinical Governance Monthly as a standard agenda. The Quarterly Care Committee will have oversight of the development and implementation. This will be reported to the Board of Trustees. Once the system has been implemented, a report will be provided to Clinical Governance on number of staff trained.
Safe	Introduce a new Clinical System for patient records (EMIS), a system that is linked to the local community	It was identified that the previous system, Crosscare, was not able to be compatible with community services, EMIS was	For EMIS to be fully implemented and functional by August. By 30th September 2022 all KPIs can be reported on from EMIS	The development and implementation of EMIS will be monitored through Clinical Governance

	services and GP Records.	chosen as a new clinical system as it was a system used by GPs, District Nurses and all community services, allowing or clinical records (following strict Information Governance Policy) can be linked.	100% of clinical staff have been trained and are fully conversant with EMIS.	Monthly as a standard agenda. The Quarterly Care Committee will have oversight of the development and implementation, this will be reported to the Board of Trustees. KPIs are able to be reported and are accurate, packs can be generated for the relevant committee. In Quarter 3 – relevant audits are undertaken to demonstrate compliance with the relevant Hospice Policies and Procedures.
Safe	To continue to have an annual audit cycle, to review care, report on any improvements that are required.	Audit remains a quality tool to demonstrate compliance.	By Q1 Audit Annual Cycle will be completed and signed off at the Audit Committee. Number of audits that are undertaken. By 23rd January 2022 the Quality Team will have been restructured and will be fully staffed.	Clinical Audit Committee (Quarterly) Monthly Clinical Governance Committee Exception reporting to the Quarterly Care Committee By end of Quarter 4, all current audits are on RADAR for completion, and reports generated from RADAR in

				relation to gaps in practice and the actions to mitigate these gaps.
Safe	To undertake a Quality Improvement Project for handover and incorporating Safety Huddles.	Through evidence available to the Hospice, and Quality Improvement work in the NHS, Safety Huddles have demonstrated that when they work well, they can help reduce falls, safety issues are clear to staff on duty to help maintain safe patient care.	By September 30 the first PDSA cycle will have been completed. This will seek views from the staff. Plans for a Safety Huddle will have been developed with Safety Huddles commencing in October 2022. During October 2022 – the Safety Huddle will have been reviewed, amendments/variations will be made if required to the process, with a second PDSA cycle completed November 2022. By March 31 the Safety Huddle will be fully integrated in the Inpatient unit and integrated as part of handover.	From October 2022 this will be reported via the Monthly Clinical Governance Committee. Evidence of engagement with staff prior to the work for Safety Huddles commencement. Evidence that there is feedback from the staff in relation to their experience of safety huddles and that this feedback has been fully incorporated within the PDSA cycles where appropriate.
Safe	To reduce errors associated with the supply, storage, prescribing, administration, and disposal of medicines (controlled drugs & non-controlled drugs).	It was identified through a deep delve in December 2021 that there were areas that could be focussed on with Medicines Management in relation to the safe delivery of medicines.	To reduce Medicine errors by 10% in 2022/23 in comparison with 2021/22. To provide a Quality Improvement Bulletin to all Inpatient staff in October 2022 around safe management of medicines. To undertake a Quality Improvement review of potential contribution of medication	Monitored through the Monthly Clinical Governance Committee. Monitored through the Quarterly Medicines Management Committee. Exception Reporting to Care Committee Quarterly

			incidents, and for Quality Improvement Plan developed by 30 October.	
Clinical Effectiveness	Increased access to intravenous therapies on the inpatient unit.	To develop hospice practice in line with national guidance in order to improve symptom management, improve patient experience and prevent hospital admissions.	Relevant Policy, Procedures and Competency Framework in place by October 2022. All qualified staff trained and achieved competency in the delivery of Intravenous Interventions by December 2022. Increased access of patient receiving Intravenous Interventions, measurement in Q4.	Numbers of patients receiving intravenous interventions through Key Performance Targets report to Monthly Clinical Governance and Quarterly to Care Committee.
Patient Experience	Increased provision and referrals into LWS with improved patient experience.	To optimise use of space and breadth of services available to patients and carers.	To develop a strategy for the Living Well Centre with how this is to be achieved. This Strategy will be developed by March 2023.	This will be overseen by the Monthly Clinical Governance and Quarterly Care Committee.
Patient Experience	Increase Service User Group membership by 10%.	To ensure that the Service User Group has good representation from across all hospice services and that participation is not too onerous and remains fresh.	Evidence that service user numbers will increase by 10%.	Service User Group. Quarterly Care Committee.

Patient Experience	Implement and evaluate new “I Want Great Care” real time Patient Satisfaction Survey; publish the results on the Hospice website.	To develop processes for patient and service user feedback through the strategy of improving digital platforms.	The aim will be to have “I want Great Care” implemented by 30 th October 2022.	Implementation will be monitored by Clinical Governance Committee Monthly. Quarterly Care Committee. Reports from the patient/service user feedback will be reported to Clinical Governance Monthly, Service User Group and by Exception Reporting to Care Committee Quarterly.

Good News Stories – some of our work

Bob the Horse visits the Hospice



Jan had been admitted to hospital unexpectedly following a Consultants appointment and hadn't had a chance to say goodbye to her dogs, Monty and Rowley, or Bob her horse of 10 years. Due to the continuing impact of Covid 19 Jan was unable to have any visitors during her stay in hospital and those 4 weeks with no visits or personal contact were very difficult for her.

Jan was moved to the Hospice and her husband of 46 years said: "It was just such a relief once Jan was moved from the hospital to the Hospice in Chester as we were able to have named visitors who could come and see Jan regularly, however we never imagined that we would be able to include our dogs Monty and Rowley and Jan's horse Bob on the visiting list."



Jan and Dennis asked the nursing team if it would be possible for the dogs to visit and if Bob the horse could come to the courtyard outside the room.

Even though Jan wasn't able to get out of bed she was so excited to have the chance to see Bob one more time. The nurses wheeled her bed to the patio doors and the team from Thornleigh Park Farm Stables walked him into the Hospice courtyard for a very emotional reunion between horse and rider. Bob put his head through the doors and nuzzled Jan's neck and lap and thoroughly enjoyed

his treats of carrots, bananas and apples. Jan's face lit up as soon as she saw Bob.

Jan said: "I just can't believe what the staff here at the Hospice have done for me. Until a few weeks ago I was still riding Bob every day and he is such an important part of my life. I have missed him so much. I knew that arranging for my dogs to visit was possible as we had a neighbour who was a patient at the Hospice a few years ago and we were allowed to bring the dogs to visit her but I just didn't expect that they would ever be able to give me the chance to see Bob one more time."

Dennis said "The Hospice is such a vital part of our community and we have had friends and neighbours who have needed to use the services and we have always felt it was important to support the Hospice but we never imagined we would need the services ourselves. All the staff here have been wonderful. Jan has been so well cared for; nothing is too much trouble even down to the chef coming every day to see what he can tempt Jan to eat. Nothing is too much trouble, including arranging for a horse to visit!"

Increasing Accessibility to Cheshire Hospices

It is widely recognised that certain communities have less access to specialist palliative care than others. There are many reasons why this occurs and there is no one single solution to resolve this all groups of people. Hospice UK and the CQC have challenged hospices to look at how accessible their services are to people with protected characteristics, and as part of our Equality, Diversity and Inclusion plan we identified that we would focus on people living with advanced progressive illness who are experiencing homelessness and the LGBTQ+ community in our first 3 years.

In agreeing this, we have chosen to work collaboratively with the other 2 hospices in Cheshire to enable a more efficient use of resources. And this led to us receiving grant funding to support the appointment of an LGBTQ+ facilitator and additional funding to support a homeless lead for palliative care. Both post holders work across the whole of Cheshire.

Working with LGBTQ+ community

The focus of the LGBTQ+ project - which commenced in October 2021 funded by a 12-month hospice UK grant - in the first 6 months has been to ensure that our organisation is aware of the needs of the LGBTQ+ community both in terms of those of those accessing our services and those who work and volunteer with us.

This has included a review of our policies and procedures providing training to staff across the whole organisation and to work towards developing a LGBT+ champions' network. Clinical staff have had access to additional training to ensure they have the knowledge and skills to support the LGBTQ+ community, especially with regards to understanding some of the reasons why this community may be reluctant to access our services and to understand some of the specific health care needs.



In 2022/23 we will build on this work and begin to engage with the LGBTQ+ community more widely to listen to their questions and stories and share the hospice ethos. Our protected characteristic monitoring will enable us to see whether our services are increasingly accessed by members of this community in the years ahead.

The Navajo Merseyside & Cheshire LGBTIQ+ Charter Mark is an equality mark sponsored by In-Trust Merseyside and supported by the LGBTIQ+ Community networks across Merseyside - a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing LGBTIQ+ people in Merseyside. HGS has achieved 1st stage agreement and in July 2022 assessors will visit hospice for stage 2 assessment.

Working with People Experiencing Homelessness

Being homeless or vulnerably housed is associated with death at a young age. Homeless people experience a high symptom burden at the end of life and yet palliative care service use is limited. They will often experience barriers to healthcare which leads to crisis and unplanned care, and access to palliative care does not usually happen. We wanted to reach people early, to help improve quality of life for those who have advanced disease.

The Homeless lead for palliative care project, funded by a Cheshire third sector grant from October 2021 – March 2023, aims to break down the barriers to healthcare that people experiencing homelessness often face. This funding ensured the ongoing provision of this service across Cheshire. The homelessness lead, a district nurse by background, works directly with people experiencing homelessness who have been identified as likely to be in the last year of their life supporting them to attend appointments, access hospice and other specialist palliative care services to ensure good symptom management, and identify and achieve things which are important to them.

In addition, the project worker's role also involves education with local hostels and health care organisations working specifically with this client group to support them to have a better understanding of the difference palliative care can make. The sessions have been well received with very positive evaluations with all participants reporting an increase in their previous knowledge. In West Cheshire the Palliative Homelessness Service Lead supported 13 homeless individuals directly during 2021/22 and provided low level indirect support through advising professionals for a further 17 people.

An article was published on one person's story by Hospice UK <https://www.hospiceuk.org/latest-from-hospice-uk/caring-diana-was-challenging-right-thing-do>

As a result of the above work, the hospice identified that loss and grief is a key component of the experience of homelessness and additional funding was provided to enable bereavement counselling to be provided to the homeless population of West Cheshire in the first half of 2021. This was delivered by one of the hospice counsellors working with the Hostels and Homeless GP Practice. Nineteen people experiencing homelessness accessed counselling services provided by hospice staff at this time.

Due to the success of the counselling project the hospice was invited to be part of the Cheshire West and Chester Local Authority (CWAC) Multi Agency Rough Sleepers partnership (MARS) that works with around 10-15 individuals in CWAC who have the most complex needs and a history of sleeping rough. The hospice counselling service was invited to become part of this working group and funding was received to provide the counselling element of the work. Funding was originally for 12 months from October 2021.

The Multi Agency Rough Sleeping project was developed as a pilot in October 2020 to enable the council and partners to provide a multi-agency approach to supporting those individuals living on the street. Rough sleepers are one of the most vulnerable groups in society, many with high levels of complex and interrelated needs. Many rough sleepers have high levels of complex needs: mental health problems, drug and alcohol dependencies, grief and loss and institutional experiences are common factors. The longer someone sleeps rough, the greater the risk that physical and mental health problems will worsen. Rough sleeping is costly to society as a whole: rough sleepers are likely to have more frequent and sustained contact with public services compared to other citizens.

The Hospice was invited as one of several partner agencies to participate. The multi-agency approach was identified as being key to the project and that co-production ideas were essential. The key focus was to build a person-centred trauma informed approach with the right agencies around the table at MARS.

The Hospice manages the counselling provision for Rough Sleepers, offering free and confidential one-to-one trauma informed counselling to referred individuals with a history of rough sleeping. The aim of the project is to work with 10-15 individuals and to participate in the fortnightly MARS meeting. The counsellor also works in partnership with St Werburgh's Surgery, CATH, SHARE, and the Mulberry Centre offering individual counselling sessions, drop-in group sessions for women and street outreach as and when appropriate. Funding has been received to secure full-time counselling provision until March 2025.

The Hospice of the Good Shepherd, alongside its neighbouring hospices St. Luke's (Cheshire) Hospice and East Cheshire Hospice, has agreed to be part of a research bid with Dr Bryony Hudson (Marie Curie) who has applied for NIHR funding for building multi-professional UK partnerships and networks to improve access to palliative care for people experiencing homelessness.

Supporting Carers

Many of the patients and service users of the Hospice are supported and cared for by their families and friends. Without support it can be difficult to sustain the level of care, this can have a negative impact on their own wellbeing.

The hospice has received funding from Cheshire West and Chester's Carers' breaks programme for many years. The current grant covers the period April 21- Sept 23. This funding enables us to employ staff to provide 7 complementary therapy sessions to carers per week with each carer accessing up to 6 sessions. The sessions provide time out from the caring role, an opportunity to relax and be cared for, to explore the caring role and meet and talk with an experienced nurse before or after the session.

In addition, we employ a carers support worker who offers carers individual and informal and more formal group support. The aim of this work is to develop increased resilience, new coping strategies and reduce fear of this unique caring role as well as contemplating the future with those in a similar situation.

In 2021 /22, 254 complementary therapy sessions were delivered and 180 individual or group sessions delivered with contact with more than 100 carers

One of the carers attending the group said one of the things he found most helpful was hearing the words 'You are doing your best, you're not a saint'. Another commented that they had learnt to:

- Box up your troubles knowing that you can deal with them at another time so you're not having to deal with everything all at once.
- Be kind to yourself – you're doing the best you can.

Meanwhile Janet, who received complementary therapy, commented on the importance of having a safe environment to discuss her concerns and fears for the future.

Other patient stories

Death and bereavement are and always will be an important part of our work. It is so important to us that our bereavement services are not limited to those who have already had access to hospice services before the death, and we receive specific funding from the NHS to support the delivery of the adult counselling service for this area. We also provide our own children's and young people's counselling service: "Reflect".

Oliver's mum has shared this story:- "Oliver was referred to Reflect by his school after the death of his Grandad. His death, whilst anticipated, was a huge shock to the whole family and as the date of grandad's birthday approached Oliver began to really struggle with the fact that he wasn't coming back. This was during Covid and Oliver chose to have his sessions via video link. He took to the counsellor straight away and seemed relieved after the first meeting that he could talk to someone without worrying about upsetting them.

"Oliver said 'the counsellor was really nice, and I knew that I could say anything to her and not get into trouble. I could tell her how I was feeling and she would explain that sometimes we do have funny feelings when someone dies but that is ok. She explained that we all grieve in different ways and that I wasn't doing anything wrong by missing him and talking about him all the time.'

"Oliver explained that Grandad was at the front of his head all the time but that he has now moved to the middle of his head, and he felt happier with that - he is able to talk about Grandad and the things that they did together and enjoy those happy memories without worrying about upsetting others."

How we funded our achievements

Our income can be broken down into monies given through grants, earned from investments and through trading and fundraising.

Fundraising and Trading

Our supporters continued to see the value we give to the local community and gave generously enabling us to raise £1,127K (2020/21 £1,058k) from donations and legacies. We also raised £609K (2020/21 £346k) from events and £1,434K (2020/21 £947k) from our retail and lottery operations. For a broad breakdown of our income, see the pie chart on page.

As the financial year started Covid restrictions had mostly been lifted but due to the ongoing uncertainty, planning for events in the early part of the year was difficult and people were still anxious about the virus. Therefore, we did not hold our first fundraising event until September 2021.

- During 2021/22, we continued to invest in generating more sustainable regular income. This helps generate money we can rely on and means we are able to plan for the future. We are committed to being responsible and respectful with our fundraising and continue to be registered with the Fundraising Regulator, abiding by their code of practice and regulations and the Gambling Commission for our lottery.
- Following on the periods of lockdown, we started to welcome our volunteers and Hospice Supporter Groups back to the hospice and to our fundraising events. However, we have found it difficult to recruit new volunteers to our charity shops.
- We were unable to run our fundraising events in the first quarter of the year as we were still affected by Covid and we did not start to hold fundraising events until September 2021, and some events such as our Christmas Concert were impacted by concerns regarding covid outbreaks approaching Christmas.
- We are fortunate to receive continue support from our local community who hold fundraising events on our behalf and continue to champion our cause. Our community fundraising generated an income of £222K compared to £117K in the previous year.
- We recognised that we needed to develop our connections and networks within the local business community and after a lengthy recruitment process, we were delighted to engage a new Philanthropy and Relationships Manager in January 2022.
- We were fortunate to benefit from £579K of legacy income. We continue to invest in legacy marketing, including our popular regular monthly Wills Clinic facilitated by Oliver and Co Solicitors.
- Due to continued travel restrictions, our overseas travel challenge fundraising activities, including our trip to the Grand Canyon were postponed.
- We took the opportunity during lockdown to rebrand both our Hoole and Northgate Street shops to give a more upmarket and boutique feel to our shops. We



also improved our sorting and distribution facilities to ensure a better flow of stock to our shops

- Our Neston shop was closed for a number of weeks as we needed to replace the flooring and we also took this opportunity to re-band this shop in line with Hoole and Northgate Street.
- Our Area Retail Manager has worked hard to develop the skills of our shop managers and this has helped to increase both productivity and income across all of our shops.
- In October 2021 we introduced a new retail EPOS till system with the aim of improving efficiency both within our shops and our sorting facility and increasing our retail gift aid efficiency.
- We added a Depop on-line shop to our e-commerce portfolio to attract a wider audience.
- Following on from a grant received in a previous year, we purchased an additional electric vehicle to assist with the supply of goods to our shops. This has made improvements to the stock in our shops as well as helped our carbon footprint.
- As a result of all of these improvements to our retail business income for the year rose from £199k in 2020/21 to £651k in the year to March 2022.
- Our Hospice lottery continues to operate successfully generating an income of £783K, (2020/21 £748k), a significant positive cash flow for the benefit of the Hospice. This included two very successful raffles.

Investments

Our fixed asset investment portfolio continues to be used to underpin our ongoing activities and maintain capital to support future development. The growth of the portfolio is designed to supplement our reserves and our other income-generating activities for the medium to long term. We have engaged external investment managers, Investec who manage a balanced portfolio on our behalf, monitored by the Financial Conduct Authority.

- Despite the pandemic and the associated market volatility associated with both this and Brexit, we have achieved net gains this year of £12K (£107k gain 2020/21).
- The Board operates a diversified investment policy, balancing risk with income and capital growth. The Trustees nominate and appoint advisers, brokers and/or fund managers and will agree the terms of appointment. No investments are made without the prior approval of the Trustees. The advisers provide professional investment advice and will assist in the review of performance and future strategy. Our policy is not to invest in any stocks or shares in businesses involved in activities inconsistent with our values.

The Trustees are mindful to maintain a balanced portfolio and regularly monitor the performance of the investments via the Finance and Income Committee.

Performance

Surplus

The Hospice this year generated an overall surplus of £579k (2020/21: £603k) including gains on our investments of £11k (2020/21: surplus £107k). This surplus enabled us to improve our freely available reserves from £1,426k in 2020/21 to £1.855m in 2021/22. This represents a five to six months of forecast expenditure in reserve and represents good progress against our target of holding six months of forecast expenditure in free reserves.

Our passionate and dedicated people

We simply couldn't achieve what we do without our incredible staff and volunteers. In the year to March 2022, we employed 134 staff with a wide range of skills, knowledge, professional qualifications and experience, and had the support of 381 volunteers.

Structure, Governance and Management Statement of Trustees' Responsibilities

The Hospice of the Good Shepherd is an independent charity (registration no. 515516) operating as a private company limited by guarantee (01843427).

The Hospice is governed by a Board of Trustees and run by the Chief Executive and the Senior Management Team made up of a Medical Director, Director of Clinical Services, Director of Income Generation, Director of People and Development, the Director of Finance and Operations.

The Hospice is registered with, and inspected by, our regulators the Care Quality Commission (CQC).

Our Trustees and their Committee responsibilities are listed below.

Trustee	Committee and Sub-Committees						
	Board	Care	Clinical Governance	Finance & Income	Health, Safety & Estates	Information Governance	People, Development & Remuneration
Robert Mee (Chairman)	*			*			
Margaret Hopkins Resigned 12 th April 2022	*			*			
Bill Benoy	*			*			*
Steve Britton Resigned 12 th April 2022	*			*			*

Isabelle Hughes	*	*	*				
Gavin Eyres Resigned 31 st May 2022	*	*				*	
Justine Watkinson	*						*
Neil Fergusson	*	*	*				
Mike Davies	*			*			
Martin Howlett (SIRO)	*					*	
Yvonne Bottomley	*			*			
Jamie Christon	*				*		*
David Harrington-Wright Appointed 19 th October 2021 Resigned 26 th January 2022	*				*		

Patrons & Vice Presidents

The Hospice has a number of patrons and vice presidents who work on behalf of the organisation within the local community

Ian Puleston Davies
 Hilary Holden
 J Mallon
 Dr D Marrlss
 Marion Needham

Senior Management Team

Chief Executive Office	Rhian Wyn Edwards
Director of Clinical Services (Caldicott Guardian)	Liz Taylor
Director of Income Generation	Caroline Siddall
Director of People and Development	Julie Davies
Director of Finance & Operations	Angeline Chikuruwo (appointed 28 th March 2022)
Head of Finance	David Haden (retired (retired 25 th March 2022)
Medical Director/Palliative Care Consultant	Dr Alison Coackley (appointed 1 st March 2022)
Responsible Clinician	Dr Lucy Cook (until 28 th Feb 2021)

Principle Registered Address	Hospice of the Good Shepherd, Gordon Lane, Backford, Chester CH2 4DG
Auditors	Xeinadin Audit Limited 2 Hillards Court Chester Business Park, Chester, CH4 9QP
Solicitors	Allington Hughes 2 Vickers Lane Chester Ch1 1QX
Bankers	NatWest PLC Chester Commercial Office, 2 nd Floor, 33 Eastgate Street. Chester CH1 1LG
Investment Advisors	Investec Wealth & Investment Ltd 100 Old Hall Street Liverpool L3 9AB

Subsidiary Undertakings

The Hospice of the Good Shepherd has one wholly-owned subsidiary, Hospice of Good Shepherd Promotions Limited (Company Number 3350371). This company shares its registered office with the Hospice of Good Shepherd.

Hospice of Good Shepherd Promotions Limited conducts trading activities, selling donated goods and greetings cards and other purchased goods for sale in Hospice of Good Shepherd retail shops and at events, as well as the café located at Gordon Lane, with all profits being covenanted to Hospice of the Good Shepherd. The results and year end position of the subsidiary are shown in Note 8 to the financial statements. Our Lottery is regulated by the Gambling Commission, Operating Licence No. 000 005134 N 100425 013 and Remote Operating Licence 000 005134 R 322300 004.

The Board and Subsidiary Committee

The Board of Trustees is responsible for governance of Hospice of the Good Shepherd. The Trustees as members are also Directors of Hospice of the Good Shepherd. As set out in the Memorandum and Articles of Association, the Chair of the Trustees is nominated by the Board of Trustees and elected by them.

New Trustees are appointed following a selection process using a range of methods to attract potential new members. When considering new Trustees, the Board considers specialist skills required through a skills audit. New Trustees are appointed by a majority of the Board of Trustees, initially for a period of three years but can be invited to serve for a further three-year term. New Trustees are provided with an induction, giving them an overview of the responsibilities and activities carried out by the charity. Training on external and organisational issues is provided as required.

The Board of Trustees and Executive Directors meet at least four times a year, and as members at an Annual General Meeting. The Board is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Board receives regular reports on all aspects of the charity's work.

There are six established Committees and one Sub-Committee. The members of these Committees include Trustees meeting with Executive Directors and are also attended by external advisors when required. The Terms of Reference for these Committees are summarised below.

Terms of Reference for our Committees

Board

The Board has ultimate responsibility for directing the affairs of the Hospice in accordance with its Memorandum and Articles of Association. The Trustees have control of the charity and its property and funds. The Trustees will set clear aims and objectives, establish priorities, safeguard the charity's assets and use them effectively and exclusively for the beneficiaries of the Hospice.

The Board as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.

- To agree the charity's vision and values ensuring that they are reflected in all of the charity's activities.
- To ensure that the ethos and culture of the organisation underpins delivery of the charity's activities.
- To assess compliance and quality in accordance with legislation and best practice.
- To monitor and control activities within the Hospice.
- To monitor the financial income and expenditure of the organisation maintaining its financial stability.
- To regularly review which matters are reserved to the board and which can be delegated to sub-committees where appropriate.
- To obtain assurance from the minutes and executive summaries from Board Sub-Committees and to scrutinize and act upon the recommendations.

Care Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

1. To develop quality monitoring systems for:
 - Clinical quality
 - Patient experience
 - Patient safety
 - Policies and procedures
 - Thematic incident reviews and learning arising from Clinical Governance Group.
2. To review key performance indicators and objectives:
 - To identify key performance indicators and review at each committee meeting
 - To monitor performance
 - To define aspirations and financial impact relating to developments in clinical services
 - To review levels of income from statutory funding
 - To review and develop organisational plans and objectives

3. To ensure risk management is maintained:

- To review the committee risk register and escalate matters of concern to the Board.
- To ensure care services are delivered in accordance with legal requirements and recommended best practice.

4. To approve and recommend decisions in relation to care matters:

- To advise on new emerging models of care.
- To advise on workforce development.
- To assist in the formulation of the strategic plan in relation to care and once accepted, recommend to the Board for approval.
- To recommend strategy and plans of care.
- To review and approve minutes of the Clinical Governance Group.

Clinical Governance Committee

Duties and responsibilities of Clinical Governance Committee

- Clinical governance committee is accountable for continuously improving the quality of our services and safeguarding high standards of care by creating an environment in which clinical excellence can flourish.
- Effective clinical governance contributes to the safety and quality of patient care.
- Good clinical governance must support the early identification of risks and concerns that lead to individual, team and wider organisational learning.
- Reporting on its progress /assurance to the Care Committee and CEO.

Clinical governance improves the quality of care, by:

- Monitoring, and where relevant, enforcing compliance with standards and regulations.
- Sharing information and intelligence in relation to patient safety.
- Promoting a culture of continuous improvement and learning.
- Acting decisively to protect the patients when risks to patient care or well-being emerge.
- Making sure there are clear lines of accountability throughout the Hospice and visible leadership from Boards.
- Encouraging and actively supporting the professional development of Clinical and Medical staff is also an important feature.

Finance & Income Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place. Ensuring that the financial controls and processes are in good order and working to ensure the organisation has reliable and accurate financial information in a timely manner. This is the basis upon which operational and strategic decisions are made.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

Finance and Investment

- To review in detail the annual revenue budget and once accepted, recommend it to the Board of Trustees for approval.
- To discuss and agree a revenue strategy and financial contingency plan for periods of reduced income streams.
- To examine the monthly financial performance of the Hospice of the Good Shepherd and the Promotions Company in conjunction with capital expenditure and cash flow implications, and advise the Board of Trustees, accordingly, recommending any remedial action where appropriate.
- To discuss and agree financial analysis and investigate tasks required to be undertaken.
- To assist in the formulation of a medium-term capital strategy (five year), and once accepted, recommend it to the Board of Trustees for approval.
- To review the annual capital budget which includes an emergency capital budget for unplanned capital items, and once accepted, recommend it to the Board of Trustees for approval.
- To review annually and agree a capitalisation policy and recommend any changes to the Board of Trustees for approval.
- To note capital expenditure by the Chief Executive for which provision exists within the Capital Budget and emergency capital budget agreed by the Board of Trustees.
- To commend unbudgeted capital expenditure requests over £15,000 for approval by the Board of Trustees.
- To review the investment policy annually and monitor the performance of the investment portfolio, meeting with fund managers on a six-monthly basis to discuss portfolio performance.
- To review the Reserves policy of the Hospice, discuss and agree the level of reserves that are appropriate and once agreed, present the Reserves policy to the Board of Trustees.
- To assist in the formulation of financial plans and strategies and once accepted, recommend them to the Board of Trustees for approval.
- To review in detail the statutory accounts and once accepted by the Committee, recommend them to the Board of Trustees for approval.
- To discuss and agree external accounting and audit services required.
- To provide assurance to the Board of Trustees that the organisation is adhering to the financial strategy approved by the Board or identify where this is not the case.
- To provide a forum for discussion, representation and consultation on matters relating to the financial affairs of the Hospice.
- Approval of policies and procedures may be sought from the Committee where appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.
- To approve overall banking arrangements.

Income Generation

- To assist in the formulation of the strategic plan in relation to Income Generation and once accepted, recommend to the Board for approval.
- To monitor the delivery of the Strategy and ensure this is detailed in the Hospice Business Plan.
- To monitor Income Generating activities against appropriate legal and regulatory requirements.
- To provide a forum for discussion, representation and consultation on matters relating to the Income Generation affairs of the Hospice
- Approval of policies and procedures may be sought from the Committee where appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Health, Safety & Estates Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To assist in the formulation of the strategic plan in relation to Health and Safety and once accepted, recommend to the Board for approval.
- All Health and Safety policies and procedures will be reviewed periodically.
- To consider the Health and Safety implications of the whole estate of the Hospice, including externally occupied buildings.
- To incorporate discussions and decisions relating to the maintenance and the development of the Hospice estates.
- To ensure adequate resources to meet the needs of the service and to ensure that we are compliant with relevant Health and Safety legislation.
- To ensure that incidents and near misses are logged and investigated appropriately and actions are progressed effectively.
- To ensure that we have sufficient and relevant insurance cover to limit our exposure to risk in the event of litigation.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.

Information Governance Committee

To provide the Board of Trustees with the assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services, and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To ensure that information is dealt with legally, securely, efficiently and effectively in the course of Hospice business.
- To improve the overall handling of personal information held by the Hospice.
- To contribute to and develop good working practices.
- To provide adequate training to ensure that Hospice employees are aware of their responsibilities.
- To review current data retention.
- To review the security of databases.
- To review the Information Asset register and ensure departments keep it updated.
- To ensure incidents are logged and investigated appropriately and actions are progressed effectively. The Information Commissioners Office to be informed of necessary incidents within the relevant timeframe.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.
- To assist in the formulation of the strategic plan in relation to Information Governance and once accepted, recommend to the Board for approval.

People & Development and Remuneration Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To give assurances that training processes throughout the Hospice are contributing to the overall drive to deliver quality care and services to patients and their families and to develop staff to their full potential to enable them to carry out their roles effectively.
- To determine the salary and the terms and conditions of the Chief Executive.
- To approve the salary and other terms and conditions of service recommended by the Chief Executive for all Hospice employees.
- To consider the potential for an annual cost of living increase and propose to the F&I Committee if appropriate.
- To consider and agree new posts or changes to existing posts and structure required to meet the needs of the service. To consider any recommended severance packages.
- To assist in the formulation of the strategic plan in relation to People matters and once accepted, recommend to the Board for approval.
- To review and approve key policies and procedures.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Chief Executive

Authority to conduct the day-to-day activities of the Hospice of the Good Shepherd is delegated to the Chief Executive who is responsible for ensuring that the Board's strategy and policies are carried out. The Senior Management Team reports to the Chief Executive and meets every two weeks.

Corporate Governance

The Trustees complete an annual review against the charity governance code to highlight any areas for potential improvement. This is used to develop the charity's future policies and internal procedures to ensure we continue to follow best practice.

Risk Management and Assurance

The Trustees with the support of the SMT consider the major strategic, business and operational risks that face the charity each year when preparing the budgets and business plans.

The charity has detailed organisational and departmental risk registers which are reviewed regularly by the Senior Management Team, and quarterly by each Committee and the Board. Significant new risks are brought to the attention of this Committee and the Board as necessary to ensure they are being actively managed and wherever possible suitable mitigation is put in place.

A traffic light system is used to rank the key organisational risks with controls agreed and documented providing a revised score for each risk. Our assurance framework then monitors progress and application of the controls, with the Board also giving direction when further action needs to be taken to improve our controls.

During the assessment process we identified the following major organisational risks (classified as red based on their score) as at the date of signing:

Major Risks	Controls
The Hospice continues to anticipate year-on-year deficits before legacy income. Current free reserves are between 4 and 5 months of forecast expenditure which is outside of the recommended Charity Commission for resilience. The Board's target is 6 months. The March 2022 Financial Statements have identified a further improvement in free reserves up to between 4 and 5 months at the end of March 2021.	- Continued monitoring and scrutiny of all costs is in place as reserves remain lower than target. - By agreement with the CCG there is sufficient long-term support to enable continued operations. We remain in regular dialogue with the CCG. - Cost Improvement Plan has been replaced by revised three-year forecasts. - Daily monitoring of cash and bank balances. - Monthly monitoring of income and expenses against budget and three-year projections. - Monthly monitoring of balance sheet and key solvency measures. - Regular monitoring of movements in freely available Reserves.

	• Annual budgeting and update of three-year projections.
Consultant Palliative Medicine/Medical Director, (vacancy) which could lead to potential impact on Clinical service(s), Strategic Direction and managerial leadership of the medical team and reputational damage externally as the Hospice is not seen as a forward-thinking organisation due to lack of strategic activity relating to end-of-life care.	• In the absence of a Consultant in Palliative Medicine, the Hospice has approved an interim medical model. A Responsible Clinician (RC) will lead and support the Speciality Doctors (SDs) within the team. • Strategic Medical Objectives to focus on service improvements. • Move to SAS contracts for RC and SDs. • Joint work with the Countess of Chester (COC) NHS Trust and Cheshire and Wirral NHS Partnership (CWP) Trust to agree consultant's strategy for West Cheshire. • Informal support available from Consultant(s) in Palliative Medicine at COC and CWP NHS services Monday - Friday 9-5 pm. • External clinical supervision/arrangement for RC. • Monthly doctor's business meetings to keep the medical team abreast of local key clinical matters and to highlight any concerns or impact on services within the Hospice. • Medical Director/Palliative Care Consultant appointed on 1st March 2022.
Financial constraints have led to the deployment of a lean nursing model especially at a senior level which could lead to staff burn-out or staff leaving as well as restricting/ delaying professional development of the nursing team.	• Work is prioritised. • Good communication. • Careful planning of annual leave/days off. • Train up senior staff to cover for absence as need. • Reviewing the workload of the Director of Clinical Services work commenced. • Deployment of Nurse in Charge role. • New Interim Quality Manager has clinical background and governance experience. • Commencement of nurse associate pilot allowing junior staff to gain further experience.

	- Regular feedback to staff on recruitment progress and recognition when dependency is high, and staff have gone above and beyond to maintain morale. - Ongoing recruitment campaigns for staff nurses and health care assistants
With retirements, natural attrition, and the known nursing shortage in the UK, plus the lower rates of pay offered by the Hospice there may be an inability to recruit to include registered nursing posts, this could result in not being able to continue with the current number of IPU beds being operational	Review of terms and conditions to consider the impact of honouring continuous service dates for staff transferring from the NHS (impacts annual leave, sickness absence, maternity).
Potential inability to pay staff under existing arrangements with our payroll provider St Helens & Knowsley Trust (SHK) due to disbanding of the CCQ April 2022 and their inability to host the Hospice for ESR (NHS payroll platform)	New payroll provider and software that went live April 2022

Regular monitoring and review of the risks identified is a priority for the Hospice to support control and mitigation of each risk. The Trustees believe the major risk facing the Hospice is growing our reserves to protect our financial position. In addition, there may be risks in maintaining adequate and 'safe' staffing levels amid shortages at a national level of both nurses and palliative care consultants and increasing pressure from salary differentials.

In addition to the above, full risk assessments are undertaken as required under the Hospice's Health and Safety Policy and this has been particularly important as we have managed the COVID 19 pandemic.

Staff and volunteers as appropriate are required to complete annual mandatory training covering Information Governance, Fire Safety, Manual Handling, Food Hygiene, Infection Control, Safeguarding, Equality and Diversity and Dignity at Work together with Incident Awareness and Quality Control.

Financial Review

Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the Financial Statements. The Trustees have noted the results for the year and remain mindful of the continuing difficulties of operating in the current financial climate and post COVID 19. The Group Statement of Financial Activities is set out beginning on page 41 of these accounts. The Trustees report a surplus for the year of £579,239 (2021: surplus of £602,677).

The surplus for the year of £579,239 is after legacy income of £578,680 and includes COVID 19 support provided by the Government/ NHS via Hospice UK. Without this support the Hospice would have experienced a deficit which would have exposed the Hospice to significant pressure given the comparative low level of free reserves which at March 2021 stood at £1,426k (approximately four to five months of forecast expenditure) as compared with our target level of reserves of six months of forecast expenditure. Free reserves have increased from £1,426k to £1,855k which represents around five to six months of forecast expenditure.

Our financial investment portfolio gained in value finishing the year at £560,532 (2021: £517,652). The continuing impact from COVID 19 has been commented on elsewhere in this report.

Management of reserves

The Trustees annually review our reserves policy to take account of uncertainties in the health economy and potential fluctuation in fundraising income. This is with a view to match variable income streams with the fairly fixed level of expenditure incurred in delivering our services. This will help protect the long-term viability of the Hospice.

Our contracted income is predominantly supplemented from retail, lottery, and fundraising income, including legacies. The aim of the charity is to maintain sufficient reserves to support six months' running costs to accommodate any unexpected funding issues. The charity would seek to hold sufficient cash reserves (50%) to meet its immediate short term needs with the balance held in investments (50%).

This policy allows us to react to challenging economic circumstances and potential threats and liabilities. We aim to balance this with spending prudently to achieve our aim of delivering charitable activity in the short term.

The Trustees are pleased to report that the free reserves position as detailed above has improved over the reporting period, notwithstanding the negative impacts of COVID 19. Whilst reserves at the end of March 2022 of £1,855K remain below our target, as stated we hold between five and six months of projected expenditure in reserve, an improvement over March 2021 when reserves of £1,426k represented approximately four to five months of forecast expenditure.

The calculation of the required level of reserves is an integral part of our planning, budgeting and forecasting cycle. Though the potential impact of COVID-19 has lessened, for 2021/22 we remain cautious regarding any continuing impact on income generation whilst maintaining our ambition to increase our free reserves to six months of projected expenditure in line with the stated policy.

At March 2022, group reserves stood at £5.5m (2020/21: £4.9m). This was made up of restricted funds £262k (2020/21 £136k), and unrestricted reserves of £5.2m (2020/21: £4.8m). We recorded a surplus in the year on our unrestricted general fund of £441k (2020/21 £517k). We also recorded £11k gains on our investment portfolio (2020/21 £107k).

Our people

Our aim is for our staff to be well-rewarded and to be paid a salary that is competitive and benchmarked externally against other charities of a similar size and location. We do not have any bonus schemes or performance-related pay and, aside from our pensions, all staff receive the same level of benefits. In 2021 we invested in a Benchmarking tool with our aim to pay our staff the median salary.

In addition to the NHS pension scheme for pre-existing members of clinical staff we also run an auto-enrolment pension scheme for the benefit of our staff who are not members of the NHS scheme. The auto-enrolment scheme involves employee and employer contributions. The auto enrolment scheme is managed on our behalf by Royal London and the finances are completely independent of the charity's finances. The charity's contributions are recognised within our statement of financial activities, in the month in which the salaries are paid.

To protect our staff and volunteers, we take safeguarding extremely seriously and have a policy in place which was reviewed and updated as things have changed throughout the pandemic. All staff undertake mandatory Safeguarding training as appropriate and applicable to their role.

The Hospice has prioritised equality, diversity, and inclusion (EDI) in our business plan and we now have an established EDI steering group and subgroups to support this work. We are striving to build on this success and continue to improve in all areas of EDI and we are working towards attaining the Navajo Quality Mark

Following the move to more homeworking due to COVID-19 we have taken the benefits of this practice and introduced a Hybrid Working Policy. As well as being welcomed by staff it has brought the Hospice in line with other workplaces which in turn has helped with recruitment and helped our long-standing issue of having insufficient parking for visitors and staff. Our staff's physical and mental wellbeing remain a priority and has driven the improvements to our Employee Assistance Programme and Flexible Benefits in the summer of 2021.

Volunteer support has also remained key to our delivering our aims and objectives. Following the appointment of a new Volunteers Manager we wrote our Volunteer Strategy for 2021 – 2025. Our 350 volunteers were also nominated for the Queen's Volunteer Awards which was an achievement in its own right. Our volunteers, to include our Board of Trustees continue to support us in a variety of roles, supporting every aspect of the Hospice including patient and family services, retail, fundraising, lottery, and support services. They bring a wealth of experience, passion and commitment from diverse backgrounds and careers.

We also recognise the invaluable contribution our support group volunteers make in both raising funds and raising our profile in the local community.

We would like to take this opportunity to acknowledge their contribution and thank them for their continued commitment, dedication, and support.

Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance

The Trustees (who are also Directors of Hospice of the Good Shepherd for the purposes of the Companies Act) are responsible for preparing the Trustees' Annual Report (incorporating the Directors' report) and the financial statements in accordance with 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

As far as the Trustees are aware:

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

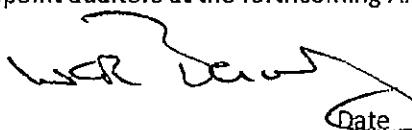
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

A resolution will be proposed to appoint auditors at the forthcoming Annual General Meeting.

Signed by order of the Trustees

Bill Benoy, Trustee and Treasurer

 Date 23 December 2022

Report Of The Independent Auditors' To The Members Of Hospice Of The Good Shepherd (A Company Limited By Guarantee)

Opinion

We have audited the financial statements of Hospice of the Good Shepherd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with those acts.

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 are set out below

Capability of the audit in detecting irregularities

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and those charged with governance, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;

- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud often involves intentional concealment, forgery, collusion, omission or misrepresentation.

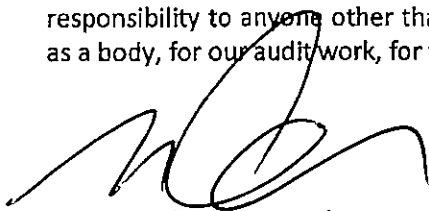
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

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.



Mr Michael Caputo FCA (Senior Statutory Auditor)

Date 23 December 2022

for and on behalf of Xeinadin Audit Limited

Statutory Auditors

2 Hillards Court

Chester Business Park

Chester

CH4 9QP

Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account)

Hospice of the Good Shepherd (Registered number – 01843427) Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account) For the year ended 31 March 2022

		2022		2021	
	Note	Unrestricted Funds £	Restricted Funds £	Total £	Total £
Income and endowments from:					
Donations and legacies	2	1,012,796	114,129	1,126,925	1,057,985
Charitable activities	3	86,975	1,296,612	1,383,587	1,610,864
Other trading activities	4	2,042,640	-	2,042,640	1,293,223
investments	5	11,146	-	11,146	9,898
Other	6	39,906	-	39,906	142,240
Total income and endowments		3,193,463	1,410,741	4,604,204	4,114,210
Expenditure on:					
Raising funds	7	(1,159,990)	-	(1,159,990)	(892,687)
Charitable activities	9	(1,592,655)	(1,283,817)	(2,876,472)	(2,591,430)
Other	10	-	-	-	(134,904)
Total expenditure		(2,752,645)	(1,283,817)	(4,036,462)	(3,619,021)
Net gains / (losses) on					
Investments		11,497	-	11,497	107,488
Net income / (expenditure)		452,315	126,924	579,239	602,677
Transfers between funds					
Total funds brought forward	21	4,765,683	135,837	4,901,520	4,298,843
Total funds carried forward	21	5,217,998	262,761	5,480,759	4,901,520

All incoming resources and resources expended derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted and Restricted Funds.

Balance Sheet for the year ended 31st March 2022

Hospice of the Good Shepherd (Registered number – 01843427)

Balance Sheet

As at 31 March 2022

	Note	Company 2022	Company 2021	Group 2022	Group 2021
		£	£	£	£
Fixed Assets					
Tangible Assets	15	3,336,123	3,323,797	3,419,516	3,409,550
Investments	16	560,532	517,652	560,532	517,652
Investments in Subsidiaries	25	2	2	-	-
		<u>3,896,657</u>	<u>3,841,451</u>	<u>3,980,048</u>	<u>3,927,202</u>
Current Assets					
Stock	17	-	-	194	-
Debtors	18	1,028,918	531,844	674,398	339,651
Cash at Bank and in Hand		<u>1,817,866</u>	<u>2,057,551</u>	<u>2,235,792</u>	<u>2,299,337</u>
		2,846,785	2,589,395	2,910,385	2,638,988
Creditors: amounts falling due within one year	19	(528,360)	(441,448)	(675,241)	(576,679)
Net Current Assets		<u>2,318,424</u>	<u>2,147,947</u>	<u>2,235,143</u>	<u>2,062,309</u>
Total assets less current liabilities		<u>6,215,082</u>	<u>5,989,398</u>	<u>6,215,192</u>	<u>5,989,511</u>
Creditors: amounts falling due after more than one year	20	(734,432)	(1,087,991)	(734,432)	(1,087,991)
Net Assets		<u><u>5,480,650</u></u>	<u><u>4,901,407</u></u>	<u><u>5,480,759</u></u>	<u><u>4,901,520</u></u>
Charity funds					
Restricted Funds	21	262,761	135,837	262,761	135,837
Unrestricted Funds					
General Funds	21	<u>5,217,889</u>	<u>4,765,570</u>	<u>5,217,998</u>	<u>4,765,683</u>
Total Unrestricted Funds		<u>5,217,889</u>	<u>4,765,570</u>	<u>5,217,998</u>	<u>4,765,683</u>
Total Charity Funds		<u><u>5,480,650</u></u>	<u><u>4,901,407</u></u>	<u><u>5,480,759</u></u>	<u><u>4,901,520</u></u>

The financial statements were approved by the Council Members on 23/12/22 and signed and authorised for issue on its behalf by:

W Benoy
Treasurer

Consolidated Cash Flow Statement for the year ended 31st March 2022

Hospice of the Good Shepherd (Registered number – 01843427)

Consolidated Cash Flow Statement

For the year ended 31 March 2022

	Note	2022	2021
		£	£
Cash flow from operating activities	24	96,760	1,234,151
Net cash flow from operating activities		96,760	1,234,151
Cash flow from investing activities			
Income from investments	5	9,533	8,590
Interest received	5	1,612	1,308
Payments to acquire tangible fixed assets	15	(140,068)	(52,125)
Receipts from sales of tangible fixed assets		-	108
Payments to acquire investments	16	(83,416)	(104,489)
Receipts from sales of investments		52,084	121,497
Net cash flow from investing activities		(160,304)	(25,111)
Net (decrease)/ increase in cash and cash equivalents		(63,544)	1,209,040
Cash and cash equivalents at 31/3/2021		2,299,337	1,090,297
Cash and cash equivalents at 31/3/2022		2,235,792	2,299,337
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,235,792	2,299,337
Cash and cash equivalents at 31/3/2022		2,235,792	2,299,337

Notes to the Financial Statements for the year ended 31st March 2022

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

1. Summary of significant accounting policies

(a) General information and basis of preparation

The Hospice of the Good Shepherd is a charitable company registered in England and is governed by its Memorandum and Articles of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide the highest quality specialist palliative care for the people of Western Cheshire, Chester and Deeside who have illnesses that no longer respond to curative treatment.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Hospice of the Good Shepherd Promotions Limited. The Hospice of the Good Shepherd has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary is included within the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary are included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS102 Section 9-Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any intra-group transactions are eliminated on consolidation.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The trustees have considered the level of funds held, the continued support the Group receives from the West Cheshire Clinical Commissioning Group and its expected level of income and expenditure for 12 months from authorising these financial statements and are of the view that it is appropriate to prepare the financial statements on a going concern basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

(b) Funds

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Income from the sale of gifts in kind donated for resale is recognised within income from other trading activities.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

For legacies, entitlement is the earlier of the charity being notified of an impending distribution, receipt of which is probable, or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as income from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes cost of the lottery prizes, the salaries of the staff who promote fund-raising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed calculations and record keeping.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	nil
Buildings and long leasehold property	2% p.a straight line
Plant and machinery	20% p.a straight line/15% reducing balance
Fixtures and fittings	15% p.a straight line/15% reducing balance
Motor vehicles	25% reducing balance

(g) Pension contributions

The company makes contributions to defined contribution pension schemes, as disclosed in note 25, designed to provide retirement benefits based upon the level of contributions made. The costs of providing these benefits are charged to the statement of financial activities in the year in which they become payable.

The company also makes contributions to a National Health Service (NHS) pension scheme for all eligible employees. The assets of the scheme are held separately by the NHS superannuation scheme. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to the Hospice of the Good Shepherd. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme. Contributions to the scheme are charged to the SOFA in the year in which they become payable.

(h) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SOFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Shares in Subsidiary Undertakings

Investments in subsidiary undertakings are measured at cost less impairment.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

(j) Stocks

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

(k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

(l) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(o) Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

2. Income from donations and legacies

a) Company and Group

	Total 2022	Total 2021
	£	£
Donations	548,245	722,048
Legacies	578,680	335,937
Total	1,126,925	1,057,985

Income from donations and legacies was £ 1,126,925 (2021 - £1,057,985) of which £114,129 (2021 - £22,759) was attributable to restricted and £1,012,796 (2021- £1,035,226) was attributable to unrestricted funds.

3. Income from Charitable Activities

Company and Group

	Total 2022	Total 2021
	£	£
Contractual payments	1,308,853	1,578,099
Sale of goods and services	625	-
Other	74,110	32,765
Total	1,383,587	1,610,864

Income from charitable activities was £1,383,587 (2021: £1,610,864) of which £1,296,612 (2021: £605,625) was attributable to restricted and £86,975 (2021: £1,005,239) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number ~ 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

4. Income from other trading activities

a) Company	Total 2022 £	Total 2021 £
Fundraising Events	609,245	346,092
Total	609,245	346,092

Income from other trading activities was £609,245 (2021 - £346,092) of which £nil (2021 - £nil) was attributable to restricted and £609,245 (2021- £346,092) was attributable to unrestricted funds.

b) Group	Total 2022 £	Total 2021 £
Fundraising Events	609,245	346,092
Lottery	782,595	748,195
Shops	650,800	198,936
Total	2,042,640	1,293,223

Income from other trading activities was £2,042,640 (2021 - £1,293,223) of which £nil (2021- £nil) was attributable to restricted and £2,042,640 (2021- £1,293,223) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
**Notes to the Financial Statements
For the year ended 31 March 2022**
5. Income from investments

a) Company		Unrestricted Funds	Total 2022
	Note	£	£
Listed UK Investments			
Dividend Income		9,533	9,533
Short Term Deposit Interest		1,612	1,612
		<u>11,146</u>	<u>11,146</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	645,019	645,019
		<u>656,165</u>	<u>656,165</u>
b) Group		Unrestricted Funds	Total 2022
		£	£
Listed UK Investments			
Dividend Income		9,533	9,533
Short Term Deposit Interest		1,612	1,612
		<u>11,146</u>	<u>11,146</u>

Investments are held to provide an overall return from both income and capital growth.

a) Company		Unrestricted Funds	Total 2021
	Note	£	£
Listed UK Investments			
Dividend Income		-	-
Short Term Deposit Interest		1,308	1,308
		<u>1,308</u>	<u>1,308</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	383,375	383,375
		<u>384,683</u>	<u>384,683</u>
b) Group		Unrestricted Funds	Total 2021
		£	£
Listed UK Investments			
Dividend Income		8,590	8,590
Short Term Deposit Interest		1,308	1,308
		<u>9,898</u>	<u>9,898</u>

Investments are held to provide an overall return from both income and capital growth.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

6. Other income

a) Company

	Total 2022	Total 2021
	£	£
Job Retention Scheme	0	66,385

Other income was £nil (2021: £66,385) of which £nil was attributable to restricted and £nil (2021: £nil) was attributable to unrestricted funds.

b) Group

	Total 2022	Total 2021
	£	£
Job Retention Scheme	21,238	134,904
Covid Business Rates Support	18,668	7,336
Total	39,906	142,240

Other income was £39,906 (2021: £142,240) of which £39,906 was attributable to restricted and £nil (2021: £75,855) was attributable to unrestricted funds.

7. Expenditure on raising funds

a) Company

	Total 2022	Total 2021
	£	£
Merchandising and Event Costs	327,626	249,492
Investment management costs	4,082	3,584
Total	331,708	253,076

Expenditure on raising funds was £331,708 (2021: £253,076) of which £nil (2021: £nil) was attributable to restricted funds and £331,708 (2021: £253,076) was attributable to unrestricted funds.

b) Group

	Total 2022	Total 2021
	£	£
Shops and lottery operating costs	828,282	639,611
Merchandising and Event Costs	327,626	249,492
Investment management costs	4,082	3,584
Total	1,159,990	892,687

Expenditure on raising funds was £1,159,990 (2021: £892,687) of which £nil (2021: £nil) was attributable to restricted funds and £1,159,990 (2021: £892,687) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022
8. Results from Trading Activities of Subsidiary

	Hospice of the Good Shepherd Promotions Limited	Total 2022	Total 2021
	£	£	£
Merchandising and Events	1,433,395	1,433,395	947,131
Other income	39,906	39,906	75,855
Total income	1,473,301	1,473,301	1,022,986
Total costs including taxation	(828,282)	(828,282)	(639,611)
Net Income for the year before Gift Aid	645,019	645,019	383,375
Gift Aid Payable to Hospice of the Good Shepherd	(645,019)	(645,019)	(383,375)
Net Income	-	-	-
Funds Brought Forward at 1 April 2021	111	111	111
Funds Carried Forward at 31 March 2022	111	111	111
Total Assets	542,012	542,012	518,718
Total Liabilities	(541,900)	(541,900)	(518,607)

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number ~ 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

9. Expenditure on Charitable Activities

	<u>Company and Group</u>		
	Unrestricted	Restricted	Total 2022
Salaries and Wages	991,294	1,229,915	2,221,209
Rent	4,263		4,263
Rates and water	3,212		3,212
Light and heat	57,171		57,171
Repairs and maintenance	117,028	5,919	122,947
Motor and travel expenses	4,754	519	5,273
Insurance	17,410		17,410
Telephone	13,222	240	13,462
Medical supplies	29,172		29,172
Courses and education	11,876	8,073	19,949
Miscellaneous	114,732	22,254	136,986
Laundry, cleaning and food	37,717		37,717
Depreciation	101,037	13,110	114,147
Postage, stationery and advertising	23,993.48	3,787	27,780
Audit fees	13,200	-	13,200
Legal and professional fees	40,574	-	40,574
End of Life Partnership	12,000	-	12,000
	<u>1,592,685</u>	<u>1,283,817</u>	<u>2,876,472</u>

	Unrestricted	Restricted	Total 2021
Salaries and Wages	1,482,140	608,545	2,090,685
Rent	2,571	-	2,571
Rates and water	8,818	-	8,818
Light and heat	45,665	-	45,665
Repairs and maintenance	79,048	2,606	81,654
Motor and travel expenses	1,785	63	1,848
Insurance	15,724	-	15,724
Telephona	10,821	390	11,211
Medical supplies	39,996	-	39,996
Courses and education	6,215	510	6,725
Miscellaneous	31,448	25,608	57,056
Laundry, cleaning and food	28,446	-	28,446
Depreciation	98,164	12,383	110,547
Postage, stationery and advertising	24,133	-	24,133
Audit fees	11,650	-	11,650
Legal and professional fees	39,701	-	39,701
End of Life Partnership	15,000	-	15,000
	<u>1,941,325</u>	<u>650,105</u>	<u>2,591,430</u>

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

10. Other expenditure

a) Company

	Total 2022 £	Total 2021 £
Staff costs	0	66,385

£nil of the above costs were attributable to restricted funds and £nil (2021: £nil) were attributable to unrestricted funds.

b) Group

	Total 2022 £	Total 2021 £
Staff costs	21,238	134,904

£nil of the above costs were attributable to restricted funds and £21,238 (2021: £68,519) were attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

11. Support Costs Breakdown by Activity
Company and Group

	Basis	2022			Total £
		Fundraising	Charitable	Governance	
		£	£	£	
Salaries and Wages	Actual	114,887	214,419	50,757	380,063
Rates and water	Space	120	335	24	479
Light and heat	Space	1,704	6,389	426	8,519
Repairs and maintenance	Actual	916	16,487	916	18,319
Motor and travel expenses	Actual	471	314	-	785
Insurance	Space	649	1,816	130	2,595
Telephone	Space	1,204	702	100	2,006
Miscellaneous	Actual	4,309	4,309	-	8,618
Depreciation	Actual	1,701	15,307	-	17,008
Postage and stationery	Actual	2,690	1,449	-	4,139
Audit fees	Actual	-	-	13,200	13,200
Legal and professional fees	Actual	-	-	40,574	40,574
		128,651	261,527	106,127	496,305

	Basis	2021			Total £
		Fundraising	Charitable	Governance	
		£	£	£	
Salaries and Wages	Actual	116,572	228,750	53,696	399,018
Rates and water	Space	328	920	66	1,314
Light and heat	Space	1,361	5,103	340	6,804
Repairs and maintenance	Actual	305	5,485	305	6,095
Motor and travel expenses	Actual	165	110	-	275
Insurance	Space	586	1,640	117	2,343
Telephone	Space	1,002	585	84	1,671
Miscellaneous	Actual	660	660	-	1,320
Depreciation	Actual	1,647	14,824	-	16,471
Postage and stationery	Actual	3,644	1,962	-	5,606
Audit fees	Actual	-	-	11,650	11,650
Legal and professional fees	Actual	-	-	32,059	32,059
		126,270	260,039	98,317	484,626

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

12. Net Income / (expenditure) for the year

Net Income / (expenditure) is stated after charging / (crediting):

	Total 2022 £	Total 2021 £
Depreciation of tangible fixed assets	130,102	129,043
Auditor's remuneration:		
Audit of the annual accounts	11,750	11,750
Other services	3,113	5,900

13. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2021: £Nil).

The total amount of employee benefits received by key management personnel was £530,222 (2021: £406,835). The Hospice considers its key management personnel comprise the trustees, the Chief Executive, Director of Clinical Services, Medical Director, Director of HR, Director of Fundraising and Head of Finance.

The trustees did not have any expenses reimbursed during the year (2021 - £nil).

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

14. Staff costs and employee benefits

	Total 2022 £	Total 2021 £
Wages and Salaries	2,505,405	2,372,979
Social Security Costs	194,190	190,929
Pension Costs	148,087	141,124
	2,845,682	2,705,032

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2022	2021
£60,001 - £70,000	1	1
£70,001 - £80,001	1	-
	2	1

The average number of employees analysed by function was:

	Total 2022 No.	Total 2021 No.
Senior Management Team	5	5
Medical and care services	49	51
Support staff	34	29
Fundraising	27	21
	115	106

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
 Notes to the Financial Statements
 For the year ended 31 March 2022

15. Tangible fixed assets

a) Company	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2021	3,785,950	1,101,622	-	-	4,887,572
Additions	22,680	75,470	-	28,322	126,472
Disposals/fully written off	-	-	-	-	-
At 31/3/2022	3,808,630	1,177,092	-	28,322	5,014,044
Depreciation					
At 1/4/2021	663,236	900,539	-	-	1,563,775
Charge for year	71,287	42,859	-	-	114,146
Eliminated on disposal	-	-	-	-	-
At 31/3/2022	734,523	943,398	-	-	1,677,921
Net Book Value at 31/3/2022	3,074,107	233,694	-	28,322	3,336,123
Net Book Value at 31/3/2021	3,122,714	201,083	-	-	3,323,797
b) Group					
Cost					
At 1/4/2021	3,858,159	1,163,774	125,646	-	5,147,579
Additions	22,680	75,904	13,162	28,322	140,068
Disposals/fully written off	-	-	-	-	-
At 31/3/2022	3,880,839	1,239,678	138,808	28,322	5,287,647
Depreciation					
At 1/4/2021	703,108	956,881	78,040	-	1,738,029
Charge for year	71,287	44,403	14,412	-	130,102
Eliminated on disposal	-	-	-	-	-
At 31/3/2022	774,395	1,001,284	92,452	-	1,868,131
Net Book Value at 31/3/2022	3,106,444	238,394	46,356	28,322	3,419,516
Net Book Value at 31/3/2021	3,155,051	206,893	47,608	-	3,409,550

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

16. Fixed Asset Investments

	Unrestricted Funds £	Total 2022 £	Total 2021 £
Company and Group listed Investments			
At 1/4/2021	517,652	517,652	427,179
Less disposals at opening market value	(50,064)	(50,064)	(104,333)
Add acquisitions at cost	83,416	83,416	104,489
Net (losses)/gain on revaluation	9,528	9,528	90,317
At 31/3/2022	560,532	560,532	517,652

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

17. Stock

	Group	
	Total 2022 £	Total 2021 £
Goods for resale	194	-
Total	194	-

Stocks included in the group balance sheet comprise goods held for resale.

18. Debtors

	Company		Group	
	2022	2021	2022	2021
	£	£	£	£
Amounts owed by group undertakings	395,016	233,375	-	-
Other Debtors	3,379	5	3,376	5
VAT	23,736	17,043	23,736	17,043
Prepayments and Accrued Income	603,187	278,192	643,744	319,374
Trade Debtors	3,600	3,229	3,542	3,229
	1,028,918	531,844	674,398	339,651

As at the year end, a total of £435,591 (2021 - £172,415) of group income has been accrued.

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

19. Creditors: amounts falling due within one year

	Company		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade Creditors	77,513	31,073	83,963	32,418
Other Creditors	111,297	121,364	119,400	122,233
Social security and other taxes	67,736	46,660	74,356	50,559
Accruals and deferred income	271,815	242,951	397,523	371,469
Amounts owed to group undertakings	-	-	-	-
	528,360	441,448	675,241	576,679

As at the year end, a total of £274,324 (2021 - £138,208) of group income has been deferred. Deferred income represents lottery subscriptions received in advance and other income when the criteria for recognising income have not been met at 31 March 2022.

20. Creditors: amounts falling due after more than one year

	Company		Group	
	2022	2021	2022	2021
	£	£	£	£
Other Creditors	734,432	1,087,991	734,432	1,087,991
	734,432	1,087,991	734,432	1,087,991

21. Fund reconciliation

a) Company

	Balance at 01/04/2021	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2022
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	4,765,570	2,365,181	(1,924,359)	-	11,497	5,217,889
	4,765,570	2,365,181	(1,924,359)	-	11,497	5,217,889
	Balance at 01/04/2021	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2022
	£	£	£	£	£	£
Restricted Funds						
Hospice UK-NHS England						
Covid funding	-	1,026,092	(1,026,092)	-	-	-
Job Retention Scheme	-	-	-	-	-	-
Other Restricted Funds	135,837	384,649	(257,725)	-	-	262,761
	135,837	1,410,741	(1,283,817)	-	-	262,761

Notes to the Financial Statements for the year ended 31st March 2022 cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022

21. Fund reconciliation (continued)

b) Group	Balance at 01/04/2021	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2022
	£	£	£	£	£	£
Unrestricted Funds						
General Reserve	4,765,683	3,193,463	(2,752,645)	-	11,497	5,217,998
	4,765,683	3,193,463	(2,752,645)	-	11,497	5,217,998
	Balance at 01/04/2021	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/03/2022
	£	£	£	£	£	£
Restricted funds						
Hospice UK-NHS England						
Covid funding	-	1,026,092	(1,026,092)		-	-
Job Retention Scheme	-	-				-
Other Restricted Funds	135,837	384,649	(257,725)			262,761
	135,837	1,410,741	(1,283,817)	-	-	262,761

Hospice UK-NHS England Covid funding

The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the Covid-19 situation and to provide bed capacity and community support from November 2020 to March 2022 for the same purpose.

Job Retention Scheme

is a temporary government initiative that allows employers to access financial support to pay their employee's wages. The government introduced the initiative to enable employers to retain employees during the Covid-19 Pandemic.

Other restricted funds

The Hospice has a number of minor funds which have restrictions imposed on them by the donors and as such these have been aggregated together as other restricted funds.

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

22. Analysis of net assets between funds

a) Company

	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Tangible Fixed Assets	3,279,652	56,471	3,336,123
Investments	560,532	-	560,532
Investments in subsidiaries	2	-	2
Current Assets	2,691,865	154,920	2,846,785
Current Liabilities	(528,360)	-	(528,360)
Creditors more than one year	(734,432)	-	(734,432)
Total	5,269,259	211,391	5,480,650

	Unrestricted Funds	Restricted Funds	Total 2021
	£	£	£
Tangible Fixed Assets	3,254,216	69,581	3,323,797
Investments	517,652	-	517,652
Investments in subsidiaries	2	-	2
Current Assets	2,523,139	66,256	2,589,395
Current Liabilities	(441,448)	-	(441,448)
Creditors more than one year	(1,087,991)	-	(1,087,991)
Total	4,765,570	135,837	4,901,407

b) Group

	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Tangible Fixed Assets	3,363,045	56,471	3,419,516
Investments	560,532	-	560,532
Current Assets	2,755,465	154,920	2,910,385
Current Liabilities	(675,241)	-	(675,241)
Creditors more than one year	(734,432)	-	(734,432)
Total	5,269,368	211,391	5,480,759

	Unrestricted Funds	Restricted Funds	Total 2021
	£	£	£
Tangible Fixed Assets	3,339,969	69,581	3,409,550
Investments	517,652	-	517,652
Current Assets	2,572,732	66,256	2,638,988
Current Liabilities	(576,679)	-	(576,679)
Creditors more than one year	(1,087,991)	-	(1,087,991)
Total	4,765,684	135,837	4,901,521

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)
Notes to the Financial Statements
For the year ended 31 March 2022
23. Share Capital

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

24. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group 2022	Group 2021
	£	£
Net income / (expenditure) for year	579,239	602,677
Dividends received	(9,533)	(8,590)
Short Term Deposit Interest	(1,612)	(1,308)
Depreciation and impairment of tangible fixed assets	130,102	129,043
(Gains) / losses on investments	(11,407)	(107,480)
(Profit) / loss on disposal of tangible fixed assets	-	943
(Increase) / decrease in stock	(194)	1,142
(Increase) / decrease in debtors	(334,747)	440,877
Increase / (decrease) in creditors	(254,997)	176,855
Net cash flow from operating activities	96,760	1,234,151

25. Shares in Subsidiary Undertakings

The shares in subsidiary undertakings are stated at cost of £2 (2021 - £2) and comprise the following companies:

	Class of Share	2022	2021
Hospice of the Good Shepherd Promotions Limited			
Company number: 03350371			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets	£	112	£112
Operation of Charity Shops and a lottery scheme.			

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

26. Operating Lease Commitments

Total future minimum lease payments are as follows:

	Land and buildings	Other	Total	Total
	2022	2022	2022	2021
	£	£	£	£
Within One Year	65,500	1,951	67,451	75,376
Within Two to Five Years	166,000	1,472	167,472	95,750
Over 5 years	-	-	-	-
	<u>231,500</u>	<u>3,423</u>	<u>234,923</u>	<u>171,126</u>

27. Pension Costs

During the year ended 31 March 2022 the Hospice made contributions totalling £76,825 (2021: £27,089) to an Automatic Enrolment Scheme managed by Royal London.

Contributions of £3,023 (2021: £2,625) were made into a Personal Pension Scheme for a senior employee.

The Hospice also made contributions to the NHS pension scheme for all eligible employees. Contributions to this scheme in the year totalled £184,839 (2021: £111,410).

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

28. Financial Instruments

	<u>Company</u>	<u>Company</u>	<u>Group</u>	<u>Group</u>
	2022	2021	2022	2021
Financial assets at fair value through statement of financial activities				
Investments (Note 16)	560,532	517,652	560,532	517,652
Investments in subsidiaries (Note 25)	2	2	-	-
	<u>560,534</u>	<u>517,654</u>	<u>560,532</u>	<u>517,652</u>
Financial assets that are debt instruments measured at amortised cost				
Amounts owed by group undertakings (Note 18)	395,016	233,375	-	-
Other debtors (Note 18)	3,379	5	3,376	5
VAT (Note 18)	23,736	17,043	23,736	17,043
Trade debtors (Note 18)	3,600	3,229	3,542	3,229
Cash at bank and in hand	<u>1,817,865</u>	<u>2,057,551</u>	<u>2,235,792</u>	<u>2,299,396</u>
	<u>2,243,598</u>	<u>2,311,203</u>	<u>2,266,447</u>	<u>2,319,613</u>
Financial liabilities that are debt instruments measured at amortised cost				
Trade creditors (Note 19)	77,513	31,073	83,963	32,418
Social security and other taxes (Note 19)	67,736	46,650	74,356	50,559
Other creditors (Notes 19 & 20)	<u>845,729</u>	<u>1,209,355</u>	<u>853,832</u>	<u>1,210,224</u>
	<u>990,978</u>	<u>1,287,088</u>	<u>1,012,151</u>	<u>1,293,201</u>

Notes to the Financial Statements for the year ended 31st March 2022cont.

Hospice of the Good Shepherd (Registered number – 01843427)

Notes to the Financial Statements

For the year ended 31 March 2022

29. Related Party Transactions

There have been no related party transactions during the years ended 31 March 2022 and 31 March 2021.

30. Taxation

No liability to UK Corporation Tax arose on net incoming resources for the year ended 31 March 2022 nor for the year ended 31 March 2021 for the company. A tax liability of £nil (2021 - £2,282) arose on the subsidiary company included within the consolidated accounts.

31. Analysis of reserves

	Group	
	2022	2021
	£	£
Total Reserves	5,480,759	4,901,520
Less:		
Unrestricted Fixed Assets	(3,363,045)	(3,339,969)
Restricted funds	(262,761)	(135,837)
Freely available reserves	1,854,953	1,425,714

We want to thank

Community and Corporate Supporters

Bluestone Medical
Bristol Myers Squibb
Cheshire Masonic Lodges
Chester Lions Club
HM3 Legal
Iceland Foods
Innospec
KJ Bell Limited
Oliver and Co Solicitors
White Oak UK

Charitable Trusts and Funders

Cheshire West Council
Hospice Aid UK
Hospital Saturday Fund
Mason Bibby 1981 Charitable Trust
Maud Beattie Charitable Trust
Medicash UK
BBC Children in Need
Lord Leverhulme Charitable Trust
Masonic Charitable Foundation
Pennycress Trust
Sir Donald & Lady Edna Wilson Charitable Foundation
The Albert Hunt Trust
The Sir Jules Thorn Charitable Trust
Trefula Trust

Our Hospice Community Fundraising Groups

- Malpas Support Group
- Upton Support Group
- Waverton Support Group
- Hoole Support Group
- Blacon Support Group

Patrons and celebrity supporters

A sincere thank you to all of our Patrons and celebrity supporters for their support in 2021/22.

HOSPICE OF THE GOOD SHEPHERD LTD

England & Wales - Charity number 515516

Accounts

**HOSPICE OF THE GOOD SHEPHERD
COMPANY LIMITED BY GUARANTEE**

Group Financial Statements

**For the year ended
31st March 2021**

Company Registration Number: 1843427

Charity Number: 515516



Our Year in Numbers.....



**Adult Bereavement
Services supports 400
people**



**1048 Children's
Reflect Consultations**



**203 calls to our 24 hour
telephone advice line**



Over 365 Volunteers



**112 Patients & Carers
received Complimentary
Therapy**



192 Inpatients

Contents

Chair's Report	4
Trustees' Report (Incorporating Directors' and Strategic Reports)	6
About Us	6
Public Benefit Statement	6
How we raised our funding in 2020/21	8
How we used our resources in 2020/21	9
The people we help.....	10
What we've achieved this year	12
Strategic Aim 1 – High-quality, safe, compassionate, person-centred care across all services ...	12
Strategic Aim 2 - An open, engaging culture with our colleagues and service users and developing collaborative relationships with our commissioners and communities	18
Strategic Aim 3 - Our people have the skills, behaviours and values necessary to deliver excellent services we have:.....	20
Strategic Aim 4 - Financial sustainability, fostering innovation and achieving efficiency through continuous quality improvement.	20
How we funded our achievements.....	21
Fundraising and Trading.....	21
Investments.....	22
What we haven't achieved	24
Looking forward	24
Performance	25
Surplus.....	25
Our passionate and dedicated people	25
Patrons & Vice Presidents.....	29
Senior Management Team.....	29
Registered Address & Advisors	29
Subsidiary Undertakings	31
The Board and Subsidiary Committee	31
Terms of Reference for our Committees	32
Chief Executive.....	37

Corporate Governance.....	37
Risk Management and Assurance	37
Financial Review.....	41
Management of reserves	41
Our people	43
Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance	45
Report of the Independent Auditors to the Members of Hospice Of The Good Shepherd (A Company Limited By Guarantee)	47
Balance Sheet for the year ended 31st March 2021	53
Consolidated Cash Flow Statement for the year ended 31st March 2021	54
Notes to the Financial Statements for the year ended 31st March 2021	55
We wanted to thank	78
Community and Corporate Supporters	78
Charitable Trusts and Funders	78
Our Hospice Community Fundraising Groups.....	79
Patrons and celebrity supporters.....	79

Chair's Report

This is my third year as Chair of Hospice of the Good Shepherd, and it has been a year that we could not have foreseen and one that for many has been truly devastating. At our year end in March 2020, the impact of Covid was beginning to be felt across the UK. Our Board and Leadership Team came together to put in place a strategy to enable us to continue to offer our essential services while keeping staff, patients and their families as safe as possible. We have continued to work closely with our partners across Healthcare and the Third Sector as a whole. I am pleased to report that with incredible dedication from our staff and volunteers, together with an overwhelming response from our community, we have continued throughout to support patients and their loved ones, keeping them at the heart of what we do. We all recognise that it is a special privilege to be able to care for patients with life-limiting illness through to end-of-life care and to support families with bereavement counselling.



However, significant operational changes were necessary. It was with a very heavy heart that we had to limit access to the Hospice and allow only to patients and key staff, and as soon as we could we re-opened for visitors of patients staying with us. Our main Reception was closed and in line with government lockdowns, our retail shops were closed for most of the year. Our non-healthcare staff were able to work remotely, reducing risk to staff and patients, whilst the Board and the Executive Team have continued to hold our schedule of regular committees and meetings using video technology. Additional meetings have been scheduled as national advice changed. Thanks to the hard work of our staff and adherence to all infection, prevention and control standards together with a strict testing regime, we have avoided any COVID outbreaks, an achievement we are very proud of.

Our mission continues to be to help improve the quality of life for those living with any incurable illness and to give support to families, friends, and carers. Despite all the challenges we have faced we have supported people from the West Cheshire and Deeside area, providing direct and indirect care through our Living Well Services and stays in our In-Patient Unit.

The COVID-19 pandemic has also had a significant impact on the finances of the Hospice but the Board are proud of how the team has adapted and developed new ideas. The closure of our shops and the cancelling of large public fundraising events led to a significant loss of income but we have had tremendous support for our virtual events and our special Community appeal. We also received significant Covid Impact funding from the UK Government which means we enter 2021/2022 on a stable financial footing. We will continue to build on and learn from our successes to do even more to improve our financial stability and we aim to ensure that all our income and donations are spent to best effect.

I would like to put on record the Board's thanks to our CEO, Margret Wright, who led us through the calendar year of the pandemic before retiring in December. Following a rigorous recruitment

process, I was delighted to welcome Rhian Edwards as our new CEO and she quickly settled into the role leading the senior team and building on the solid foundations put in place by Margaret. In just a short time with us, Rhian is already leading innovation and developing new relationships that will mean we can deliver the best care and support for our communities.

It is a special privilege to be able to care for patients with life-limiting illness through to end-of-life care and ultimately offer families and carers bereavement support. It is why it remains an honour to chair this wonderful organisation and everything it offers the West Cheshire and Deeside communities.

I would like to thank my fellow trustees, who are all volunteers, for their support throughout this difficult year and the Hospice team for all they have achieved in the most demanding and difficult circumstances any of us could have imagined.

Finally, I would like to thank all of our volunteers, supporters, donors and residents in the community that we serve for their continued support; we will never take it for granted.

Robert Mee

**High Sheriff of Chester and
Chair of Trustees, Hospice of the Good Shepherd.**

Trustees' Report (Incorporating Directors' and Strategic Reports)

About Us

The Hospice of the Good Shepherd is here to help the people of Cheshire West, Chester, Ellesmere Port and Deeside who are living with life-limiting conditions and who need specialist palliative care.

Working closely with other health care professionals, our specialist team of medical and nursing staff deliver quality palliative and end-of-life care to our patients as well as offering support to those important to them. Our services are varied across a range of disciplines and reflect the diverse nature of need experienced by those accessing our care.

Sadly, death is unavoidable, and for some people it happens quickly and with no notice. There are then those people that receive a diagnosis of an illness and ultimately an illness that cannot be cured. We provide specialist palliative care for people with cancer and other life-limiting illnesses, at all stages of their illness. Our team is here to work alongside other professionals to support all these people to ensure their quality of life is the best it can be. This can be by managing pain and other distressing symptoms and it can also involve psychological, social, and spiritual support for them, their family, or their carers.

We believe that everyone deserves the best quality of life and the best quality end-of-life care and the earlier we are involved the better. We are here to ensure that people maintain their dignity to the end.

Our care and support are provided totally free of charge at the point of delivery, and whilst we receive some essential funding from the local Clinical Commission Group, we also rely on the generosity of our local communities to continue our crucial work.

Public Benefit Statement

The Hospice aims to serve the public by ensuring that everyone in Cheshire West, Chester, Ellesmere Port and Deeside has access to excellent high-quality specialist palliative care and support when they have illnesses which no longer respond to curative treatment. Our main activity continues to be the delivery of specialist medical and nursing care to patients and their families. The Trustees have regard to the Charity Commission guidance on public benefit.

To achieve this, we have established a set of strategic priorities and our business plan is based on these priorities.

Our Strategic Priorities



Care

Our services will provide high-quality, safe, compassionate, person-centred care across all the services we provide.

Culture

To have an open, engaging culture with our colleagues and service users and develop collaborative relationships with our commissioners and communities.

People

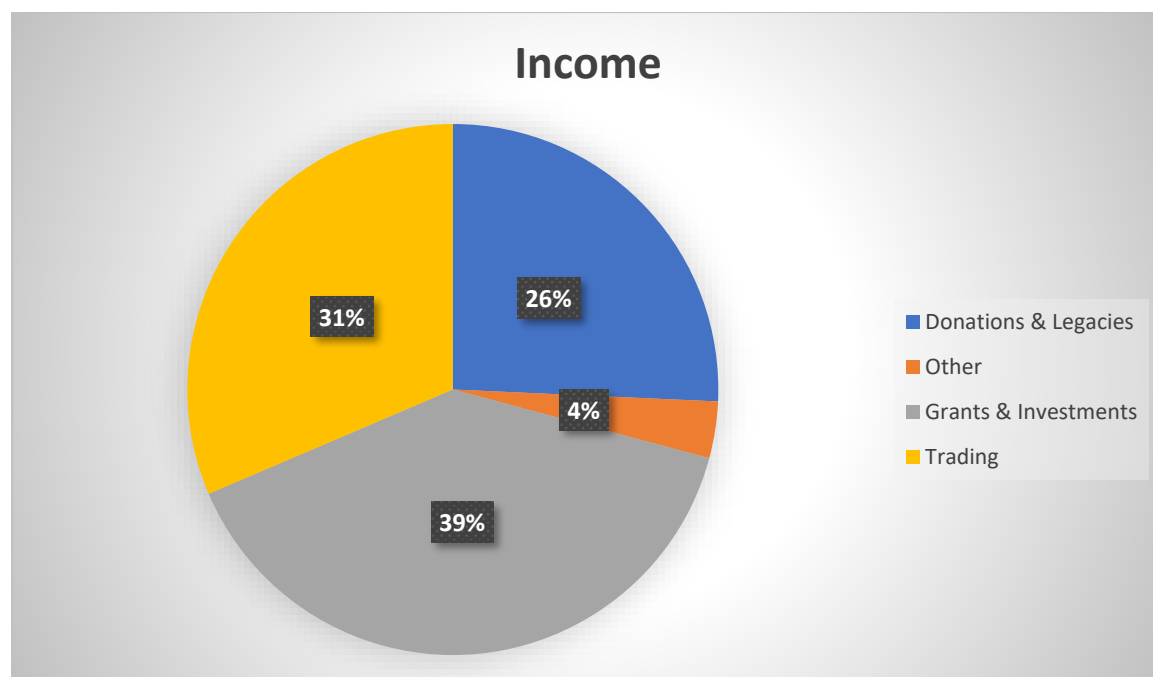
We aim to be an organisation where our people have the skills, behaviours and values necessary to deliver excellent services.

Resources

We will strive for financial sustainability, foster innovation, and achieve efficiency through continuous quality improvement.

How we raised our funding in 2020/21

Our income in 2020/21 was £4.1m (2019/20: £4.2m). The Hospice would not be able to operate without the support of our incredible supporters, fundraisers, volunteers, and staff.



Donations & Legacies

This is money that is donated by our supporters, either directly or through their fundraising activities or money that comes to us when someone kindly leaves a gift in their Will; this is a vital income stream for us.

Trading Activities

This is money raised through our weekly lottery, high street charity shops, our eBay channel, on-line shop, and other commercial activities.

Grants and Investments

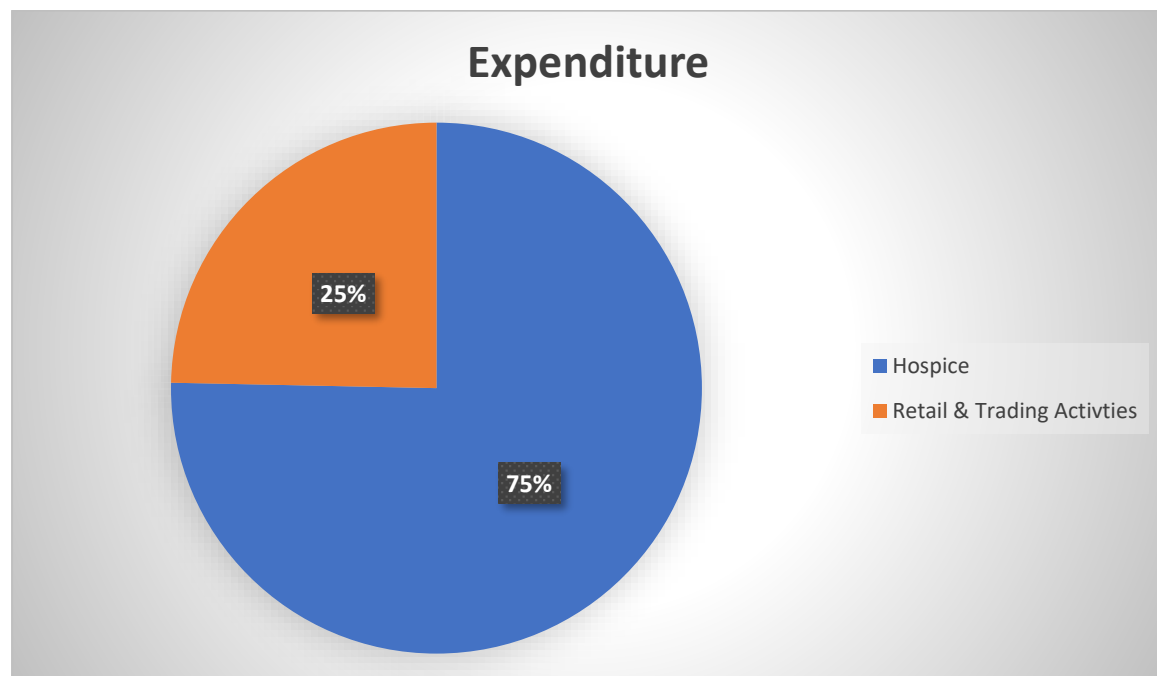
Direct grant support including Government Hospice Covid 19 financial support, grants from charitable trusts and foundations as well as income from our investment portfolio.

Other

Other specific UK Government support in relation to the Covid-19 pandemic which included the job retention scheme and business rate relief.

How we used our resources in 2020/21

Our expenditure in 2020/21 was just over £3.6m (2019/20: £3.8m). We know how hard our fundraisers, volunteers and supporters work to raise money, so we're committed to making sure every single penny is wisely spent. Despite everything that this year and COVID has thrown at us, we have remained focussed on reducing our costs, streamlining our resources, and working in partnership to avoid duplication, whilst creating the biggest reach and impact possible with the resources that we have in order to support to patients, families and bereaved clients.



The people we help

Here at the Hospice, we know that the earlier we engage with a person in their diagnosis the more effective our input can be for them and their families. We can support those at home through the work of our Living Well Service, which does exactly what the name suggests - helping the patient to live well for longer through providing education and practical and holistic support, not only to the patient but also to those important to them as well.

Below is a case study of a patient (Mrs A) whom we supported from 2018 until 2020. She benefitted from a wide range of Hospice services and her story demonstrated how important early referral to the Hospice is for those using our services. Mrs A had also been a volunteer at the Hospice prior to her diagnosis.



In January 2018, following a palliative diagnosis, Mrs A was referred to the Hospice for complementary therapies by her local GP. During this time, she had regular sessions of reflexology which is a specialised form of foot or hand massage where the therapist applies gentle holds, pressure points and stroking techniques to specific points on the feet or the hands. Reflexology can help to reduce stress and anxiety, reduce pain, and lift a patient's mood.

In March of 2018 Mrs A continued with her reflexology but also attended a mindfulness course. Practising mindfulness can help deal with life and its stresses and teach us to appreciate what each present moment may offer. Mindfulness is increasingly used for those living with both acute and chronic pain, and long-term illness.

We know that during this time Mrs A felt there was also a huge benefit in being able to meet other people in the same situation as her and that they could gain support from each other. The mindfulness sessions gave her support, courage, and time to reflect on her life.

During 2020 Mrs A continued to attend Living Well Centre for both for complementary therapies and emotional support. We also offered support to her family including our special complementary therapy sessions for carers which allows them to have time away from their caring responsibilities, as well as the much-needed opportunity to raise any concerns or questions and to relax.

In July 2020 Mrs A had her first medical outpatient appointment for regular monitoring of her condition. This was followed by several stays on our inpatient unit where she received blood transfusions and symptom control along with both psychological and spiritual support. On discharge from the Inpatient Unit in September 2020, Mrs A continued to receive support from our Living Well Centre; however, this was now provided via regular phone calls. In addition, she also benefited from joining staff and other patients on our virtual Fatigue and Breathlessness course.

Further in-patient stays followed throughout autumn and Mrs A was admitted for her final stay in December 2020 where she received symptom control and psychological support at the end of life.

Following Mrs A's death, we have continued to support her husband via our Bereavement Service.

What we've achieved this year

As part of the UK wide co-ordinated response to COVID 19, the Hospice team had to fundamentally change the way we supported our patients. Starting the year just as the first wave of COVID was taking a grip, we quickly adapted service delivery, working arrangements, and took practical steps to ensure we could continue supporting patients, their families and their loved ones, and deliver our strategic aims.

We also quickly acknowledged that our planned calendar of fundraising activities would be severely disrupted, however in the end it was in fact decimated. We had to take emergency steps to ensure we could raise the necessary funding to keep our doors open.

Thanks to the increased use of technology, our Trustees and the Senior Management Team continued to meet regularly to determine the most appropriate longer-term strategies and when needed met to look at short-term actions that we should take and adopt in order to ensure the long-term future of the Hospice.

Strategic Aim 1 – High-quality, safe, compassionate, person-centred care across all services

Service Delivery

Living Well Centre

Pre-COVID our Living Well Services for patients and/or carers were delivered face to face at Gordon Lane, either in our Living Well Centre or by the team working with patients on the In-Patient unit. Our services ranged from offering a wide range of short courses for patients covering topics such as Mindfulness, Strength and Balance; Fatigue Management; Support Groups; Art and Music Therapy; Complementary Therapy and Acupuncture. We also offered Living Well Days where we provided nursing care and support for patients with more advanced disease, peer support and a nutritious lunch, these Living Well days also offer a brief respite for carers. It has been incredibly sad that due

to the restrictions we have not been able to deliver many of these services over the last 12 months in order to keep everybody safe.

However, despite lockdown, our overwhelming desire was to ensure that we continued to deliver compassionate and person-centred care, and whilst our complementary therapy team could only work with patients face to face on our In-Patient unit, they continued to support our Living Well patients by phone or Zoom through the use of on-line video tools.

As a result of this there were 815 patient contacts equating to over 380 hours of support across the year, and 161 carer contacts, equating to over 75 hours of support for carers. We also provided 112 patients and carers with 635 complementary therapy sessions.

Thanks to this innovation we have helped people deal with isolation as well as addressing their clinical issues. We received the following letter from one of the patients we supported “virtually” at home during the lockdown period, demonstrating just how valuable our support was to isolated patients:

Dear Julia,

Words cannot begin to describe my gratitude to you on a personal level and to all on the Living Well team for all that you have done for me over the last few weeks!

On a personal level your many years of nursing experience and your insistence that I got checked out without a doubt saved my ability to walk, as was proven so dramatically. I will be eternally grateful to you for this!!

Hopefully one day we may be able to meet face to face.

Until then, yours with great affection,

John Vale

Telephone Advice Line Service

Throughout 2020/2021 our Telephone Advice Line was open 24 hours a day, every day of the year. This service supports health and social care professionals in the community and our local hospital to ensure there is access to specialist palliative care advice outside of normal working hours. Our response to over 200 calls has helped patients, their families and carers receive the necessary care and treatment to manage difficult and at times distressing symptoms such as pain, nausea and vomiting and breathlessness.

Reflect Counselling Service

Our Reflect Service offers information, support, signposting and one-to-one counselling for bereaved children and young people (ages 3 -17) from across West Cheshire and Ellesmere Port. The team also provides support to those who have close family members living with advanced illness. Reflect works with young people and children to identify and develop their resilience as well as having space and time to express their grief and concerns in a safe environment. Children are given the opportunity to explore their story using a range of media. Doing this enables the child to explore and identify those who care for them and who they can have fun and laugh with.

Ordinarily, Reflect works with children and young people at their school during term time, or by welcoming them to the specially decorated and resourced family room at the Hospice, and whilst COVID stopped a lot of things, we were determined that it would not stop our Reflect Service. The team's ongoing commitment to families during 2020/2021 enabled this service to continue and operate remotely. The children's Reflect Service offered 1403 consultations, of which 730 were substantial counselling contacts, providing direct counselling support to 85 children.

Thanks to their creativity, the team also developed a virtual Story Time which enables young children to listen and watch a story alongside their responsible adult on YouTube or Facebook. The story sessions help viewers take time to understand and deal with loss, grief, connection and remembrance.

Adult Bereavement Service

Adult bereavement support, including counselling, is one of our most in-demand services. It is also a service that we provide for the whole of West Cheshire regardless of the place or cause of death, with some specific financial support from West Cheshire CCG. Grief can be an isolating and frightening experience with some people experiencing strong and varying emotions that they have never experienced before. This is why our Bereavement Support Service is so important. Our one-on-one talking service is available to anyone who lives in West Cheshire and who has lost a family member, friend or other loved one, regardless of time, cause or place of death. It is not surprising that the team has seen a surge in demand due to COVID.

Similar to the approach taken by the Reflect Team, our Adult Counselling team also moved their services to on-line or by phone. The Bereavement Service offered 3,142 consultations, of which 2,695 were substantial counselling contacts, providing direct counselling support to 400 members of the public, including those bereaved by COVID and during COVID.

Spiritual Care Services

Spirituality is defined as beliefs, values and practices that relate to the human search for meaning in life. For some people, spirituality is expressed through adherence to an organised religion, while for others it may relate to their personal identities, relationships with others, secular ethical values or humanist philosophies. When faced with the diagnosis of a life-limiting illness, impending death or bereavement, these values and beliefs are brought into the spotlight. For some their previously-held views and beliefs are strengthened and bring comfort and resilience whilst others find themselves considering these things in a tangible way for the first time. The Spiritual Care team work directly with patients and families and support the wider staff team as they come alongside those in our care grappling with this.

Our Spiritual Care team members, led by an ordained Anglican priest, will tailor their support to the needs, beliefs and values of the person they are working with. A key part of their work also includes

supporting patients who request assistance with preparing funeral plans. They are asked to officiate at funerals and also occasionally weddings and baptisms.

During the pandemic our Spiritual Care co-ordinator and the wider Hospice team have continued to work with patients, their families and close friends albeit having to do this remotely. In addition, cards and spiritual care packs have been provided to our in-patients ensuring that spiritual and religious support as appropriate has been provided to meet their needs and preferences.

Social Work

Our Social worker, who is also our safeguarding lead, is an integral part of the Hospice team working with patients and families across all services. The support offered is often practical in nature, sourcing packages of care for those being cared for at home or being discharged from the Hospice. However, whilst exploring these needs especially with the families there is great deal of emotional support and signposting to other sources of help also being provided. The Social Worker will stay in contact with patients and families long after they have been discharged ensuring that the level of care being provided at home remains appropriate or is adapted to changing needs. The Social Worker will also assist patients and families to navigate the complexities of applications for any financial support and benefits they may be eligible for.

Another key part of the social work role is to support patients with Advance Care Planning. This includes assisting patients to instigate Lasting Powers of Attorney and encourage the drawing up of their Will, as well as helping people identify and plan for where they would prefer to have their care provided as they approach the end of their life including where they would wish to die. They also work with patients and their families to ensure continued financial support and benefit entitlement.

Our In-Patient Unit

Starting the year mid-pandemic, we went into the year with a reduced number of beds. Operating as a nine-bed unit instead of ten ensured that we could accommodate all our patients in single occupancy rooms and minimise the potential for spread of infection. We were also able to use the Unit to provide an excellent and safe service as part of a UK-wide co-ordinated response. Working closely with Hospice UK and NHSE we offered a step-down service to people who were being treated by the NHS. Over the last 12 months the team have continued to provide safe and compassionate care to 192 patients, including patients who have had or were suspected of having COVID. The impact of COVID on how we deliver services has been very significant. We have been supported throughout the year by the Infection, Prevention and Control Team (IPC) from Cheshire and Wirral Partnership Trust and like all other hospices nationally have worked to apply the guidance issued to hospitals and care homes.

We have cared for more than 30 patients who tested positive for COVID and cared for many who were symptomatic. In the early days of the pandemic this significantly increased the time it took to

complete any patient-related task, so to assist us with this we created a new volunteering role of Patient Support Worker. These volunteers have now become an integral part of the team. The volunteers assist with a wide variety of tasks on the ward and have been invaluable, and this role will continue beyond COVID.

The ethos of hospice care is a holistic one incorporating patients and families in the decision-making process at every step, and though tight restrictions were imposed on visiting we have continued to involve families every step of the way. At every change in government direction, we reviewed visiting, opening up as much as we could, when we could. However, whilst we wish to make visiting as accessible as possible for patients and families, we have seen the benefit of some time boundaries on visiting for those who may not yet be in the very last few days of life, so we may keep some restrictions that will benefit these patients.

Demonstrated that our care and services meet current evidence or best practise for specialist palliative care services and prioritise and develop action plans for improvement

Outcome Assessment and Complexity Collaborative Project (OACC)

In 2019 we began to introduce OACC (a nationally-validated tool for measuring the outcomes of Specialist Palliative Care Interventions). We developed a staged approach to implementation to ensure that staff were aware of the reasons for implementation, and understood the reasons why collecting outcome data is beneficial for patients and the organisation.

In 2002/2021 we achieved our objective to train all our medical and nursing team on the Integrated Palliative Care Outcome Scale (IPOS), and because of this our In-Patient Unit and LWS teams are now recording an Outcome Assessment for our patients against IPOS. This approach is welcomed by patients and their families, as in addition to capturing their most important concerns about their symptoms, we have extended this information to other needs, to include practical concerns, anxiety, mood, family anxieties and overall feeling of being at peace. Benefits of this approach have included improved symptom management, improved comprehensive care, and increased family empowerment.

For our quality team, this will enable us to better report and then make improvements based on what we learn and report.

Reducing Prolonged Stays Initiative

As well as supporting people to live well and achieve a “good death”, once the patient and family have come to terms with the terminal nature of the illness, many patients will wish to live out the remainder of their days peacefully at home or in a hospice facility with minimal medical intervention prior to death.

For those patients who return home, we work with our community partners and across social care to ensure that they achieve their goals. With our space limited to nine beds, helping them achieve this goal also provides the opportunity to reduce the amount of waiting time for those needing a bed, giving us the opportunity help more people.

Strategic Aim 2 - An open, engaging culture with our colleagues and service users and developing collaborative relationships with our commissioners and communities

Demonstrating that the care provided across the different services is compliant with Care and Quality Commission regulations, highlight areas of good practice and the impact of improvements where concerns are identified.

The Care Quality Commission is our regulator. In line with our values, we strive for excellence in everything we do and this includes ensuring that our services and care are delivered in line with health care regulations. During COVID, the CQC have not undertaken inspection visits to the Hospice although we have continued to work with them virtually. Over the last twelve months, we identified and agreed an audit plan and schedule. Using the outcomes of our audits, action plans were monitored, achieved, and reported as part of our clinical governance audit plan and to our Clinical and Care Committees.

Working collaboratively with staff, external colleagues, service users and external stakeholders to ensure that we are providing Hospice services which meet the needs of this locality.

We are passionate about working together to achieve more, and over the last twelve months this has included the introduction of new monitoring mechanisms for protected characteristics of all service users. Coupled with our work with our regulator, we have forged new partnerships, establishing a stakeholder group who now meet with Hospice staff with a view to them helping.

An area that this group identified as being an opportunity as to where we could do more, we have commenced a project to look at how we can better support homeless people with advanced and life-limiting illness in Cheshire West and Chester.

In March 2021, we also agreed a joint project with St Luke's and East Cheshire Hospices and Chester Pride. Through this project we aim to raise awareness and increase access to the full range of our services by our local LGBTQ+ community, at the same time as educating and developing our work force.

As one of the founding members of the Cheshire End of Life Partnership (ELOP), we continue to contribute towards its funding, plus are an active member of Strategic Collaborative Cheshire (SCC), chaired by the ELOP. The SCC has the will, determination and innovation and all organisations involved are working collaboratively to find new ways of delivering better care will, and must, make a difference. Our other partners include Countess of Chester NHS Trust Foundation, NHS Cheshire & Wirral Partnership, East Cheshire Hospice, Wirral St. Johns Hospice, St. Luke's Hospice, Cheshire East Council, Cross Roads Together, NHS Central Cheshire Integrated Care Partnership, NHS Cheshire Clinical Commissioning Group, Greater Manchester and Eastern Cheshire Clinical Commissioning Group, North West Coast Clinical Networks.

Specialist Palliative Care Integration

Over the last twelve months we have been working with Countess of Chester Hospital (COCH) and Cheshire and Wirral Partnership (CWP) with a view to improving patient care by developing a more integrated specialist palliative care service across the three organisations. Our objectives were to develop a single point of referral using a simplified referral form and exploring the role of technology in the service and understanding how it may be able to help. It would also enable the joint Multi-Disciplinary Teams to focus on the most complex patients.

To date we have worked with local stakeholders including Commissioners, General Practitioners, Doctors, Nurses and service users to identify a more efficient route for referral and assessment. This has enabled us to increase the knowledge and awareness of the different services we offer. We have also been able to develop an integrated education programme for all specialist palliative care staff; a patient-facing information leaflet (to support the referral process) has been produced and by the very nature of joint working, there has been improved communication and engagement between services. Additional admin resource has been agreed by CWP for a 12-month pilot and we look forward to progressing this work in 2021/2022.

The development of medical students from Liverpool University

As well as supporting and growing our own people, our medical staff facilitate 3-week placements for 4th year medical students from the University of Liverpool and undertake teaching activities at the Hospice. During 2020/2021 eight cohorts of students have been hosted here, each for a three-week attachment, which has equated to multiple hours of formal and informal teaching. Thanks to this work, from the very start of their careers, these new doctors will now have a basic knowledge of good symptom management, the skills to approach difficult conversations and knowledge of the important role the Hospice and its Services play in end-of-Life care - a foundation on which they can build and develop their skills throughout their careers.

Strategic Aim 3 - Our people have the skills, behaviours and values necessary to deliver excellent services we have:

Developed a comprehensive organisational learning and development strategy

This Learning Strategy for clinical and non-clinical staff sets out a framework for identifying hospice needs, individual needs and prioritising learning and development according to those needs and in line with budget.

With this framework now in place we are now seeking the best tools and solutions that will support the co-ordination and collation of information for a Hospice Workforce Development Plan.

Strategic Aim 4 - Financial sustainability, fostering innovation and achieving efficiency through continuous quality improvement.

In the year to March 2020 the Hospice received £901k of funding from the NHS Clinical Commissioning Group (CCG) in Cheshire, to fund our In-Patient Unit and the Adult Bereavement Services. This represented 23.7% of our total running costs. As a consequence of COVID 19 the CCG contribution in the year to March 2021 increased to £936k, representing 25.9% of our total running costs. Our costs this year were lower than in the previous year as we managed out expenditure in response to the COVID 19 outbreak. We continue to strive to improve efficiency to enable us to sustain financial stability.

In 2020/2021 this has included

- utilising data import technology for processing on-line donations
- developed our on-line sales eBay Sales business
- conducting a feasibility study with regard to moving to a system that will link us to other local health care providers
- launching a People and Development system which allows staff to self-service portal
- Developing our eLearning platform to include Hospice policies and induction processes.
- On the back of a staff suggestion scheme, we have launched an internal 'Go Green' initiative to ensure that the Hospice is looking at how to improve our carbon footprint and evidence our commitment to the Cheshire West and Chester "Sustainable West Cheshire", and as a member of the Low Carbon Community.

How we funded our achievements

Fundraising and Trading

This year has been an unprecedented year for the Hospice when it has come to raising funds to ensure that we could stay open and continue to deliver our services.

The year started in lockdown, with our shops closed and all face-to-face events curtailed. Very quickly it was apparent there was a need for us to look to our local community and supporters and we launched an emergency appeal.

Thanks to the generosity of our donors, we managed to raise £1,058k (2019/20 £1,044k) from donations and legacies. We also raised £346k (2019/20 £605k) from events and £947k (2019/20 £1,352k) from our retail and lottery operations, a truly humbling amount in light of the economic challenges and downturn arising from COVID 19. For a broad breakdown of our income, see the pie chart on page 9.

Our income can be broken down into monies given through grants, earned from investments and through trading, and fundraising.

- Our shops have had to remain closed for much of the year, due to the national lockdown or where we have needed to protect staff, volunteers and the public from COVID. Like many other organisations we have been able to make claims under the Job Retention Scheme.
- Thanks to joint lobbying across the hospice sector, we have also been able to make a further claim to NHS England, as it was quickly recognised the critical role the Hospice sector would play in supporting the NHS in dealing with patients, their families and carers with COVID alongside our normal end of life care.
- There has also been the opportunity for us to apply to some Charitable Trusts and Foundations who have widened their funding criteria to support charities dealing with the current situation. These Trusts and Foundations recognised the importance of the work we do in supporting both end of life care and bereaved families. They understood the need for the support we offer was at an all-time high due to the pandemic.
- For the members of the fundraising team who were not furloughed, as well as shaping our appeal, they have worked hard and found innovative ways to raise money whilst making it fun for those who took part as well as supporting our community. These events included quiz nights, growing our lottery, on-line auctions, virtual treasure trails and activity challenges. Our “Dedicate a Daisy” flower appeal had an income of over £60K.
- Our Fundraising strategy is to avoid high-risk activities with focus on all direct fundraising expenditure to minimise costs and maximise returns for the Hospice. The aim is to further develop our existing relationships with all current donors and supporters and we will look to appoint a Philanthropy and Corporate Fundraiser to bolster the team.

- We have reviewed and updated our data protection policy and we are registered with the Fundraising Preference Service and the Fundraising Regulator. We fully comply with the Code of Fundraising Best Practice and we publish and promote a ‘Supporter Promise’ via our website.
- During 2020/21, we have continued to invest in generating more sustainable regular income. This helps generate money we can rely on, and means we are able to plan for the future. We’re committed to being responsible and respectful with our fundraising, and continue to be registered with the Fundraising Regulator, abiding by their code of practice and regulations and the Gambling Commission for our lottery.
- Though many of our volunteers and Hospice Supporter Groups were also forced to stay home, they continued to raise funds and by making, baking, or taking part in third party challenges and events. Fundraising has continued albeit at a reduced level with Community fundraising bringing in £117k compared with £176k in the previous year. We were also very fortunate to benefit from £336k of legacy income (2019/20 663K). We continue to invest in legacy marketing, including our popular regular monthly Wills Clinic and our annual Make a Will Week held in March.
- Our charity shops are normally a major income stream for the Hospice but with many of them closed for the majority of the year, income for the year fell from £616k in 2019/20 to only £199k in the year to March 2021.
- When we were able to re-open in the summer, we took the opportunity to open a “pop-up shop” at Centurion Point in Chester. This store principally sells furniture and is occupied on a rolling short-term lease. Our shops continue to play an important role in connecting us with our community.
- We recruited a new Retail Development Manager who is now delivering a new strategy to ensure that we recruit and retain capable shop managers.
- We will also continue to review the profitability of each shop, monitoring each individual shop against a minimum benchmark. We will also look to see if there are further opportunities to open new shops.
- Our Hospice lottery continues to operate successfully generating an income of £748k, (2019/20 £737k), a significant positive cash flow for the benefit of the Hospice. This included two very successful raffles.

Investments

Our fixed asset investment portfolio continues to be used to underpin our ongoing activities and maintain capital to support future development. The growth of the portfolio is designed to supplement our reserves and our other income-generating activities for the medium to long term. We have engaged external investment managers, Investec, monitored by the Financial Conduct Authority, who manage a balanced portfolio on our behalf.

- Despite the pandemic and the associated market volatility associated with both this and Brexit, we have achieved net gains this year of £107K (£48k deficit 2019/20).
- The Board operates a diversified investment policy, balancing risk with income and capital growth. The Trustees nominate and appoint advisers, brokers and/or fund managers and will agree the terms of appointment. No investments are made without the prior approval of the Trustees. The advisers provide professional investment advice and will assist in the review of performance and future strategy. Our policy is not to invest in any stocks or shares in businesses involved in activities inconsistent with our values.
- The Trustees are mindful to maintain a balanced portfolio and regularly monitor the performance of the investments via the Finance and Income Committee.

What we haven't achieved

Despite a successful year, COVID, staff being furloughed and the uncertainty that the pandemic has had most notably on our finances, we simply weren't able to achieve everything we had planned.

This has included:

- We exist to deliver services to support the community, and to do this have to operate as if we were a business. Like any organisation we need to attract and retain talent and face challenges of staff leaving, be this due to retirement or career progression outside of the Hospice. In 2020/21 we carried out some research to establish what other organisations were doing to support succession planning, with the aim of implementing succession planning to align with the Hospice appraisal scheme, Workforce Development Strategy and Development Plan. This work was side-tracked with the team having to deal with unplanned activities linked to COVID; however, we will continue with this work in 2021/20
- One of our objectives is to further reduce the Hospice's impact on the environment. Work commenced to set up a Hospice working group, but we have not progressed this at the pace we would have liked. We will continue to take every opportunity to ensure that the Hospice reduces its carbon footprint.
- We actively record and learn from incidents to improve ongoing service delivery and to better link our systems to those used by our partners. This work is underway, and we will continue with this along with improved use technology to create efficiencies and where possible to reduce costs.

Looking forward

We will continue to strive for excellence and to deliver our strategic priorities, and in addition to achieving objectives we have carried forward from 2020/21 and delivering our services, we will also:

- Explore ways of using all technologies to communicate more effectively with our partners, staff, and volunteers, and provide additional opportunities for digital learning, development, and collaborative working.
- Produce a volunteer strategy with a view to recruiting more volunteers to interesting and varied roles, getting the best from their skills and experience, and attracting people from diverse backgrounds to work alongside us.
- Continue to review our retail network to ensure best use of our funds and resources to maximise shop income.
- Continue to grow our reserves to ensure the long-term financial stability of the Hospice.
- Implement the Data Security and Protection Toolkit Standard (DSPT) and Cyber Essential Plus.
- Continue to build on our risk management framework to ensure good governance and assurance.
- Use the results of our staff survey, completed in 2020/21, to help us further develop our workforce.

Performance

Surplus

The Hospice this year generated an overall surplus of £603k (2019/20 :£398k) including gains on our investments of £107k (2019/20: deficit £48k). This surplus has enabled us to improve our freely available reserves from £737k in 2019/20 to £1.426m in 2020/21. This represents a four to five months of forecast expenditure in reserve and represents good progress against our target of holding six months of forecast expenditure in free reserves.

Our passionate and dedicated people

We simply couldn't achieve what we do without our incredible staff and volunteers. In the year to March 2021 we employed 106 staff with a wide range of skills, knowledge, professional qualifications and experience.

Our aim is for our staff to be well-rewarded and to pay a salary that is competitive with other organisations. However, as we are unable to compete with the NHS and their agenda for change, we have to work incredibly hard to retain high-calibre staff to ensure we can deliver our strategic aims.

We also participated in an externally run employee engagement survey and had an exceptionally high response rate from staff. We are very pleased, in the main, with the results of the survey, with the Hospice viewed as a great place to work. We have already started to use these results to help us develop our workforce and an ongoing programme of action is underway.



Volunteers continue to support all areas of our organisation including our services, shops, and fundraising campaigns. Again, this year has been unprecedented, preventing some of our volunteers (many of whom were shielding) to be with us as they normally would be. With our shops and warehouse closed during the year, it was predominantly the Gordon Lane site that was open to volunteers. We did however introduce a new volunteer role of Patient Support Worker and trained up a number of new volunteers to support the Hospice during the pandemic. This has worked

extremely well and we were one of only a few hospices who continued to work with volunteers during this time. We have worked hard to stay in touch with the 365 volunteers who are still

registered with us. We recognise the increased competition externally to recruit and attract new volunteers and we will be working hard in 2021/22 to develop a Volunteer Strategy.

The pandemic also forced a change and an upgrade of our IT infrastructure to support the remote working that was essential for those of the team who were not working on the In-Patient unit or who were furloughed. Though the changes have been embraced by the staff, we still wish to see how we can develop the use of systems and technology to further streamline how we work and ensure we are capturing and managing all information to help us support our patients and staff more.

Structure, Governance and Management Statement of Trustees' Responsibilities

The Hospice of the Good Shepherd is an independent charity (registration no. 515516) operating as a private company limited by guarantee (01843427).

The Hospice is governed by a Board of Trustees and run by the Chief Executive and the Senior Management Team made up of a Medical Director (position currently vacant), Director of Clinical Services, Director of Income Generation, Director of People and Development, a Responsible Clinician and the Head of Finance.

The Hospice is registered with, and inspected by, our regulators the Care Quality Commission (CQC).

Our Trustees and their Committee responsibilities are listed below.

Trustee	Board	Committee and Sub-Committees					
		Care	Clinical Governance	Finance & Income	Health, Safety & Estates	Information Governance	People, Development & Remuneration
Robert Mee (Chairman)	*			*			
Margaret Hopkins	*			*			
Andrew Banks Resigned 20 th December 2020	*				*		
Bill Benoy	*			*			*
Steve Britton	*			*			*
Isabelle Hughes	*	*	*				

Gavin Eyres	*	*				*	
Justine Watkinson	*						*
Neil Fergusson	*	*	*				
Mike Davies	*			*			
Martin Howlett (SIRO)	*					*	
Peter Goddard Appointed 20 th October 2020 Resigned 20 th August 2021	*				*		
Yvonne Bottomley Appointed 20 th October 2020	*			*			
Jamie Christon Appointed 26 th January 2021	*			*	*		

Patrons & Vice Presidents

The Hospice has a number of patrons and vice presidents who work on behalf of the organisation within the local community:

Ian Puleston Davies
 Hilary Holden
 Olive Minors (deceased May 2021)
 J Mallon
 Dr D Marriss
 Marion Needham

Senior Management Team

Chief Executive Office	Margaret Wright (resigned 31 st December 2020) Rhian Wyn Edwards (appointed 1 st January 2021)
Director of Clinical Services (Caldicott Guardian)	Liz Taylor
Director of Income Generation	Caroline Siddall
Director of People and Development	Julie Davies
Responsible Clinician	Dr Fariha Bokhari (to 28th February 2021) Dr Lucy Cook (1st March 2021)
Head of Finance	David Haden

Registered Address & Advisors

Principle Registered Address	Hospice of the Good Shepherd, Gordon Lane, Backford, Chester, CH2 4DG
Auditors	Styles and Co JFC Limited. Heather House, 473 Warrington Road, Culcheth Warrington WA3 5QU
Solicitors	Allington Hughes 2 Vickers Lane Chester Ch1 1QX

Bankers	NatWest PLC Chester Commercial Office, 2 nd Floor, 33 Eastgate Street. Chester CH1 1LG
Investment Advisors	Investec Wealth & Investment Ltd 100 Old Hall Street Liverpool L3 9AB

Subsidiary Undertakings

The Hospice of the Good Shepherd has one wholly-owned subsidiary, Hospice of Good Shepherd Promotions Limited (Company Number 3350371). This company shares its registered office with Hospice of Good Shepherd.

Hospice of Good Shepherd Promotions Limited conducts trading activities selling donated goods and greetings cards and other purchased goods for sale in Hospice of Good Shepherd retail shops and at events, as well as the café located at Gordon Lane, with all profits being covenanted to Hospice of the Good Shepherd. The results and year end position of the subsidiary are shown in Note 8 to the financial statements. Our Lottery is regulated by the Gambling Commission, Operating Licence No. 000 005134 N 100425 013 and Remote Operating Licence 000 005134 R 322300 004.

The Board and Subsidiary Committee

The Board of Trustees is responsible for governance of Hospice of the Good Shepherd. The Trustees as members are also Directors of Hospice of the Good Shepherd. As set out in the Memorandum and Articles of Association, the Chair of the Trustees is nominated by the Board of Trustees and elected by them.

New Trustees are appointed following a selection process using a range of methods to attract potential new members. When considering new Trustees, the Board considers specialist skills required through a skills audit. New Trustees are appointed by a majority of the Board of Trustees, initially for a period of three years, but can be invited to serve for a further three-year term. New Trustees are provided with an induction, giving them an overview of the responsibilities and activities carried out by the charity. Training on external and organisational issues is provided as required.

The Board of Trustees and Executive Directors meet at least four times a year, and as members at an Annual General Meeting, and is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Board receives regular reports on all aspects of the charity's work.

There are six established Committees and one Sub-Committee. The members of these Committees include Trustees meeting with Executive Directors and are also attended by external advisors when required. The Terms of Reference for these Committees are summarised below.

Terms of Reference for our Committees

Board

The Board has ultimate responsibility for directing the affairs of the Hospice in accordance with its Memorandum and Articles of Association. The Trustees have control of the charity and its property and funds. The Trustees will set clear aims and objectives, establish priorities, safeguard the charity's assets and use them effectively and exclusively for the beneficiaries of the Hospice.

The Board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.

- To agree the charity's vision and values ensuring that they are reflected in all of the charity's activities.
- To ensure that the ethos and culture of the organisation underpins delivery of the charity's activities.
- To assess compliance and quality in accordance with legislation and best practice.
- To monitor and control activities within the Hospice.
- To monitor the financial income and expenditure of the organisation maintaining its financial stability.
- To regularly review which matters are reserved to the board and which can be delegated to sub-committees where appropriate.
- To obtain assurance from the minutes and executive summaries from Board Sub-Committees and to scrutinize and act upon the recommendations.

Care Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

1. To develop quality monitoring systems for:
 - Clinical quality
 - Patient experience
 - Patient safety
 - Policies and procedures
 - Thematic incident reviews and learning arising from Clinical Governance Group.
2. To review key performance indicators and objectives:
 - To identify key performance indicators and review at each committee meeting
 - To monitor performance
 - To define aspirations and financial impact relating to developments in clinical services

- To review levels of income from statutory funding
 - To review and develop organisational plans and objectives
3. To ensure risk management is maintained:
- To review the committee risk register and escalate matters of concern to the Board.
 - To ensure care services are delivered in accordance with legal requirements and recommended best practice.
4. To approve and recommend decisions in relation to care matters:
- To advise on new emerging models of care.
 - To advise on workforce development.
 - To assist in the formulation of the strategic plan in relation to care and once accepted, recommend to the Board for approval.
 - To recommend strategy and plans of care.
 - To review and approve minutes of the Clinical Governance Group.

Clinical Governance Committee

Duties and responsibilities of Clinical Governance Committee

- Clinical governance committee is accountable for continuously improving the quality of our services and safeguarding high standards of care by creating an environment in which clinical excellence can flourish.
- Effective clinical governance contributes to the safety and quality of patient care.
- Good clinical governance must support the early identification of risks and concerns that lead to individual, team and wider organisational learning.
- Reporting on its progress /assurance to the Care Committee and CEO.

Clinical governance improves the quality of care, by

- Monitoring, and where relevant, enforcing compliance with standards and regulations.
- Sharing information and intelligence in relation to patient safety.
- Promoting a culture of continuous improvement and learning.
- Acting decisively to protect the patients when risks to patient care or well-being emerge.
- Making sure there are clear lines of accountability throughout the Hospice and visible leadership from Boards.
- Encouraging and actively supporting the professional development of Clinical and Medical staff is also an important feature.

Finance & Income Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes, and controls are in place. Ensuring that the financial controls and processes are in good order and working to ensure the organisation has reliable and accurate financial information in a timely manner. This is the basis upon which operational and strategic decisions are made.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

Finance and Investment

- To review in detail the annual revenue budget and once accepted, recommend it to the Board of Trustees for approval.
- To discuss and agree a revenue strategy and financial contingency plan for periods of reduced income streams.
- To examine the monthly financial performance of the Hospice of the Good Shepherd and the Promotions Company in conjunction with capital expenditure and cash flow implications, and advise the Board of Trustees accordingly, recommending any remedial action where appropriate.
- To discuss and agree financial analysis and investigate tasks required to be undertaken.
- To assist in the formulation of a medium-term capital strategy (five year), and once accepted, recommend it to the Board of Trustees for approval.
- To review the annual capital budget which includes an emergency capital budget for unplanned capital items, and once accepted, recommend it to the Board of Trustees for approval.
- To review annually and agree a capitalisation policy and recommend any changes to the Board of Trustees for approval.
- To note capital expenditure by the Chief Executive for which provision exists within the Capital Budget and emergency capital budget agreed by the Board of Trustees.
- To commend unbudgeted capital expenditure requests over £15,000 for approval by the Board of Trustees.
- To review the investment policy annually and monitor the performance of the investment portfolio, meeting with fund managers on a six-monthly basis to discuss portfolio performance.
- To review the Reserves policy of the Hospice, discuss and agree the level of reserves that are appropriate, and once agreed, present the Reserves policy to the Board of Trustees.
- To assist in the formulation of financial plans and strategies and, once accepted recommend them to the Board of Trustees for approval.
- To review in detail the statutory accounts and, once accepted by the Committee, recommend them to the Board of Trustees for approval.
- To discuss and agree external accounting and audit services required.

- To provide assurance to the Board of Trustees that the organisation is adhering to the financial strategy approved by the Board or identify where this is not the case.
- To provide a forum for discussion, representation and consultation on matters relating to the financial affairs of the Hospice.
- Approval of policies and procedures may be sought from the Committee where appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.
- To approve overall banking arrangements.

Income Generation

- To assist in the formulation of the strategic plan in relation to Income Generation and once accepted, recommend to the Board for approval.
- To monitor the delivery of the Strategy and ensure this is detailed in the Hospice Business Plan.
- To monitor Income Generating activities against appropriate legal and regulatory requirements.
- To provide a forum for discussion, representation and consultation on matters relating to the Income Generation affairs of the Hospice
- Approval of policies and procedures may be sought from the Committee where appropriate.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Health, Safety & Estates Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To assist in the formulation of the strategic plan in relation to Health and Safety and once accepted, recommend to the Board for approval.
- All Health and Safety policies and procedures will be reviewed periodically.
- To consider the Health and Safety implications of the whole estate of the Hospice, including externally occupied buildings.
- To incorporate discussions and decisions relating to the maintenance and the development of the Hospice estates.
- To ensure adequate resources to meet the needs of the service and to ensure that we are compliant with relevant Health and Safety legislation.
- To ensure that incidents and near misses are logged and investigated appropriately and actions are progressed effectively.

- To ensure that we have sufficient and relevant insurance cover to limit our exposure to risk in the event of litigation.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.

Information Governance Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To ensure that information is dealt with legally, securely, efficiently and effectively in the course of Hospice business.
- To improve the overall handling of personal information held by the Hospice.
- To contribute to and develop good working practices.
- To provide adequate training to ensure that Hospice employees are aware of their responsibilities.
- To review current data retention.
- To review the security of databases.
- To review the Information Asset register and ensure departments keep it updated.
- To ensure incidents are logged and investigated appropriately and actions are progressed effectively. The Information Commissioners Office to be informed of necessary incidents within the relevant timeframe.
- To review and approve policies and procedures.
- To review the committee risk register and escalate matters of concern to the Board.
- To assist in the formulation of the strategic plan in relation to Information Governance and once accepted, recommend to the Board for approval.

People & Development and Remuneration Committee

To provide the Board of Trustees with assurance that adequate and appropriate governance structures, processes and controls are in place which ensure that the organisation delivers quality care and services and provides a safe environment for patients, families and visitors to the Hospice.

Take delegated responsibility on behalf of the Board of the Hospice of the Good Shepherd by undertaking the following objectives:

- To give assurances that training processes throughout the Hospice are contributing to the overall drive to deliver quality care and services to patients and their families and to develop staff to their full potential to enable them to carry out their roles effectively.
- To determine the salary and the terms and conditions of the Chief Executive.
- To approve the salary and other terms and conditions of service recommended by the Chief Executive for all Hospice employees.
- To consider the potential for an annual cost of living increase and propose to the F&I Committee if appropriate.
- To consider and agree new posts or changes to existing posts and structure required to meet the needs of the service. To consider any recommended severance packages.
- To assist in the formulation of the strategic plan in relation to People matters and once accepted, recommend to the Board for approval.
- To review and approve key policies and procedures.
- To identify key performance indicators and review at each committee meeting.
- To review the committee risk register and escalate matters of concern to the Board.

Chief Executive

Authority to conduct the day-to-day activities of the Hospice of the Good Shepherd is delegated to the Chief Executive, who is responsible for ensuring that the Board's strategy and policies are carried out. The Senior Management Team reports to the Chief Executive and meets every two weeks.

Corporate Governance

The Trustees complete an annual review against the charity governance code to highlight any areas for potential improvement. This is used to develop the charity's future policies and internal procedures to ensure we continue to follow best practice.

Risk Management and Assurance

The Trustees with the support of the SMT consider the major strategic, business and operational risks that face the charity each year when preparing the budgets and business plans.

The charity has detailed organisational and departmental risk registers which are reviewed regularly by the Senior Management Team and quarterly by each Committee and the Board. Significant new risks are brought to the attention of this Committee and the Board as necessary to ensure they are being actively managed and wherever possible suitable mitigation is put in place. A traffic light system is used to rank the key organisational risks with controls agreed and documented providing a revised score for each risk. Our assurance framework then monitors progress and application of the controls, with the Board also giving direction when further action needs to be taken to improve our controls.

During the assessment process we identified the following major organisational risks (classified as red based on their score) as at the date of signing:

Major Risks	Controls
The Hospice continues to anticipate year-on-year deficits before legacy income. Current free reserves are between 4 and 5 months of forecast expenditure which is outside of the recommended Charity Commission for resilience. The Boards target is 6 months. The March 2021 Financial Statements have identified an improvement in free reserves up from 2 months at the end on March 2020 to between 4 and 5 months at the end of March 2021.	• Continued monitoring and scrutiny of all costs is in place as reserves remain lower than target. • By agreement with the CCG there is sufficient long-term support to enable continued operations. We remain in regular dialogue with the CCG. • Cost Improvement Plan has been replaced by revised three-year forecasts. • Daily monitoring of cash and bank balances. • Monthly monitoring of income and expenses against budget and three-year projections. • Monthly monitoring of balance sheet and key solvency measures. • Regular monitoring of movements in freely available Reserves. • Annual budgeting and update of three-year projections.
Consultant Palliative Medicine/Medical Director, (vacancy) which could lead to potential impact on Clinical service(s), Strategic Direction and managerial leadership of the Medical team and reputational damage externally as the Hospice is not seen as a forward-thinking organisation due to lack of strategic activity relating to end-of-life care.	• In the absence of a Consultant in Palliative Medicine, the Hospice has approved an interim medical model. A Responsible Clinician (RC) will lead and support the Speciality Doctors (SDs) within the team. • Strategic Medical Objectives to focus on service improvements • Move to SAS contracts for RC and SDs • Joint work with the Countess of Chester (COC) NHS Trust and Cheshire and Wirral NHS Partnership (CWP) Trust to agree consultant's strategy for West Cheshire • Actively recruit for Consultant for HGS – offer made to successful candidate subject to references 1st October 21 • Informal support available from Consultant(s) in Palliative Medicine at

	COC and CWP NHS services Monday - Friday 9-5 pm. • External clinical supervision/arrangement for RC • Monthly doctor's business meetings to keep the medical team abreast of local key clinical matters and to highlight any concerns or impact on services within the Hospice.
Financial constraints have led to the deployment of a lean nursing model especially at a senior level which could lead to staff burn out or staff leaving as well as restricting/ delaying professional development of the nursing team	• Work is prioritised • Good communication • Careful planning of annual leave/days off • Train up senior staff to cover for absence as need, • Reviewing the work load of the Director of Clinical Services work commenced • Development of Nurse in Charge role • New Interim Quality Manager has clinical background and governance experience. • Considering appointment of nurse associate once some of recent recruits have gained further experience • Regular feedback to staff on recruitment progress and recognition when dependency is high and staff have gone above and beyond to maintain morale. • Successful recruitment summer/autumn recruitment campaign
With retirements, natural attrition and the known nursing shortage in the UK, plus the lower rates of pay offered by the Hospice there may be an inability to recruit to include registered nursing posts, this could result in not being able to continue with the current number of IPU beds being operational	• Review of terms and conditions to consider the impact of honouring continuous service dates for staff transferring from the NHS (impacts annual leave, sickness absence, maternity).
Potential inability to pay staff under existing arrangements with our payroll provider St Helens & Knowsley Trust (SHK) due to disbanding of the CCQ April 2022 and their	• New payroll provider and software has been secured and will provide full integration with existing HR system. Efficiencies in processes for both P&D and Finance have been identified and

inability to host the Hospice for ESR (NHS payroll platform)	existing 'work arounds' with SHK payroll system will be resolved with the new provider. Implementation project to commence October 2021 with a go live April 2022

Regular monitoring and review of the risks identified is a priority for the Hospice to support control and mitigation of each risk. The Trustees believe the major risk facing the Hospice is growing our reserves to protect our financial position. In addition, there may be risks in maintaining adequate and 'safe' staffing levels amid shortages at a national level of both nurses and palliative care consultants and increasing pressure from salary differentials.

In addition to the above, full risk assessments are undertaken as required under the Hospice's Health and Safety Policy and this has been particularly important as we have managed the COVID 19 pandemic.

Staff and volunteers as appropriate are required to complete annual mandatory training covering Information Governance, Fire Safety, Manual Handling, Food Hygiene, Infection Control, Safeguarding, Equality and Diversity and Dignity at Work together with Incident Awareness and Quality Control.

Financial Review

Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the Financial Statements. The Trustees have noted the results for the year, and remain mindful of the continuing difficulties of operating in the current financial climate and post COVID 19. The Group Statement of Financial Activities is set out beginning on page 47 of these accounts. The Trustees report a surplus for the year of £602,677 (2020: surplus of £398,012).

The surplus for the year of £602,677 is after legacy income of £335,937 and includes COVID 19 support provided by the Government/ NHS via Hospice UK. Without this support the Hospice would have experienced a deficit which would have exposed the Hospice to significant pressure given the comparative low level of free reserves which at March 2020 stood at £737k (approximately two months of forecast expenditure) as compared with our target level of reserves of six months of forecast expenditure. Free reserves have increased from £737k to £1,426k which represents around four to five months of forecast expenditure

Our financial investment portfolio recovered some of the value lost in the first quarter of 2020, finishing the year at £517,652 (2020: £427,179). The continuing impact from COVID 19 has been commented on elsewhere in this report.

Management of reserves

The Trustees annually review our reserves policy to take account of uncertainties in the health economy and potential fluctuation in fundraising income. This is with a view to match variable income streams with the fairly fixed level of expenditure incurred in delivering our services. This will help protect the long-term viability of the Hospice.

Our contracted income is predominantly supplemented from retail, lottery, and fundraising income, including legacies. The aim of the charity is to maintain sufficient reserves to support six months' running costs to accommodate any unexpected funding issues. The charity would seek to hold sufficient cash reserves (50%) to meet its immediate short term needs with the balance held in investments (50%).

This policy allows us to react to challenging economic circumstances and potential threats and liabilities. We aim to balance this with spending prudently to achieve our aim of delivering charitable activity in the short term.

The Trustees are pleased to report that the free reserves position as detailed above has improved over the reporting period notwithstanding the negative impacts of COVID 19. Whilst reserves at the end of March 2021 of £1,426k remain below our target, as stated we hold between four and five months of projected expenditure in reserve, an improvement over March 2020 when reserves of £737k represented approximately two months of forecast expenditure.

The calculation of the required level of reserves is an integral part of our planning, budgeting and forecasting cycle. Though the potential impact of COVID-19 has lessened, for 2021/22 we remain cautious regarding any continuing impact on income generation whilst maintaining our ambition to increase our free reserves to six months of projected expenditure in line with the stated policy.

At March 2021, group reserves stood at £4.9m (2019/20: £4.3m). This was made up of restricted funds £136k (2019/20: £153k), and unrestricted reserves of £4.8m (2019/20: £4.1m). We recorded a surplus before net gains on investments of £517k. We also recorded £107k gains on our investment portfolio.

Our people

Our aim is for our staff to be well-rewarded and to be paid a salary that is competitive and benchmarked externally against other charities of a similar size and location. We do not have any bonus schemes or performance-related pay and, aside from our pensions, all staff receive the same level of benefits.

In addition to the NHS pension scheme for pre-existing members of clinical staff we also run an auto-enrolment pension scheme for the benefit of our staff who are not members of the NHS scheme. The auto-enrolment scheme involves employee and employer contributions. The auto enrolment scheme is managed on our behalf by Royal London and the finances are completely independent of the charity's finances. The charity's contributions are recognised within our statement of financial activities, in the month in which the salaries are paid.

To protect our staff and volunteers, we take safeguarding extremely seriously and have a policy in place which was reviewed and updated in December 2020. All staff undertake mandatory Safeguarding training as appropriate and applicable to their role.

The Hospice has prioritised equality, diversity and inclusion (EDI) in our business plan and we now have an established EDI steering group and sub groups to support this work. We are striving to build on this success and continue to improve in all areas of EDI.

In March 2020, as a result of COVID-19, staff who worked outside of the In-Patient Unit transitioned to home working where possible, and where work was not available, we had to take the difficult decision to furlough staff. We have worked closely with our staff and volunteers post-pandemic to create safe workplaces and systems of work, including the opportunity for home working, while considering the physical and mental wellbeing of our staff and volunteers. Building on the successes of remote and flexible working, the Hospice has developed a modern and fit-for-purpose Hybrid Working Policy which will be implemented in 2021. We also went to great lengths to support our staff during the pandemic and put in place a range of wellbeing and mental health resources and support. We will be extending this further with an Employee Assistance Programme and Flexible Benefits platform during 2021.

At the Hospice we are inspired by the breadth of work and support provided by volunteers who undertake activities across all areas of the Hospice. Our volunteer support is key to our delivering our aims and objectives. Volunteers have supported the Hospice since we opened our doors over 30 years ago and the number of volunteers has grown steadily and we now have over 350 volunteers who work tirelessly in a variety of roles supporting every aspect of the Hospice including patient and family services, retail, fundraising, lottery and support services. Volunteers bring a wealth of experience, passion and commitment from diverse backgrounds and careers. We also recognise

the invaluable contribution our support group volunteers make in both raising funds and raising our profile in the local community.

We would like to take this opportunity to acknowledge their contribution and thank them for their continued commitment, dedication and support.

Statement of Trustees' Responsibilities for the Financial Statements and Corporate Governance

The Trustees (who are also Directors of Hospice of the Good Shepherd for the purposes of the Companies Act) are responsible for preparing the Trustees' Annual Report (incorporating the Directors' report) and the financial statements in accordance with 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

As far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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 the maintenance and integrity of the corporate and financial information Included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

A resolution will be proposed to appoint auditors at the forthcoming Annual General Meeting.

Signed by order of the Trustees

Bill Benoy Trustee and Treasurer

Date November 2021

Report of the Independent Auditors to the Members of Hospice Of The Good Shepherd (A Company Limited By Guarantee)

Opinion

We have audited the financial statements of Hospice of the Good Shepherd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with those acts.

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 are set out below

Capability of the audit in detecting irregularities

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and those charged with governance, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud often involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Ian Lloyd FCA (Senior Statutory Auditor)

Date

for and on behalf of Styles and Co JFC Limited
Statutory Auditors
Heather House
473 Warrington Road
Culcheth
Warrington
Cheshire
WA3 5QU

Consolidated Statement of Financial Activities (Incorporating a Consolidated Income and Expenditure Account)

		2021		2020	
	Note	Unrestricted Funds	Restricted Funds	Total	Total
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	1,035,226	22,759	1,057,985	1,043,935
Charitable activities	3	1,005,239	605,625	1,610,864	1,227,928
Other trading activities	4	1,293,223	-	1,293,223	1,957,143
Investments	5	9,898	-	9,898	14,459
Other	6	75,855	66,385	142,240	-
Total income and endowments		3,419,441	694,769	4,114,210	4,243,465
Expenditure on:					
Raising funds	7	(892,687)	-	(892,687)	(1,082,778)
Charitable activities	9	(1,941,325)	(650,105)	(2,591,430)	(2,714,671)
Other	10	(68,519)	(66,385)	(134,904)	-
Total expenditure		(2,902,531)	(716,490)	(3,619,021)	(3,797,449)
Net gains / (losses) on investments		107,488	-	107,488	(48,004)
Net income / (expenditure)		624,398	(21,721)	602,677	398,012
Transfers between funds		(4,709)	4,709	-	-
Total funds brought forward	21	4,145,994	152,849	4,298,843	3,900,831
Total funds carried forward	21	4,765,683	135,837	4,901,520	4,298,843

All incoming resources and resources expended derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted and Restricted Funds.

Balance Sheet for the year ended 31st March 2021

	Note	Company 2021	Company 2020	Group 2021	Group 2020
		£	£	£	£
Fixed Assets					
Tangible Assets	15	3,323,797	3,383,513	3,409,550	3,487,512
Investments	16	517,652	427,179	517,652	427,179
Investments in Subsidiaries	25	2	2	-	-
		<u>3,841,451</u>	<u>3,810,694</u>	<u>3,927,202</u>	<u>3,914,692</u>
Current Assets					
Stock	17	-	-	-	1,142
Debtors	18	531,844	995,981	339,651	780,528
Cash at Bank and in Hand		<u>2,057,551</u>	<u>859,623</u>	<u>2,299,336</u>	<u>1,090,296</u>
		2,589,395	1,855,604	2,638,987	1,871,966
Creditors: amounts falling due within one year	19	(441,448)	(279,576)	(576,679)	(399,824)
Net Current Assets		<u>2,147,947</u>	<u>1,576,028</u>	<u>2,062,309</u>	<u>1,472,143</u>
Total assets less current liabilities		5,989,398	5,386,722	5,989,511	5,386,834
Creditors: amounts falling due after more than one year	20	(1,087,991)	(1,087,991)	(1,087,991)	(1,087,991)
Net Assets		<u>4,901,407</u>	<u>4,298,731</u>	<u>4,901,520</u>	<u>4,298,843</u>
Charity funds					
Restricted Funds	21	135,837	152,849	135,837	152,849
Unrestricted Funds					
General Funds	21	<u>4,765,570</u>	<u>4,145,882</u>	<u>4,765,683</u>	<u>4,145,994</u>
Total Unrestricted Funds		<u>4,765,570</u>	<u>4,145,882</u>	<u>4,765,683</u>	<u>4,145,994</u>
Total Charity Funds		<u>4,901,407</u>	<u>4,298,731</u>	<u>4,901,520</u>	<u>4,298,843</u>

The financial statements were approved by the Council Members on and signed and authorised for issue on its behalf by:

.....
W Benoy
Treasurer

Consolidated Cash Flow Statement for the year ended 31st March 2021

	Note	2021	2020
		£	£
Cash flow from operating activities	24	1,234,151	(150,607)
Net cash flow from operating activities		<u>1,234,151</u>	<u>(150,607)</u>
Cash flow from investing activities			
Income from investments	5	8,590	9,603
Interest received	5	1,308	4,856
Payments to acquire tangible fixed assets	15	(52,125)	(50,818)
Receipts from sales of tangible fixed assets		108	-
Payments to acquire investments	16	(104,489)	(16,630)
Receipts from sales of investments		121,497	3,746
Net cash flow from investing activities		<u>(25,111)</u>	<u>(49,243)</u>
Net (decrease)/ increase in cash and cash equivalents		1,209,040	(199,850)
Cash and cash equivalents at 31/3/2020		1,090,296	1,290,146
Cash and cash equivalents at 31/3/2021		<u>2,299,336</u>	<u>1,090,296</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,299,336	1,090,296
Cash and cash equivalents at 31/3/2021		<u>2,299,336</u>	<u>1,090,296</u>

Notes to the Financial Statements for the year ended 31st March 2021

1. Summary of significant accounting policies

(a) General information and basis of preparation

The Hospice of the Good Shepherd is a charitable company registered in England and is governed by its Memorandum and Articles of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide the highest quality specialist palliative Care for the people of Western Cheshire, Chester and Deeside who have illnesses that no longer respond to curative treatment.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Hospice of the Good Shepherd Promotions Limited. The Hospice of the Good Shepherd has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary is included within the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary are included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS102 Section 9-Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any intra-group transactions are eliminated on consolidation.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The trustees have considered the level of funds held, the continued support the Group receives from the West Cheshire Clinical Commissioning Group and its expected level of income and expenditure for 12 months from authorising these financial statements and are of the view that it is appropriate to prepare the financial statements on a going concern basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

(a) Funds

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(b) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Income from the sale of gifts in kind donated for resale is recognised within Income from other trading activities.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution, receipt of which is probable, or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as income from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method.

(a) Expenditure recognition

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes cost of the lottery prizes, the salaries of the staff who promote fund-raising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed calculations and record keeping.

(b) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

(a) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	nil
Buildings and long leasehold property	2% p.a straight line
Plant and machinery	20% p.a straight line/15% reducing balance
Fixtures and fittings	15% p.a straight line/15% reducing balance
Motor vehicles	25% reducing balance

(b) Pension contributions

The company makes contributions to defined contribution pension schemes, as disclosed in note 25, designed to provide retirement benefits based upon the level of contributions made. The costs of providing these benefits are charged to the statement of financial activities in the year in which they become payable.

The company also makes contributions to a National Health Service (NHS) pension scheme for all eligible employees.

The assets of the scheme are held separately by the NHS superannuation scheme. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to the Hospice of the Good Shepherd. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme. Contributions to the scheme are charged to the SOFA in the year in which they become payable.

(c) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

(i) Shares in Subsidiary Undertakings

Investments in subsidiary undertakings are measured at cost less impairment.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

(j) Stocks

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

(k) Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

(l) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(o) Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(p) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

2. Income from donations and legacies

a) Company and Group

	Total 2021	Total 2020
	£	£
Donations	722,048	380,766
Legacies	335,937	663,169
Total	<u>1,057,985</u>	<u>1,043,935</u>

Income from donations and legacies was £1,057,985 (2020 - £1,043,935) of which £22,759 (2020 - £31,851) was attributable to restricted and £1,035,226 (2020- £1,012,354) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

3. Income from Charitable Activities Company and Group

	Total 2021 £	Total 2020 £
Contractual payments	1,578,099	1,003,893
Sale of goods and services	-	284
Other	32,765	223,751
Total	<u>1,610,864</u>	<u>1,227,928</u>

Income from charitable activities was £1,610,864 (2020: £1,227,928) of which £605,625 (2020: £13,532) was attributable to restricted and £1,005,239 (2020: £1,214,396) was attributable to unrestricted funds.

4. Income from other trading activities

a) Company

	Total 2021 £	Total 2020 £
Fundraising Events	346,092	604,769
Total	<u>346,092</u>	<u>604,769</u>

Income from other trading activities was £346,092 (2020 - £604,769) of which £nil (2020 - £1,250) was attributable to restricted and £346,092 (2020- £603,519) was attributable to unrestricted funds.

b) Group

	Total 2021 £	Total 2020 £
Fundraising Events	346,092	604,769
Lottery	748,195	736,657
Shops	198,936	615,717
Total	<u>1,293,223</u>	<u>1,957,143</u>

Income from other trading activities was £1,293,223 (2020 - £1,957,143) of which £nil (2020 - £1,250) was attributable to restricted and £1,293,223 (2020- £1,955,893) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

5. Income from investments

a) Company

	Note	Unrestricted Funds £	Total 2021 £
Listed UK Investments			
Dividend Income		8,590	8,590
Short Term Deposit Interest		1,308	1,308
		<u>9,898</u>	<u>9,898</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	383,375	383,375
		<u>393,273</u>	<u>393,273</u>

b) Group

	Unrestricted Funds £	Total 2021 £
Listed UK Investments		
Dividend Income	8,590	8,590
Short Term Deposit Interest	1,308	1,308
	<u>9,898</u>	<u>9,898</u>

Investments are held to provide an overall return from both income and capital growth.

a) Company

	Note	Unrestricted Funds £	Total 2020 £
Listed UK Investments			
Dividend Income		9,603	9,603
Short Term Deposit Interest		4,856	4,856
		<u>14,459</u>	<u>14,459</u>
Gift Aid			
Hospice of the Good Shepherd Promotions Limited	8	592,456	592,456
		<u>606,915</u>	<u>606,915</u>

b) Group

	Unrestricted Funds £	Total 2020 £
Listed UK Investments		
Dividend Income	9,603	9,603
Short Term Deposit Interest	4,856	4,856
	<u>14,459</u>	<u>14,459</u>

Investments are held to provide an overall return from both income and capital growth.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

6. Other income

a) Company

	Total 2021 £	Total 2020 £
Job Retention Scheme	66,385	-

Other income was £66,385 (2020: £nil) of which £66,385 was attributable to restricted and £nil (2020: £nil) was attributable to unrestricted funds.

b) Group

	Total 2021 £	Total 2020 £
Job Retention Scheme	134,904	-
Covid Business Rates Support	7,336	-
	142,240	-

Other income was £142,240 (2020: £nil) of which £66,385 was attributable to restricted and £75,855 (2020: £nil) was attributable to unrestricted funds.

7. Expenditure on raising funds

a) Company

	Total 2021 £	Total 2020 £
Merchandising and Event Costs	249,492	319,362
Investment management costs	3,584	3,498
Total	253,076	322,860

Expenditure on raising funds was £253,076 (2020: £322,860) of which £nil (2020: £nil) was attributable to restricted funds and £253,076 (2020: £322,860) was attributable to unrestricted funds.

b) Group

	Total 2021 £	Total 2020 £
Shops and lottery operating costs	639,611	759,918
Merchandising and Event Costs	249,492	319,362
Investment management costs	3,584	3,498
Total	892,687	1,082,778

Expenditure on raising funds was £892,687 (2020: £1,082,778) of which £nil (2020: £nil) was attributable to restricted funds and £892,687 (2020: £1,082,778) was attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

8. Results from Trading Activities of Subsidiary

	Hospice of the Good Shepherd Promotions Limited	Total 2021	Total 2020
	£	£	£
Merchandising and Events	947,131	947,131	1,287,374
Other income	75,855	75,855	65,000
Total Income	1,022,986	1,022,986	1,352,374
Total Costs	(639,611)	(639,611)	(759,918)
Net Income for the year before Gift Aid	383,375	383,375	592,456
Gift Aid Payable to Hospice of the Good Shepherd	(383,375)	(383,375)	(592,456)
Net Income	-	-	-
Funds Brought Forward at 1 April 2020	111	111	111
Funds Carried Forward at 31 March 2021	111	111	111
Total Assets Total	518,718	518,718	433,105
Liabilities	(518,607)	(518,607)	(432,994)

Notes to the Financial Statements for the year ended 31st March 2021 cont.

9. Expenditure on Charitable Activities

	<u>Company and Group</u>		
	Unrestricted	Restricted	Total 2021
Salaries and Wages	1,482,140	608,545	2,090,685
Rent	2,571	-	2,571
Rates and water	8,818	-	8,818
Light and heat	45,665	-	45,665
Repairs and maintenance	79,048	2,606	81,654
Motor and travel expenses	1,785	63	1,848
Insurance	15,724	-	15,724
Telephone	10,821	390	11,211
Medical supplies	39,996	-	39,996
Courses and education	6,215	510	6,725
Miscellaneous	31,448	25,608	57,056
Laundry, cleaning and food	28,446	-	28,446
Depreciation	98,164	12,383	110,547
Postage, stationery and advertising	24,133	-	24,133
Audit fees	11,650	-	11,650
Legal and professional fees	39,701	-	39,701
End of Life Partnership	15,000	-	15,000
	<u>1,941,325</u>	<u>650,105</u>	<u>2,591,430</u>

	Unrestricted	Restricted	Total 2020
Salaries and Wages	2,178,029	13,532	2,191,561
Rates and water	8,162	-	8,162
Light and heat	53,301	-	53,301
Repairs and maintenance	63,669	8,785	72,454
Motor and travel expenses	4,151	-	4,151
Insurance	16,554	-	16,554
Telephone	11,184	-	11,184
Medical supplies	41,254	-	41,254
Courses and education	26,256	-	26,256
Miscellaneous	56,656	665	57,321
Laundry, cleaning and food	43,596	212	43,808
Depreciation	102,913	9,593	112,506
Postage, stationery and advertising	21,193	-	21,193
Audit fees	9,250	-	9,250
Legal and professional fees	30,716	-	30,716
End of Life Partnership	15,000	-	15,000
	<u>2,681,884</u>	<u>32,787</u>	<u>2,714,671</u>

Notes to the Financial Statements for the year ended 31st March 2021 cont.

10. Other expenditure

a) Company

	Total 2021 £	Total 2020 £
Staff costs	66,385	-

£66,385 of the above costs were attributable to restricted funds and £nil (2020: £nil) were attributable to unrestricted funds.

b) Group

	Total 2021 £	Total 2020 £
Staff costs	134,904	-

£66,385 of the above costs were attributable to restricted funds and £68,519 (2020: £nil) were attributable to unrestricted funds.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

**11. Support Costs Breakdown by Activity
Company and Group**

		2021			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	116,572	228,750	53,696	399,018
Rates and water	Space	328	920	66	1,314
Light and heat	Space	1,361	5,103	340	6,804
Repairs and maintenance	Actual	305	5,485	305	6,095
Motor and travel expenses	Actual	165	110	-	275
Insurance	Space	586	1,640	117	2,343
Telephone	Space	1,002	585	84	1,671
Miscellaneous	Actual	660	660	-	1,320
Depreciation	Actual	1,647	14,824	-	16,471
Postage and stationery	Actual	3,644	1,962	-	5,606
Audit fees	Actual	-	-	11,650	11,650
Legal and professional fees	Actual	-	-	32,059	32,059
		126,270	260,039	98,317	484,626

		2020			
	Basis	Fundraising	Charitable	Governance	Total
		£	£	£	£
Salaries and Wages	Actual	117,814	225,669	52,786	396,269
Rates and water	Space	302	846	60	1,208
Light and heat	Space	1,578	5,916	394	7,888
Repairs and maintenance	Actual	571	10,277	571	11,419
Motor and travel expenses	Actual	304	203	-	507
Insurance	Space	612	1,715	122	2,449
Telephone	Space	993	579	83	1,655
Miscellaneous	Actual	1,787	1,787	-	3,574
Depreciation	Actual	1,665	14,986	-	16,651
Postage and stationery	Actual	1,364	734	-	2,098
Audit fees	Actual	-	-	9,250	9,250
Legal and professional fees	Actual	-	-	30,716	30,716
		126,990	262,712	93,982	483,684

Notes to the Financial Statements for the year ended 31st March 2021 cont.

	Total 2021 £	Total 2020 £
12. Net income / (expenditure) for the year		
Net income / (expenditure) is stated after charging / (crediting):		
Depreciation of tangible fixed assets	129,043	136,329
Auditor's remuneration :		
Audit of the annual accounts	11,750	13,500
Other services	5,900	1,044

13. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020: £Nil).

The total amount of employee benefits received by key management personnel was £406,835 (2020: £346,313) . The Hospice considers its key management personnel comprise the trustees, the Chief Executive, Director of Clinical Services, Medical Director, Director of HR, Director of Fundraising and Head of Finance.

The trustees did not have any expenses reimbursed during the year (2020 - £nil).

Notes to the Financial Statements for the year ended 31st March 2021 cont.

14. Staff costs and employee benefits

	Total 2021 £	Total 2020 £
Wages and Salaries	2,372,979	2,394,587
Social Security Costs	190,929	184,800
Pension Costs	141,124	144,659
	<u>2,705,032</u>	<u>2,724,046</u>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2021	2020
£60,001 - £70,000	1	-
£70,001- £80,000	-	1
£80,001- £90,000	-	-
£90,001-£100,000	-	-
£100,001- £110,000	-	-
	<u>1</u>	<u>1</u>

The average number of employees analysed by function was:

	Total 2021 No.	Total 2020 No.
Senior Management Team	5	5
Medical and care services	51	50
Support staff	29	30
Fundraising	21	24
	<u>106</u>	<u>109</u>

Notes to the Financial Statements for the year ended 31st March 2021 cont.

15. Tangible fixed assets

a) Company	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2020	3,777,861	1,059,058	-	-	4,836,919
Additions	8,089	42,931	-	-	51,020
Disposals/fully written off	-	(367)	-	-	(367)
At 31/3/2021	3,785,950	1,101,622	-	-	4,887,572
Depreciation					
At 1/4/2020	591,948	861,458	-	-	1,453,406
Charge for year	71,288	39,259	-	-	110,547
Eliminated on disposal	-	(178)	-	-	(178)
At 31/3/2021	663,236	900,539	-	-	1,563,775
Net Book Value at 31/3/2021	3,122,714	201,083	-	-	3,323,797
Net Book Value at 31/3/2020	3,185,913	197,600	-	-	3,383,513
b) Group	Freehold property £	Plant & machinery £	Fixtures & fittings £	Motor vehicles £	Total £
Cost					
At 1/4/2020	3,850,070	1,120,105	125,646	11,078	5,106,899
Additions	8,089	44,036	-	-	52,125
Disposals/fully written off	-	(367)	-	(11,078)	(11,445)
At 31/3/2021	3,858,159	1,163,774	125,646	-	5,147,579
Depreciation					
At 1/4/2020	623,773	913,786	71,859	9,969	1,619,387
Charge for year	79,335	43,273	6,181	254	129,043
Eliminated on disposal	-	(178)	-	(10,223)	(10,401)
At 31/3/2021	703,108	956,881	78,040	-	1,738,029
Net Book Value at 31/3/2021	3,155,051	206,893	47,606	-	3,409,550
Net Book Value at 31/3/2020	3,226,297	206,319	53,787	1,109	3,487,512

Notes to the Financial Statements for the year ended 31st March 2021 cont.

16. Fixed Asset Investments

	Unrestricted Funds £	Total 2021 £	Total 2020 £
Company and Group listed investments			
At 1/4/2020	427,179	427,179	462,298
Less disposals at opening market value	(104,333)	(104,333)	(3,928)
Add acquisitions at cost	104,489	104,489	16,630
Net (losses)/gain on revaluation	90,317	90,317	(47,821)
At 31/3/2021	517,652	517,652	427,179

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

17. Stock

	Group	
	Total 2021 £	Total 2020 £
Goods for resale	-	1,142
Total	-	1,142

Stocks included in the group balance sheet comprise goods held for resale.

18. Debtors

	Company		Group	
	2021	2020	2021	2020
	£	£	£	£
Amounts owed by group undertakings	233,375	312,746	-	-
Other Debtors	5	-	5	-
VAT	17,043	17,946	17,043	17,946
Prepayments and Accrued Income	278,192	556,989	319,374	654,282
Trade Debtors	3,229	108,300	3,229	108,300
	531,844	995,981	339,651	780,528

As at the year end, a total of £172,415 (2020 - £592,503) of group income has been accrued.

Notes to the Financial Statements for the year ended 31st March 2021 cont.

19. Creditors: amounts falling due within one year

	Company		Group	
	2021 £	2020 £	2021 £	2020 £
Trade Creditors	31,073	18,200	32,418	25,309
Other Creditors	121,364	129,283	122,233	130,933
Social security and other taxes	46,660	49,280	50,559	51,568
Accruals and deferred income	242,351	82,813	371,469	192,014
Amounts owed to group undertakings	-	-	-	-
	441,448	279,576	576,679	399,824

As at the year end, a total of £138,208 (2020 - £127,720) of group income has been deferred. Deferred income represents lottery subscriptions received in advance and other income when the criteria for recognising income have not been met at 31 March 2021.

20. Creditors: amounts falling due after more than one year

	Company		Group	
	2021 £	2020 £	2021 £	2020 £
Other Creditors	1,087,991	1,087,991	1,087,991	1,087,991
	1,087,991	1,087,991	1,087,991	1,087,991

21. Fund reconciliation**a) Company**

	Balance at 01/04/2020 £	Income £	Expenditure £	Transfers £	Gains / Losses £	Balance at 31/03/2021 £
Unrestricted Funds						
General Reserve	4,145,882	2,779,830	(2,262,921)	(4,709)	107,488	4,765,570
	4,145,882	2,779,830	(2,262,921)	(4,709)	107,488	4,765,570
Restricted funds						
Hospice UK-NHS England						
Covid funding	-	499,200	(499,200)	-	-	-
Job Retention Scheme	-	66,385	(66,385)	-	-	-
Other Restricted Funds	152,849	129,184	(150,905)	4,709	-	135,837
	152,849	694,769	(716,490)	4,709	-	135,837

Notes to the Financial Statements for the year ended 31st March 2021 cont.

22. Analysis of net assets between funds
a) Company

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Tangible Fixed Assets	3,254,216	69,581	3,323,797
Investments	517,652	-	517,652
Investments in subsidiaries	2	-	2
Current Assets	2,523,139	66,256	2,589,395
Current Liabilities	(441,448)	-	(441,448)
Creditors more than one year	(1,087,991)	-	(1,087,991)
Total	4,765,570	135,837	4,901,407

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Tangible Fixed Assets	3,305,079	78,434	3,383,513
Investments	427,179	-	427,179
Investments in subsidiaries	2	-	2
Current Assets	1,781,189	74,415	1,855,604
Current Liabilities	(279,576)	-	(279,576)
Creditors more than one year	(1,087,991)	-	(1,087,991)
Total	4,145,882	152,849	4,298,731

b) Group

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Tangible Fixed Assets	3,339,969	69,581	3,409,550
Investments	517,652	-	517,652
Current Assets	2,572,731	66,256	2,638,987
Current Liabilities	(576,679)	-	(576,679)
Creditors more than one year	(1,087,991)	-	(1,087,991)
Total	4,765,683	135,837	4,901,520

Notes to the Financial Statements for the year ended 31st March 2021 cont.

23. Share Capital

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

24. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	Group 2021	Group 2020
	£	£
Net income / (expenditure) for year	602,677	398,012
Dividends received	(8,590)	(9,603)
Short Term Deposit Interest	(1,308)	(4,856)
Depreciation and impairment of tangible fixed assets	129,043	136,329
(Gains) / losses on investments	(107,488)	48,004
(Profit) / loss on disposal of tangible fixed assets	943	-
(Increase) / decrease in stock	1,142	633
(Increase) / decrease in debtors	440,877	(163,311)
Increase / (decrease) in creditors	176,855	(555,815)
Net cash flow from operating activities	1,234,151	(150,607)

25. Shares in Subsidiary Undertakings

The shares in subsidiary undertakings are stated at cost of £2 (2020 - £2) and comprise the following companies:

	Class of Share	2021	2020
Hospice of the Good Shepherd Promotions Limited			
Company number: 03350371			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets		£ 111	£ 111
Operation of Charity Shops and a lottery scheme.			

Notes to the Financial Statements for the year ended 31st March 2021 cont.

26. Operating Lease Commitments

Total future minimum lease payments are as follows:

	Land and buildings	Other	Total	Total
	2021	2021	2021	2020
	£	£	£	£
Within One Year	72,500	2,876	75,376	69,400
Within Two to Five Years	95,750	-	95,750	72,876
Over 5 years	-	-	-	-
	<u>168,250</u>	<u>2,876</u>	<u>171,126</u>	<u>142,276</u>

27. Pension Costs

During the year ended 31 March 2021 the Hospice made contributions totalling £27,089 (2020: £26,836) to an Automatic Enrollment Scheme managed by Royal London.

Contributions of £2,625 (2020: £3,500) were made into a Personal Pension Scheme for a senior employee.

The Hospice also makes contributions to the NHS pension scheme for all eligible employees. Contributions to this scheme in the year totalled £111,410 (2020: £114,323).

Notes to the Financial Statements for the year ended 31st March 2021 cont.

28. Financial Instruments

	Company 2021	Company 2020	Group 2021	Group 2020
Financial assets at fair value through statement of financial activities				
Investments (Note 16)	517,652	427,179	517,652	427,179
Investments in subsidiaries (Note 25)	2	2	-	-
	<u>517,654</u>	<u>427,181</u>	<u>517,652</u>	<u>427,179</u>
Financial assets that are debt instruments measured at amortised cost				
Amounts owed by group undertakings (Note 18)	233,375	312,746	-	-
Other debtors (Note 18)	5	-	5	-
VAT (Note 18)	17,043	17,946	17,043	17,946
Trade debtors (Note 18)	3,229	108,300	3,229	108,300
Cash at bank and in hand	<u>2,057,551</u>	<u>859,623</u>	<u>2,299,336</u>	<u>1,090,296</u>
	<u>2,311,203</u>	<u>1,298,615</u>	<u>2,319,613</u>	<u>1,216,542</u>
Financial liabilities that are debt instruments measured at amortised cost				
Trade creditors (Note 19)	31,073	18,200	32,418	25,309
Social security and other taxes (Note 19)	46,660	49,280	50,559	51,568
Other creditors (Notes 19 & 20)	<u>1,209,355</u>	<u>1,217,274</u>	<u>1,210,224</u>	<u>1,218,924</u>
	<u>1,287,088</u>	<u>1,284,754</u>	<u>1,293,201</u>	<u>1,295,801</u>

Notes to the Financial Statements for the year ended 31st March 2021 cont.

29. Related Party Transactions

There have been no related party transactions during the years ended 31 March 2021 and 31 March 2020.

30. Taxation

No liability to UK Corporation Tax arose on net incoming resources for the year ended 31 March 2021 nor for the year ended 31 March 2020 for the company. A tax liability of £nil (2020 - £nil) arose on the subsidiary company included within the consolidated accounts.

31. Analysis of reserves

	Group	
	2021	2020
	£	£
Total Reserves	4,901,520	4,298,843
Less:		
Unrestricted Fixed Assets	(3,339,969)	(3,409,078)
Restricted funds	(135,837)	(152,849)
Freely available reserves	1,425,714	736,916

32. Contingent Asset

Any legacies that the Hospice has been notified of, but the amount due to be distributed cannot be reliably measured, have not been recognised within income.

We wanted to thank

Community and Corporate Supporters

Bristol Myers Squibb
C&C Catering Limited
Cheshire Masonic Lodges
Chester Cathedral
Chester Business Club
Chester Lions Club
Ellis and Co Chartered Accountants
Encirc Limited
Essar Oil UK
Innospec Limited
John Fox Plant Limited
KJ Bell Limited
Man Coed Tree Surgery
Morrisons
Oliver and Co Solicitors
Urenco

Charitable Trusts and Funders

Edward Gosling Foundation
Williams Family Foundation
Ursula Keyes Foundation
Marjorie Boddy Trust
Steve Morgan Foundation
BBC Children in Need
Lord Leverhulme Charitable Trust
Masonic Charitable Foundation
Sir Julian Thorne Charitable Trust
Maud Beattie Trust
Sir Donald & Lady Edna Wilson Charitable Foundation
The Albert Hunt Trust
Trefula Trust
Hospice UK

Our Hospice Community Fundraising Groups

- Malpas Support Group
- Upton Support Group
- Waverton Support Group
- Hoole Support Group
- Blacon Support Group

Patrons and celebrity supporters

A sincere thank you to all of our Patrons and celebrity supporters for their support in 2020/21.



Contact Details:

Hospice of the Good Shepherd
Gordon Lane
Backford
CH2 4DG



01244 851 811



@HospiceGS



/HospiceGS



www.hospicegs.com